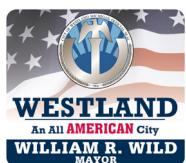


CITY OF WESTLAND ECONOMIC DEVELOPMENT STRATEGY



BONNER
Advisory Group



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OPEN FOR BUSINESS

Dear Stakeholders:

The City of Westland is Open for Business! As a former small business owner, my administration has placed a major emphasis on economic development and we continue to look for ways to maximize our impact and amplify our efforts. Westland prides itself at being one of Michigan's most business friendly communities. We remain dedicated to cutting the red tape and streamlining our processes in order to make doing business in Westland an incredible and profitable experience from start to finish.

William R. Wild
Mayor, City of Westland

The Economic Development Department serves as the liaison between the business community and the City, by providing guidance and support to existing businesses while helping to communicate the City's goals and priorities. The department helps new businesses and developers navigate the City's development process and identify potential resources that are available to increase project feasibility.

I'm pleased to present this Economic Development Strategic Plan which was developed with significant input from our residents, businesses and our local elected officials, taking into account their passion for the future of our City. Just as businesses compete for customers, communities compete for residents, new investment and jobs. This economic development strategy describes a vision, goals, strategies and actions that will create an environment that encourages bold development-related ventures and encourages entrepreneurial spirit. This plan, through technical analysis of economic data combined with public input, highlights the city's priorities for the greatest positive economic benefit for Westland.

Aubrey Berman
Economic Development Director, City of Westland

SPECIAL ACKNOWLEDGMENTS

William R. Wild – Mayor

Aubrey Berman – Chief Business Development Officer (Project Lead)

CONSULTING TEAM

Bonner Advisory Group

Wade Trim

Gritter Real Estate Services

Hoyden Creative

DOWNTOWN DEVELOPMENT

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Robert Kelly, Chair

Ralph Cabildo

Jason Freese

Sharon Scott

Anita Murray

Jack Rea

Hassan Saab

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Henrietta Grossoehme

Mayor William R. Wild

WESTLAND CITY COUNCIL

James Hart – Council President

Michael Londeau – Council President Pro-Tem

James Godbout – Council Member

Tasha Green – Council Member

Peter Herzberg – Council Member

Mike McDermott – Council Member

Andrea Rutkowski – Council Member

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Ralph Welton – Building Director

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Gretchen Heinicke – President, CEO Westland Chamber of Commerce

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Patrick Dostine – Michigan Department of Treasury

TAX INCREMENT FINANCE AUTHORITY

Robert Kelly, Chair

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Jack Rea

Hassan Saab

Gerilyn Maurer

Henrietta Grossoehme



PROJECT PURPOSE AND EXECUTIVE SUMMARY

PROJECT PURPOSE AND EXECUTIVE SUMMARY

Bonner Advisory Group (Bonner AG) worked in partnership with the City of Westland leadership and key stakeholders to create an Economic Development Plan that identifies solutions and fresh approaches to future economic opportunities and challenges.

This partnership included the formation of a steering committee comprised of diverse stakeholders representing key segments of the community, including city leaders, business owners, property owners, citizens, and business development partner organizations. They were tasked with creating a plan that would promote new economic growth and employment opportunities and serve as a road map for leaders to identify opportunities for success.

The purpose of this Economic Development Plan is to identify needs as well as opportunities for retention and growth, based on quantitative research and consultant-led visioning/strategic discussions with the steering committee and other relevant stakeholders. This plan establishes a shared vision and an action strategy that:

- Identifies roles
- Sets milestones
- Identifies benchmarks for success
- Includes plans for leveraging/connecting city and regional resources
- Explores the idea of a new economic development team/initiative, including its focus and future organizational sustainability

Specific focus areas were identified and are highlighted in the Economic Development Plan along with implementation strategies. The focus areas that were identified are listed on the next page.



Westland Mall

The Mall is the City's namesake, a main point of private a central hub of commercial activity for the region. Intentionally guiding the future of this property is essential to the long-term viability of the community and its main commercial hub.

Commercial Area Revitalization

The City needs to create a place where residents and businesses alike want to invest their time and money. The Wayne Road and Ford Road corridors are often the only impression the City gets a chance to make. Rebuilding these areas with a fresh approach will help attract businesses and shoppers, but also improve the likelihood of success from the existing business base.

Business Retention and Expansion Collaborative

Retaining and building the current business base in the City of Westland will take a team approach. Building a collaborative of community stakeholders to successfully reach out and support the business community is a new and innovative way to bring support services.

Business Recruitment (when implemented, will enhance the City of Westland's economic development and growth)

Attracting new businesses to the City requires a long-term commitment. Building a team that is well networked and can not only open doors for the City, but also advocate on its behalf will bolster efforts.

Economic Development Metrics

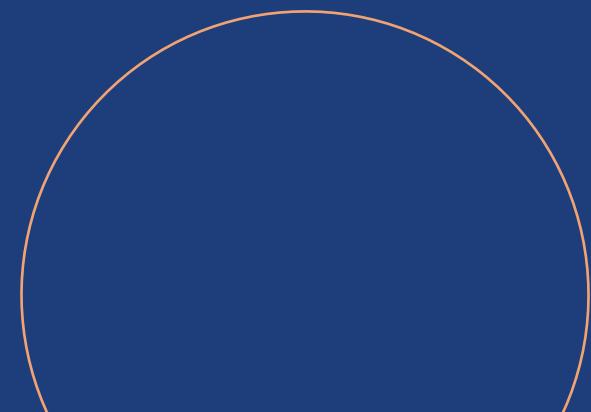
Measuring the activity and success of the Economic Development department is essential for understanding what efforts are most successful on an annual basis. By consistently measuring the activity of the department, the City can alter strategies or develop new approaches to achieve the goals of this plan.

Economic Development Staffing Plan – Team of Four Employees

For successful implementation of this strategy, the City of Westland should strongly consider developing a capable staff. Like any other city department, Economic Development has several programs to manage and execute upon, but unlike other city departments it does not have the staff to ramp up the efforts required to take the city to the next level of economic prosperity. An ample staff will allow for the consistent management of programming and evaluation of the vision and overall strategy moving forward.

The implementation of the Economic Development plan will help create a more dynamic economy for community residents through the accelerated growth of existing businesses and the attraction of new ones. Likewise, it will provide more detailed focus on major community assets, both public and private, and ensure that Westland is well positioned for years to come.

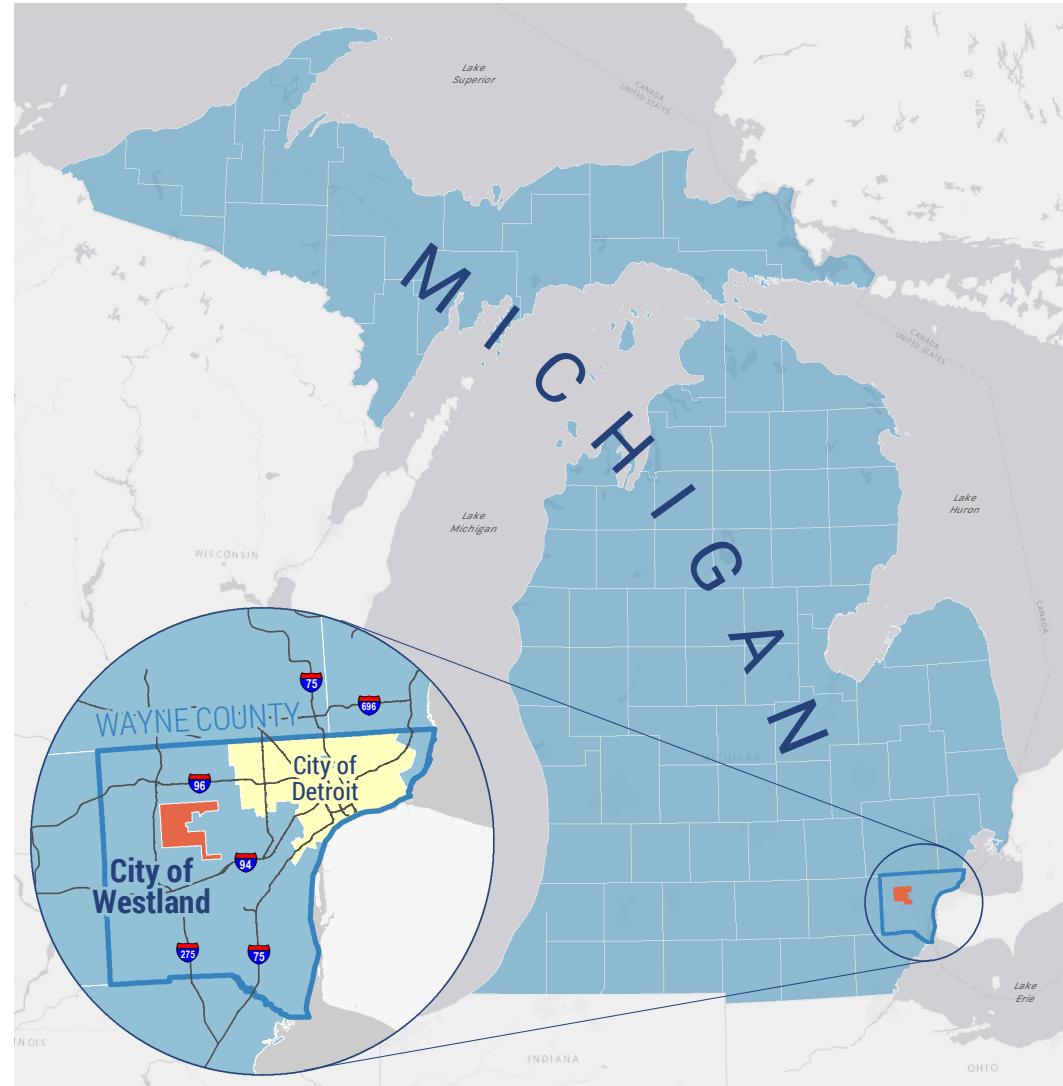
COMMUNITY CONTEXT



REGIONAL COMMUNITY CONTEXT

The City of Westland is a suburban community located within the Detroit metropolitan area of Southeast Michigan. With a total population of 85,420 (as of the 2020 Census), Westland ranks as the 10th largest city in the state. Westland is centrally located within Wayne County, the largest county by population in the State (1.79 million). Westland has an advantageous geographic location, surrounded by major freeways including I-94 to the south, I-275 to the west, I-96 to the north, and Southfield Freeway to the east. Through these arteries, Westland is a half-hour or less drive to major destinations including Downtown Detroit, Detroit Metropolitan Wayne County Airport, Willow Run Airport, Ambassador Bridge (access to Windsor, Canada), Dearborn, Southfield, Ann Arbor, General Motors World Headquarters, Ford World Headquarters, Henry Ford Museum, the University of Michigan, and Eastern Michigan University.

See Regional Context Map



REGIONAL CONTEXT

Legend

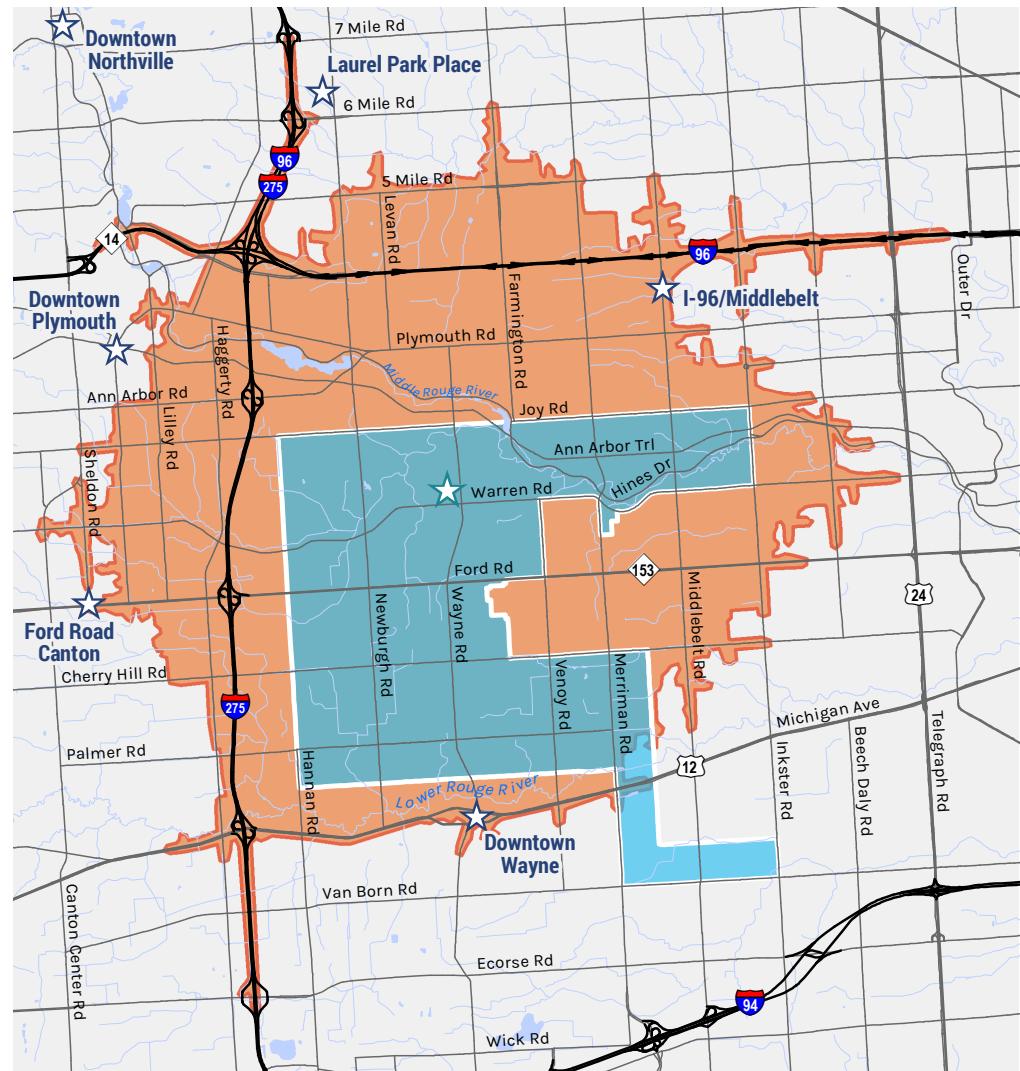
- City of Westland
- Wayne County
- Michigan

Source: Michigan Geographic Data Library; Esri;

LOCAL COMMUNITY CONTEXT

The City of Westland occupies 20.4 square miles of land, the approximate center of which is near Ford Road (M-53) and Wayne Road. Westland is bordered by the communities of Livonia, Dearborn Heights, Inkster, Garden City, Wayne, Romulus and Canton Township. The Westland Mall, a major retail center within Wayne County, is located in the north-central portion of the City at Wayne and Warren Roads. More than 485,000 persons live within a 17-minute drive of the Westland Mall (75% of the mall's users live within this drive-time radius). Nearby retail centers that compete with Westland Mall include several urban downtowns, including Plymouth, Northville, and Wayne, as well as several retail shopping centers, including Laurel Park Place in Livonia, I-96/Middlebelt shopping area in Livonia, and Ford Road shopping area in Canton Township.

See Local Context Map



LOCAL CONTEXT



Legend

- Westland City Limits
- Westland Mall
- 17 Minute Drive Time from Westland Mall
- Major Business Districts

- Freeways
- State Highways
- Other Primary Roads

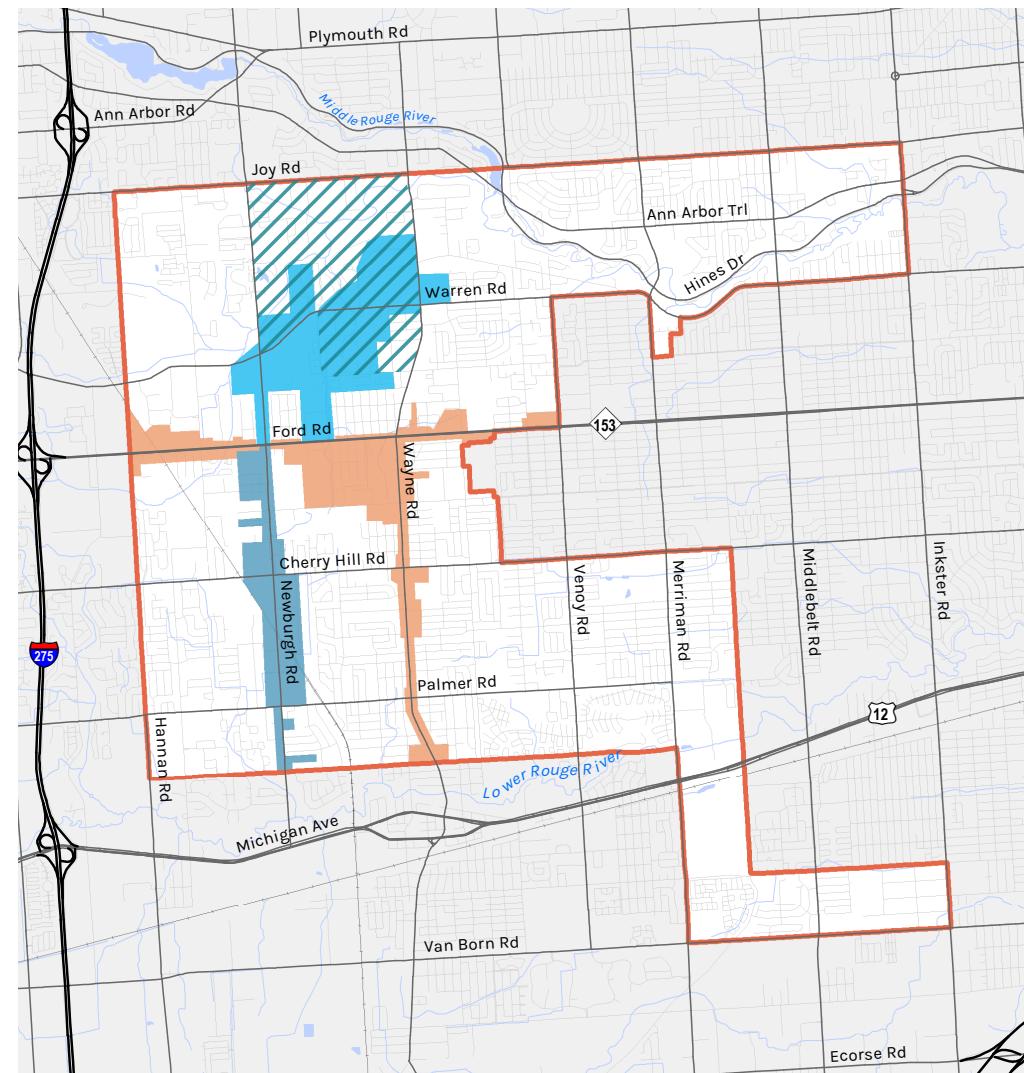
- Water Features
- Water Bodies

Source: Michigan Geographic Data Library;
Buxton Drive Time Radius; Wade Trim;

ECONOMIC DEVELOPMENT DISTRICTS COMMUNITY CONTEXT

In addition to the Westland Mall retail area near Warren and Wayne Roads, the City features numerous additional business and industrial corridors and/or districts. These include the Ford Road commercial corridor, Wayne Road commercial corridor, Newburgh Road commercial and industrial corridor, and a large industrial district along the CSX railroad. To stimulate investments and enhancements within its business districts, the City has established several economic development districts/authorities, including a Downtown Development Authority (DDA), Local Development Finance Authority (LDFA), Tax Increment Finance Authority (TIFA), and Opportunity Zone.

See *Economic Development Districts Map*



ECONOMIC DEVELOPMENT DISTRICTS

0 0.25 0.5 1 Miles

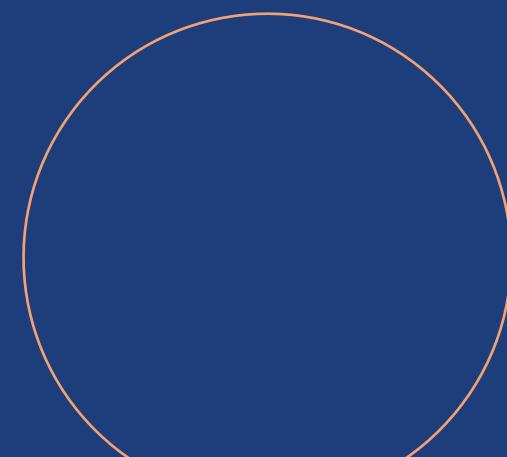
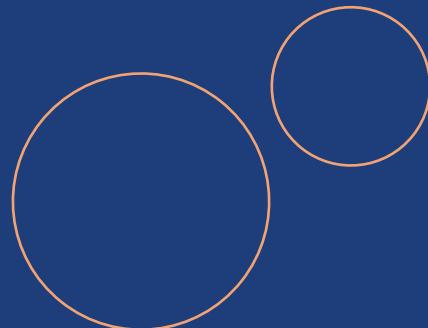
Legend

- # Opportunity Zones
- Downtown Development Authority (DDA) District
- Local Development Finance Authority (LDFA) District
- Tax Increment Finance Authority (TIFA) District
- Westland City Limits
- Water Features
- Water Bodies

- Freeways
- State Highways
- Other Primary Roads
- Railroads

Source: Michigan Geographic Data Library;
City of Westland; Wade Trim

COMMUNITY ENGAGEMENT



COMMUNITY ENGAGEMENT

Three primary methods were employed to engage citizens and stakeholders in the development of this Economic Development Plan. The results of these engagement opportunities are summarized within this section of the report.

SWOT ASSESSMENT/STAKEHOLDER INTERVIEWS

To gain insight into strengths, weaknesses, opportunities and threats related to economic development – called a “SWOT” assessment – the consultant team conducted confidential one-on-one interviews of key community stakeholders. Selected by the City, these stakeholders represented diverse perspectives and interests, and included City officials, leaders of key community organizations and business groups, business owners, and citizens. The collective input received through these interviews is presented in the SWOT summary on pages 14 and 15.

STAKEHOLDER SURVEY

In May and June of 2021, an online survey was facilitated to further identify key needs, issues and opportunities related to economic development. This survey was made available to a targeted audience of stakeholders with interests in the economic development arena. The 85 survey-takers represented citizens, the business community, local government, economic development organizations, educational institutions, religious institutions and non-profit groups. A summary of results of the stakeholder survey are presented on pages 16 to 21. The complete survey results are included in Appendix A.

STRATEGIC PLANNING SESSION

The City of Westland hosted a Strategic Planning Session in June of 2021 to inform and engage City leaders, stakeholders and citizens in the creation of the plan. The session included several informational presentations by the consultant team and a participant engagement exercise. The engagement exercise was designed to identify and prioritize key strategies that could promote and guide economic development within Westland. Attendees were broken into small groups and worked together to assign a level of importance for each strategy. At the end of the session, participants used a dot voting method to indicate their “top priority” strategies. The results of the exercises are presented on pages 22 and 23.

S



STRENGTHS

- Community Feel and Pride
- Reinvestment in the Community
- Affordable Housing
- Geographic Location
- Central City Park
- Multifamily Real Estate
- Industrial Real Estate
- Strong Municipal Services and Government

W



WEAKNESSES

- Retail Real Estate, Vacancy
- No New "Major Draws"
- No City Center
- Regional Connections/Lack of Transit
- Attracting Businesses
- Lack of Access to Freeways
- Transient Population
- Median Income

WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Retail Real Estate, Vacancy No New "Major Draws" No City Center Regional Connections/Lack of Transit Attracting Businesses Lack of Access to Freeways Transient Population Median Income 	<ul style="list-style-type: none"> New Wellness/Fitness Center Redevelopment of Westland Center Strong, Credible Administration City Hall Area Startup Business Accelerator Build on Successful Events/Activities Diverse Community Ombudsman Role 	<ul style="list-style-type: none"> Crime, Theft, and Overall Public Safety Nothing Unique About Westland Lack of Developable Land Demographic Population Trends No Significant Hospital Facility "Better" Neighboring Communities Small, Vocal Minority Dilapidated Buildings

STRENGTHS	OPPORTUNITIES	THREATS
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O



OPPORTUNITIES

New Wellness/Fitness Center

Redevelopment of Westland Center

Strong, Credible Administration

City Hall Area

Startup Business Accelerator

Build on Successful Events/Activities

Diverse Community

Ombudsman Role

T



THREATS

Crime, Theft, and Overall Public Safety

Nothing Unique About Westland

Lack of Developable Land

Demographic Population Trends

No Significant Hospital Facility

“Better” Neighboring Communities

Small, Vocal Minority

Dilapidated Buildings

STRENGTHS

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- Affordable Housing
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- Lack of Developable Land
- Demographic Population Trends
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OPPORTUNITIES

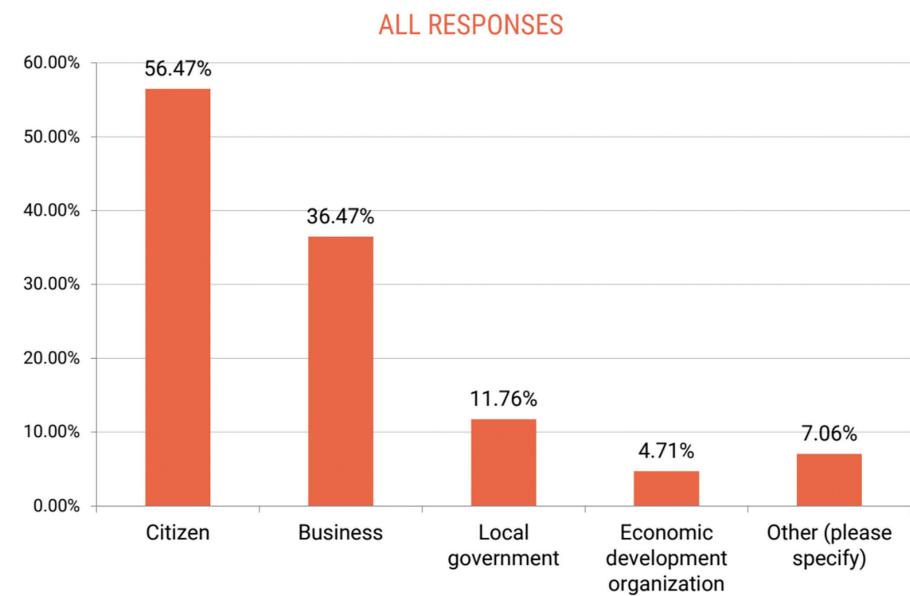
- New Wellness/Fitness Center
- Redevelopment of Westland Center
- Strong, Credible Administration
- City Hall Area
- Startup Business Accelerator
- Build on Successful Events/Activities
- Diverse Community
- Ombudsman Role



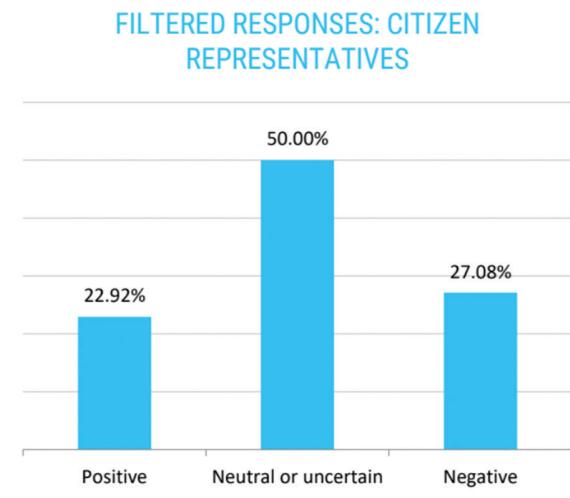
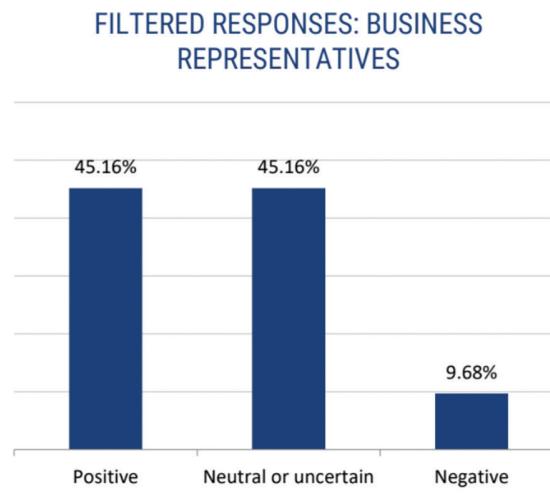
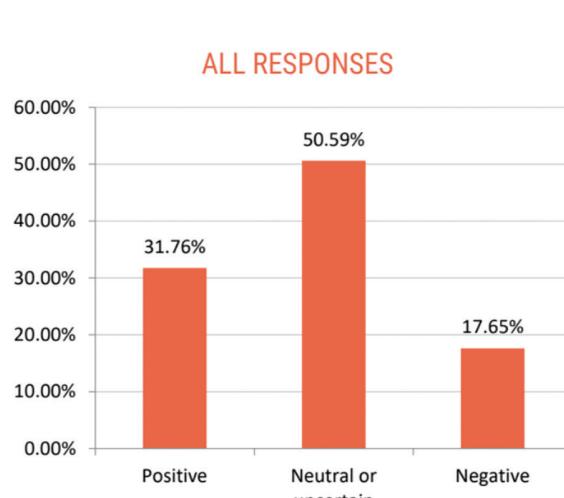
WHAT TYPE OF ORGANIZATION DO YOU REPRESENT?

STAKEHOLDER SURVEY RESULTS

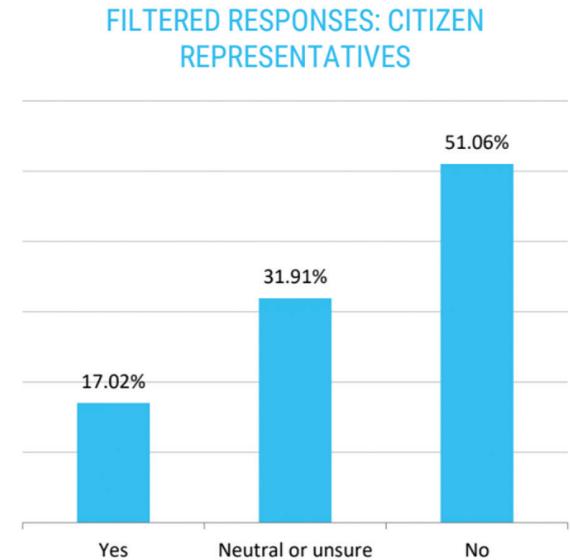
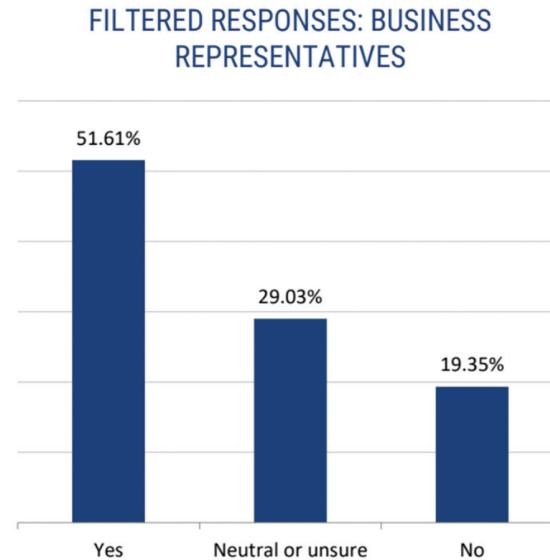
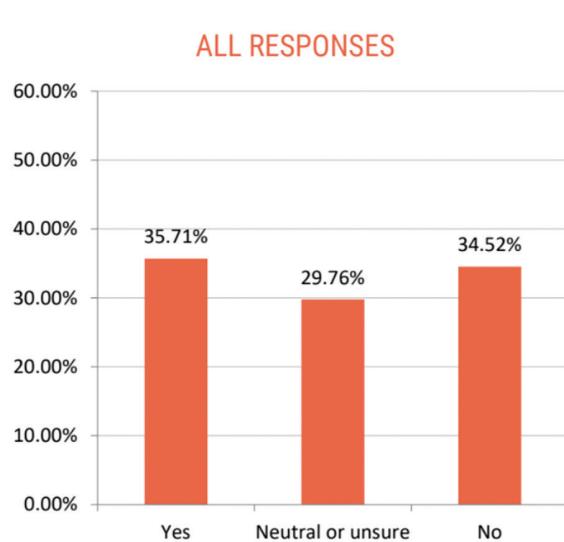
- 85 survey-takers
- 99 responses to this question (multiple-responses allowed)
- Others included non-profit, religious and education



HOW DO YOU PERCEIVE THE CITY OF WESTLAND AS A PLACE TO FIND EMPLOYMENT OPPORTUNITIES?

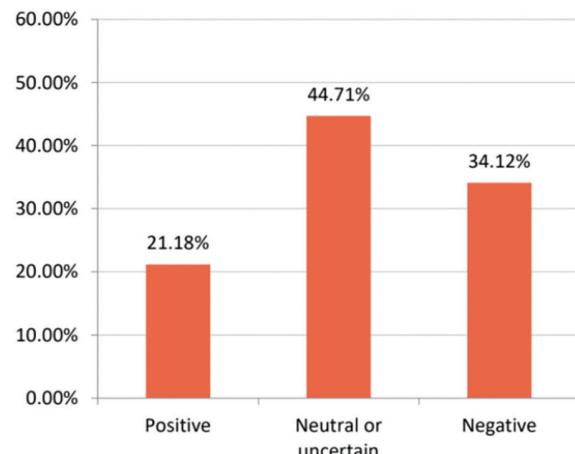


DO YOU CONSIDER THE CITY OF WESTLAND TO BE A DESTINATION FOR YOUNG FAMILIES?

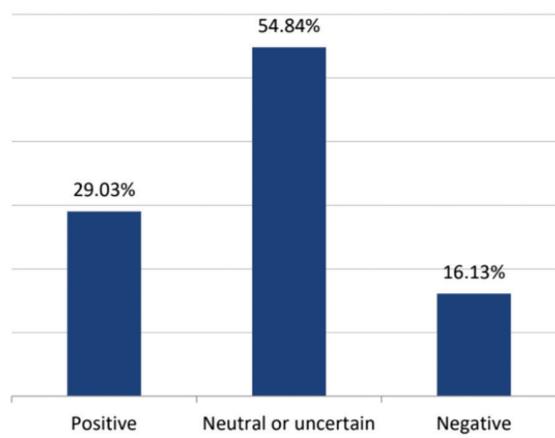


HOW DO YOU BELIEVE VISITORS, EITHER BUSINESSES OR PERSONAL, EXPERIENCE THE CITY OF WESTLAND?

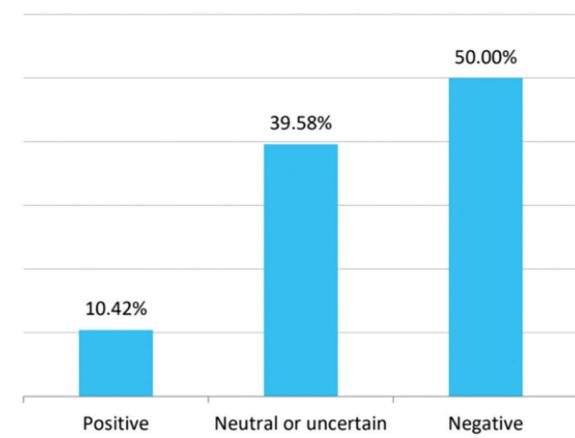
ALL RESPONSES



FILTERED RESPONSES: BUSINESS REPRESENTATIVES

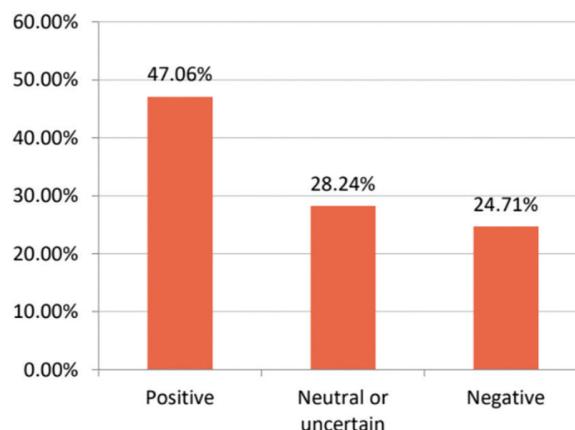


FILTERED RESPONSES: CITIZEN REPRESENTATIVES

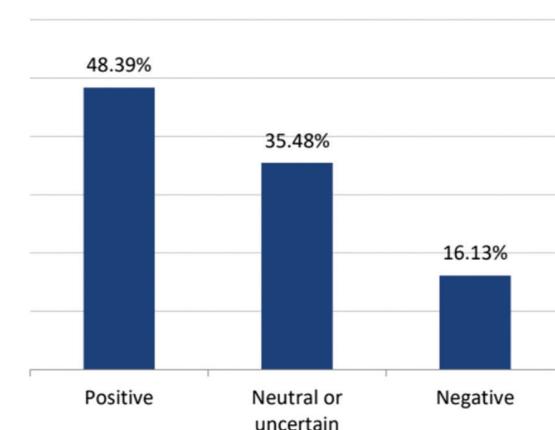


HOW DO YOU PERCEIVE THE CITY OF WESTLAND AS A PLACE TO LIVE?

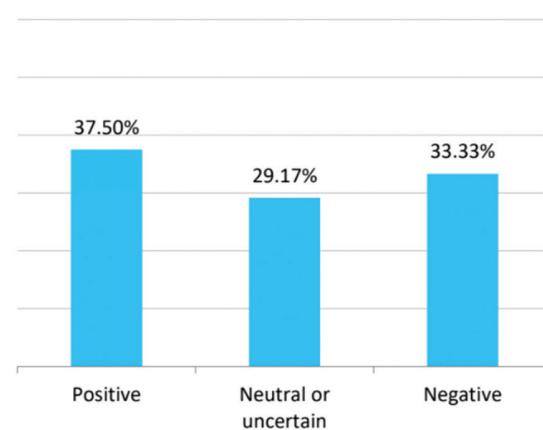
ALL RESPONSES



FILTERED RESPONSES: BUSINESS REPRESENTATIVES



FILTERED RESPONSES: CITIZEN REPRESENTATIVES



HOW SATISFIED ARE YOU WITH WESTLAND'S ABILITY TO SERVE NEEDS IN THE FOLLOWING AREAS?

ALL RESPONSES – SATISFACTION

Topic	Very Satisfied or Satisfied
Highway access/driving time to work	59.53%
High-speed internet connectivity	58.83%
Cost of living (e.g., housing, transportation, food)	50.59%
Safety	48.23%
Availability of any jobs	44.04%
Education systems (K-12)	34.12%
Entertainment/recreation	32.94%
Health care	29.42%
Image of the city as a good place for business	29.42%
Image of the city as a good place to live	29.41%
Availability of a wide range of jobs	24.70%
Post-secondary education	21.43%
Arts/culture	20.00%
Jobs that lead to career growth	19.05%
Public transportation	14.28%

ALL RESPONSES – DISSATISFACTION

Topic	Dissatisfied or Very Dissatisfied
Image of the city as a good place for business	49.41%
Arts/culture	47.06%
Image of the city as a good place to live	47.06%
Entertainment/recreation	44.70%
Jobs that lead to career growth	38.09%
Post-secondary education	35.71%
Public transportation	35.71%
Education systems (K-12)	31.77%
Availability of a wide range of jobs	31.77%
Health care	23.53%
Cost of living (e.g., housing, transportation, food)	22.35%
High-speed internet connectivity	17.64%
Safety	16.47%
Availability of any jobs	13.09%
Highway access/driving time to work	8.33%

WHAT DOES EFFECTIVE ECONOMIC DEVELOPMENT MEAN TO YOU?

ALL RESPONSES

Rank	Answer Choices	Weighted Score
1	Attracting businesses to locate to the city	6.04
2	Expanding the growth of existing businesses in the city	5.56
3	Launching new businesses in the city	5.26
4	Improved awareness (reputation) of the city	4.59
5	Higher standard of living for citizens	4.40
6	Creating more jobs in the city	4.38
7	Better educational opportunities and developing talent	3.77
8	More tourists visiting the city	2.29

WHAT TYPE OF BUSINESS WOULD YOU LIKE TO SEE EXPAND OR LOCATE TO THE CITY OF WESTLAND?

ALL RESPONSES

Rank	Answer Choices	Weighted Score
1	Scientific and technical	10.08
2	Manufacturing	9.26
3	Healthcare	9.14
4	Retail	9.04
5	Software development	8.58
6	Finance and insurance services	7.45
7	Construction	7.42
8	Tourism and hospitality	6.24
9	Government	5.66
10	Distribution and warehousing	5.52
11	Data entry	5.4
12	Telecommunications	4.8
13	Call center	3.66

WHAT SHOULD BE THE TOP ECONOMIC DEVELOPMENT GOALS FOR THE FUTURE OF THE CITY OF WESTLAND?

ALL RESPONSES

Rank	Answer Choices	Weighted Score
1	Attracting new businesses	5.96
2	Retaining (and expanding) existing companies	5.86
3	Retaining young professionals	4.83
4	Revitalizing older commercial areas	4.63
5	Launching more small businesses and promoting entrepreneurs	4.55
6	Improving lifestyle amenities	4.09
7	Partner with Wayne County and surrounding communities for larger opportunities	3.62
8	Improving retail amenities/adding retailers	3.23

WHAT ARE THE BIGGEST CHALLENGES FACING THE CITY OF WESTLAND AS IT WORKS TO IMPROVE JOBS AND ECONOMIC GROWTH?

ALL RESPONSES

Answer Choices	Weighted Score	Rank
Keeping young, skilled workers	10.01	1
Defined vision for Westland Mall	8.32	2
Collaborative mindset	8.19	3
Availability of jobs	7.86	4
School systems	7.41	5
Declining population	6.93	6
Local government leadership	6.86	7
Quality of Life amenities	6.83	8
Availability of diverse housing options	6.70	9
Inadequate transportation infrastructure	6.45	10
Access to capital and resources for small businesses	6.21	11
Lack of industrial facilities	6.00	12
High costs (business and living)	4.86	13

FILTERED RESPONSES:
BUSINESS
REPRESENTATIVES

Rank
1
3
2
6
4
9
12
5
10
11
7
8
7
8
11
13

FILTERED RESPONSES:
CITIZEN
REPRESENTATIVES

Rank
1
5
2
4
6
9
3
10
7
8
12
11
13

WHAT ARE THE GREATEST STRENGTHS THAT MAKE THE CITY OF WESTLAND A VIABLE PLACE FOR ECONOMIC GROWTH?

ALL RESPONSES

Rank	Answer Choices	Weighted Score
1	Transportation access (close to highways, ease of getting from place to place)	7.17
2	Affordability of housing	7.15
3	Skilled workforce	6.90
4	Local government leadership	5.90
5	Close proximity to recreational opportunities	5.58
6	Strong community pride and loyalty	5.49
7	Strong employer base	5.14
8	Strong community college and University system in the region	4.85
9	Climate and location	4.04
10	Entrepreneurial talent	3.74

EXHIBIT A

SMALL GROUP LEVEL OF IMPORTANCE RESULTS STRATEGIC PRIORITIES EXERCISE

POSSIBLE STRATEGIC PRIORITY	EXAMPLE ACTIVITIES	IMPORTANCE RANKING
Commercial area revitalization (Wayne Road, Ford Road, etc.)	Corridor planning, façade improvement programs, physical improvements	3.7
Business retention	Support to existing businesses, incentives, access to capital, business plans, succession planning, technology workshops, government-business relations	3.5
Westland Mall revitalization	Defining a vision for the redevelopment/enhancement of Westland mall and pursue implementation of that vision	3.5
Business recruitment	Target market studies, recruitment efforts, incentives, business start-up programs, business incubator spaces	3.4
Education, workforce and talent development	Strengthen school/business connection through industry and K-12 collaboration, jobs training programs, entrepreneurial innovation incubators, software training	3.4
Infrastructure improvements	Roads, non-motorized facilities, transit improvements, parking, streetscaping, broadband/internet	3.3
Recreational improvements	Recreation facilities, programming, parks improvements, community recreation center	3.2
Local governance enhancements	Government-business relations, community planning, business and user-friendly zoning ordinance amendments, public education and awareness, ensuring transparency in decisions, etc.	3.0
Improved image (reputation) of the city	Engaging in proactive public relations, governmental/business relations	2.9
Marketing and promotions	Marketing, branding, advertising, promotional campaigns, special events and similar initiatives aimed at business promotion	2.7
Other quality of life/livability improvements	Social service facilities and programs, public safety, public health, and other public service enhancements	2.7
Neighborhood revitalization	Neighborhood planning, housing rehabilitation, social welfare programs, new housing development, physical improvements	2.6
Promotion of arts and culture	Arts and culture programming, physical improvements (public art), art exhibits, musical performances	2.4
Land for new industrial development	"Shovel-ready" – acquiring, clearing, preparing land and/or buildings to allow for new development	2.0

Note: Importance ranking is on a scale of 1 to 4: 1) Not Important, 2) Low Importance, 3) Moderate Importance, 4) Great Importance

EXHIBIT A (CONTINUED)

SMALL GROUP LEVEL OF IMPORTANCE RESULTS STRATEGIC PRIORITIES EXERCISE

POSSIBLE STRATEGIC PRIORITY	EXAMPLE ACTIVITIES	IMPORTANCE RANKING
Other strategies not listed previously, which were added by the Small Groups:		
Local events	Entertainment, neighborhood events, etc.	n/a
Transient population	Retaining young talent	n/a
Legal aid and family services	Low-income support	n/a
Maintenance	Aesthetics of properties, pride of ownership, City clean-up projects, etc.	n/a

EXHIBIT B

TOP STRATEGIES / DOT VOTING RESULTS

STRATEGIC PRIORITIES LISTED AS "TOP 3" BY THE SMALL GROUPS	# OF SMALL GROUPS WHO IDENTIFIED THE STRATEGIC PRIORITY AS TOP 3	TOTAL DOT STICKER VOTES
Business recruitment	5	11
Business retention	3	13
Westland Mall revitalization	3	9
Commercial area revitalization (Wayne Road, Ford Road, etc.)	3	4
Education, workforce and talent development	2	7
Recreational improvements	1	11
Neighborhood revitalization	1	5
Local events	1	5
Promotion of arts and culture	1	3
Marketing and promotions	1	1
Maintenance & aesthetics of properties	1	0

ECONOMIC DEVELOPMENT CORE PROGRAM STRATEGY



ECONOMIC DEVELOPMENT CORE PROGRAM STRATEGY

After review of the data collected, surveys received, interviews conducted, steering committee meetings, and the strategic planning session, Bonner AG and the Consulting Team have put together the following focus areas:

- 1** Westland Mall
- 2** Commercial Area Revitalization
- 3** Business Retention and Expansion Collaborative
- 4** Business Recruitment (when implemented, will enhance the City of Westland's economic development and growth)
- 5** Economic Development Staffing Plan – Team of Four Employees
- 6** Strategic Alignment



1

RECOMMENDED STRATEGY FOR THE MALL

The process of a mall going through its terminal stage of eventual decline and closure can take many years. Redevelopments of malls are complex and take time. In particular, the governing real estate restrictions such as reciprocal easement agreements, shared access agreements, and lease provisions make it difficult to move to the next steps. Malls are also complex financial organisms with debt and financial commitments that could span multiple lenders and investment funds. However, for the City of Westland, there are many things to do in the short term that can assure longer term success or even accelerate the redevelopment process.

To start this process, the City engaged with McKenna Associates and Gibbs Planning to develop an overall vision and action plan for the mall area. This plan should be followed and implemented. However, specific to the Westland Mall, the following steps should be taken:

- Engage with the current mall ownership and develop a consistent dialogue around the vision for the mall's future. It can be assumed that the future of the mall itself will require redevelopment for a higher and better use.
- A mall redevelopment will take time and resources. In the interim, there are many businesses operating in the mall. Make sure the ordinance enforcement is consistent and aggressive at the property – this will ensure the owners take care of the property not letting it fall into a state of disrepair and become a public eyesore. Continue to support the businesses at the mall.
- Engage with the public and stakeholders about what the vision of the mall will be – this will provide support for ongoing efforts and decisions elected leadership will make pertaining to the redevelopment.
- Obtain a market study that can justify the vision or recommend different uses that will be well supported. The market study should come in conjunction with the visioning process.

- Apply a financial and economic model to the new vision of the property – this is done for the purposes of understanding how a redevelopment can be successful financially for potential buyers of the mall. This process will also educate the public stakeholders on whether to use economic incentives to make the project viable.
- Create the proper zoning tools and ordinances that support the future vision of the mall.
- Create the appropriate redevelopment districts for implementation of incentives (Brownfield, Tax Abatements, etc.).
- Work with ownership group to develop property marketing material for eventual sale and redevelopment of the property.
- Restated Objectives of Gibbs & McKenna Reports.

6 STEP ACTION PLAN

1. Adopt TIFA 2050 Transformation Plan
2. Regulate and Develop New Zoning Ordinance Provisions
3. Partner and Assemble Land for Redevelopment
4. Support Site Development Plans
5. Evaluate Developments and Designs
6. Approve and Streamline Permits and Construction

CURRENT OWNER ENGAGEMENT AND CODE ENFORCEMENT

Continue engagement and regular dialogue with the current mall owner. The mission of a Code Enforcement program is to promote and maintain a safe, clean, and desirable community. Code Enforcement helps maintain and improve the quality of the community by administering a fair and unbiased enforcement program to correct violations of municipal codes and land use requirements. It is imperative, despite the financial condition or direction of the mall and its ownership, to demand Westland Shopping Center be managed and maintained at or above the same level as municipal properties. Preventing the mall's deterioration physically will have both a social and psychological benefit on the community.

Available Incentives to support the development/redevelopment of Westland Mall, along with the Stages of Mall Disposition are provided in Appendix B.

2

COMMERCIAL AREA REVITALIZATION

REVAMP FAÇADE IMPROVEMENT PROGRAM

Westland's current program only makes \$5,000 available to willing participants. In today's environment of inflated material costs, this does not create as much of an incentive as originally designed. The City should develop specific design guidelines that all properties developed within the DDA district should abide by when either renovating their properties, or when new buildings are built. The idea of creating specific guidelines for the DDA district is to help create a very different yet identifiable area of the City with its own character and charm.

A report in the National Trust for Historic Preservation's *Dollar & Sense* series found that:

- Commercial building improvements resulted in an increase in sales in the year after the improvements were made;
- Sales improvements were sustained for several years;
- Sales increases exceeded increases in local taxes;
- The improvements attracted new businesses and shoppers to the target area;
- Participants were often motivated to make additional improvements (such as to interior spaces or product lines), and;
- Owners/tenants of properties and businesses in surrounding areas were motivated to make improvements.

The City should conduct two pilot projects, one for each of the two major areas of need: Wayne Road and Ford Road Corridor. The City should identify successful businesses that could benefit from this program which could potentially help them grow. Other considerations should be given to key properties and major hubs in the corridors, whether at a major intersection, or next to a newer development to leverage the City's investment to spur more growth

PHYSICALLY DISTRESSED REAL ESTATE

The City has experienced distressed commercial real estate assets for a few reasons. One, as our retail data has pointed out, the City has too much retail square footage per capita and thus not enough demand to meet the supply. Secondly, inline retail spaces in smaller suburban strip centers have generally struggled to maintain a financially viable business—creating an environment where property owners neglect maintenance and other general property upkeep. To combat these issues from growing, we recommend a very strict nuisance abatement program that at a minimum will prevent these buildings from being a psychological and physical eyesore.

The broken windows theory, defined in 1982 by social scientists James Wilson and George Kelling, drawing on earlier research by Stanford University psychologist Philip Zimbardo, argues that no matter how rich or poor a neighborhood, one broken window would soon lead to many more windows being broken:

“

One unrepaired broken window is a signal that no one cares, and so breaking more windows costs nothing.”

PsychologyToday.com

Additional and more aggressive ways to combat deteriorating property conditions is to acquire properties when they either become available for purchase or through friendly transactions. Ideally, properties that are most blighted can be acquired and demolished

and the site is held for future development, either for sale on its own, or in combination with other neighboring parcels for a larger redevelopment opportunity.

FORD ROAD CORRIDOR

The City of Westland has two major redevelopment plans: one for the Westland Mall area and one for the former city hall property on Ford Road. The proposed solution for both properties is a mixed-use town center style concept. Historically in southeastern Michigan, suburban town center concepts have failed financially such as Cherry Hill Village, Novi Fountain Walk, and Bloomfield Park. One reason for failure ultimately could be the development concept was too far ahead of its time, and consumers in the Detroit region are a slow adopter of this style of development. The City should consider being flexible in the redevelopment of the Ford Road property, and not instilling a one-size-fits-all development scheme. Instead, take advantage of the location, the park amenities, and the demand for industrial space as potential opportunities for redevelopment.

REDEVELOPMENT READY SITES

These should be considered high priority sites within the community. A redevelopment ready site should consist ideally of 10 or more acres, which may or may not require multiple assemblages. Understanding the ownership of these properties, sale or lease potential, and overall willingness of an owner to participate in a deal is important. These sites should be analyzed for land use, including proactively creating development concepts as well as introducing the establishment of incentive districts that may get the attention of the development community. The City may be even more proactive by purchasing or establishing an ownership interest in one or more of these parcels to help redevelopment occur more smoothly. For instance, understanding the motivations of the Westland Shopping Center owners is extremely important for the City to strategize around supporting the future of the property. This could include the City constructing an asset, such as a recreation center, as a catalyst to turn the mall into a desirable town center concept.



3

BUSINESS RETENTION AND EXPANSION COLLABORATIVE

Existing businesses and the local workforce are key “barometers” of a community’s economic health (as a place to live, work and play). Research shows that small businesses are the major drivers of job growth. In most cities, 85 percent of all existing businesses employ less than 100 people. They are the often-overlooked growth machine of a local community—and the ones most likely to add new jobs to their portfolio. The Business Collaborative is intended to help focus the energies of community stakeholders on the economic assets that already exist in their cities, counties and regions, making them stronger and more resilient over time—especially its small business community. The City of Westland has very limited resources and staffing to execute a large scale program. As such, we recommend that a Collaborative be established with partner organizations to make sure the needs of the business community are met.

Every community is different, yet has a similar set of stakeholders who should serve on the Business Collaborative. The Collaborative will serve in conjunction with City leaders and staff, supporting business retention and expansion efforts.

Stakeholders to consider include:

- Economic development organizations
- Chamber of Commerce
- Retired business executives
- Government officials
- Education entities
- Financial institution
- Business owner/operators

Collaborative members should be considered for the skills, knowledge, and expertise they possess as well as their ability to process information in a timely manner to address any issues/topics that may arise.

OUTLINE FOR COLLABORATIVE DEVELOPMENT

- Forming a Collaborative:** The Collaborative, which should include diverse stakeholders representative of the community's demographics, will be involved in gearing up for and implementing the program.
- Schedule and Hold Collaborative Meetings:** The Collaborative discusses what industries or businesses should be targeted (such as Ford and Warren Road Businesses, and industries/companies associated with a specific sector or cluster) and works on developing the questionnaire that the businesses and industries will be asked to complete. A list of businesses/industries to be surveyed should be developed from the top employer list in the appendix.
- Assess Community Readiness:** The Collaborative should go through some simple training to understand how to effectively interview a business.
- Announce the Local Collaborative Program:** Information about the program should be shared through a variety of media outlets, creating buzz and excitement over the program and should preemptively notify the local business community that it is available.
- Distribute Questionnaires:** Surveys should be sent out to each of the businesses/industries selected for the program. Remember, even though there are hundreds of businesses within the community, it's difficult to meet everyone, even with a collaborative of volunteers. The focus should be on core companies with 15 employees or more. Once all surveys are returned, individual Collaborative members will be assigned to the selected businesses/industries, according to the companies' preference.
- Resource Roadmap:** There are a number of resources from multiple organizations such as the City, Chamber, MEDC, Wayne County, and others. Create a useful graphic oriented brochure that can intelligently explain what a business is eligible through the City and its partners.
- Conduct Site Visits:** Selected businesses/industries that have agreed to be part of the program should be contacted to determine availability, and visits should be conducted by the City and the preferred member of the Collaborative.

Enter and Analyze Response Data: Both quantitative data (from the online surveys) and qualitative data (from the site visits) should be entered into the prepared database and analyzed (either developed with existing technology tools such as Excel or purchased software such as SalesForce).

Identify and Address Red Flags: Information items collected from the surveys and during site visit interviews that raise “green flags” and “red flags” should be addressed by the Collaborative. The Collaborative will determine which specific strategies to use to address these issues.

Report Findings of the Collaborative: The questionnaire results are a great opportunity to report out the overall health of the business community.

Develop Workforce Development Strategy: Workforce and Talent are the two most common words used in economic development today. A strong business outreach program that gathers data from interviews held, will help identify core skills needed for jobs within the city. This real time data can be a very powerful tool to inform the school district, community colleges, and other partners as to the growing demand in job skills required. Conversely, the most common jobs held by employees will also help dictate potential training programs to grow that job sector within the community.

Communicate Results: Results should be shared with the general public in a well-publicized community forum with the Mayor and other city leaders. This is a great way to connect leadership in Westland to leadership in the business community on an annual basis.

BUSINESS BOOTCAMP

A Business Bootcamp is an excellent way for the City and chamber to partner on a program that will create a lot of value for both small businesses and business service providers that make up chamber membership. A bootcamp is an event that can be held twice a year and is a week long. These can be introduced as small business celebration weeks and could even coincide with nationally recognized events.

Assemble: Develop a business bootcamp resource team such as attorneys, accountants, marketing, sales, and operations service providers among others.

- Application:** Create an application process for local small businesses to apply for. It might be useful to set parameters such as number of employees, years in business, or sales for example to funnel down the amount of companies that will participate. Ideally 10 should be the maximum.
- Orientation:** Each small business participant will have their business analyzed by the group of experts assembled. The team will identify strengths, weaknesses, opportunities, and threats faced by the applicant company.
- Coaching:** For the duration of the week, each business will receive an intense amount of coaching from select service providers, sit through a number of lunch and learn sessions from other experts and successful businesses, and cap each night with networking opportunities for the community at large.
- Pitch Session:** The week culminates with each participating company giving their business pitch. What problems were identified at the beginning of the week, and what is the plan for the business moving forward. The successful pitch should be eligible for some prize or special acknowledgment.
- Micro-Enterprise Program:** The City has been very successful in deploying micro-enterprise grant funds during the Covid pandemic. These same funds could be used to sponsor the program, pay for special consulting to participating companies, or help advance the growth of a company.

4

BUSINESS RECRUITMENT

FORM A BUSINESS RECRUITMENT TEAM

The founding members of this team are extremely important for establishing the enthusiasm, momentum, professionalism and organization that will be needed. They need to be problem solvers, and action oriented. This team should also be led by the Chief Business Development Officer for the City of Westland.

Select the Team: To begin the recruitment process, a proactive business recruitment team needs to be assembled. This team should bring a clear and realistic understanding of the market analysis, have skills in economic development and real estate along with connections to local decision-makers, and have an ability to sell and follow through. Training for the team may be necessary. A team of five to seven participants could include:

- Established (and retired) business owners;
- Local real estate professionals;
- Current building owners who are interested in exploring various uses for their property;
- Bankers;
- Local entrepreneurship and development organization representatives;
- Elected officials; and
- Chamber of commerce directors.

Develop a Common Purpose: Before beginning a business recruitment effort, it is important to understand the highest priorities for the City such as the Mall area, The Ford Road city property, and the redevelopment ready sites identified in the first section of this strategy. For most cities, the effort should help:

Draft a Work Plan: The first step for this group is to develop an initial work plan. All work plan action steps should be listed and prioritized. Sample work plan components might include the following:

- The Buxton, EMSI, and CoStar market analyses;
- Redevelopment Ready Properties;
- The Resource Guide; and
- Prospect List

The work plan is really an opportunity for establishing goals and metrics the community at large can understand. Business recruitment is an activity based program, so often times it requires repetitive activity over a long period of time before seeing any results. This patience needs to be understood by all stakeholders.

CREATE A SUPPORTIVE BUSINESS ENVIRONMENT

Before actual recruitment can begin, it's important that the City and its stakeholders understand their role as being highly supportive. This includes a manageable approval process, a firm understanding of land and building availability, and the willingness to use incentives if applicable.

Make the Environment Appealing: To attract retailers, for example, it's important that Westland begins implementing the strategies in the Commercial Area Revitalization section. This will prove to potential customers the City is serious about improving its main commercial corridors Ford and Wayne Road.

ASSEMBLE RECRUITMENT AND MARKETING MATERIALS

Attractive recruitment and marketing materials should be developed to convey the market potential of Westland. Business recruitment materials must help convince a business operator that the City is unique and that it offers a competitive edge over other locations

General Marketing Materials: Market analysis data already outlined previously in this strategy will help potential business operators evaluate the potential for their venture. Consider adding the following to your marketing approach:

- Letter of introduction including compelling reasons to consider the City of Westland;
- General information and photos of the community highlighting its assets;
- Market position and vision statements;
- Wish list of new businesses supported by market demand and supply data the city has acquired from Buxton and EMSI;
- New developments demonstrating investment;
- Descriptions of target market segments served;
- Major employers and institutions;
- Vehicle and pedestrian traffic volume;
- Mix of existing retail, service, dining, housing, office and lodging in the DDA and TIFA district;
- Press coverage and testimonials highlighting success stories; A company such as Issue Media Group has a great product for community storytelling; and
- Summary of financial incentives and other business assistance services available.

Assemble Maps: Graphs and maps are particularly effective ways to describe the region, the local area, retail competition, and development trends.

Building/Site Specific Materials: In addition to market data, information on specific buildings may also be useful. Secure the cooperation of the building owners and the real estate brokers if the property is listed for sale or lease. CoStar is a tremendous resource to make this information available. This information might include:

- Redevelopment Ready Properties outlined earlier in this strategy
- Maps and photos describing the location, building and its history;
- Complementary businesses/clusters nearby;
- Sales and rent per square foot (with comparison market data);
- Available commercial and residential space and floor plan;
- Operating expenses including utility rates and taxes;

- Zoning and building code conditions or restrictions;
- Current tenants and how the building could be optimally reused; and
- Property owner or other contact for more information.

DESIGN AN IDEAL TENANT MIX

This requires using the information on Westland's targeted retail categories developed from the Buxton Report, as well as where business in these categories should be physically placed. Compare these categories with available real estate. Ideal businesses will blend with and enhance existing businesses, utilize the available vacant space wisely, create synergy and offer unique merchandise or style. Create a lease plan of the business districts and insert all current businesses and note the anchor tenants. Identify the vacancies and acknowledge their size and relationships to other businesses.

IDENTIFY PROSPECTIVE TENANTS

The team's next responsibility should be to find appropriate businesses that might be interested in a site in your market area or need new space to expand.

Lead Sources: Leads can be broken down into four general categories:

1. Existing Businesses

Often the best leads are found near home. Leads might include existing businesses seeking more space or a better location in the City. The City's business owner survey as well as ongoing conversations and personal contacts of the recruitment team, chamber of commerce and other economic development partners can help identify these leads.

2. Emerging Entrepreneurs

Westland has an over abundance of relatively inexpensive retail and commercial spaces attractive to independent businesses. Accordingly, leads might include home-based or garage-based businesses seeking more fitting space and a convenient location for their customers. These leads might include managers of existing businesses wishing to go into business on their own. Commercial lenders, business schools, Small Business Development Center (SBDC) counselors, Service Corps of Retired Executives (SCORE), chambers of commerce, and other public or private small business professionals should be asked to help identify these leads.

3. Existing Local or Regional Businesses

Local or regional businesses, particularly those that have branch stores and are ready to expand, are often excellent prospects. These business operators typically have a good knowledge of the market area, and may already have multiple stores. They are often interested in expansion as a way to improve their penetration of the market. These leads can be identified through your team's knowledge of the business mix in other communities in the region and information collected from your local consumer research. In addition, realtors, commercial brokers, sales representatives, and supplies that work within the region can be helpful. Sometimes ads in regional business, real estate and regional lifestyle periodicals can generate leads.

4. National Chains

If local or regional businesses are not interested in expanding, larger national chains can be contacted. It is important to be realistic about the kinds of chains that might be interested in Westland as their market, store size and parking requirements may preclude them from considering the State of Michigan first, but then also the City. Leads can be identified through directories and private databases listing chain site selection criteria and contacts. In addition, leads can also come from commercial brokers, trade shows, "deal making forums," and conferences such as those offered by International Franchise Association or the International Council of Shopping Centers (ICSC).

Other Trade Associations: Becoming a member of The ICSC, CoreNet Global, SIOR (Society of Industrial and Office Realtors), and ULI (Urban Land Institute) are excellent ways to establish and grow a network of deal makers. Without joining or gaining access to these organizations, a true business recruitment effort is generally pointless.

Ensuring a Good Fit: Once leads have been identified, an assessment checklist can be developed to ensure quality standards for prospects and to make sure the business would fit the market. The checklist could be completed by a team member on a reconnaissance visit to the business.





5

ECONOMIC DEVELOPMENT STAFFING PLAN (TEAM OF FOUR EMPLOYEES)

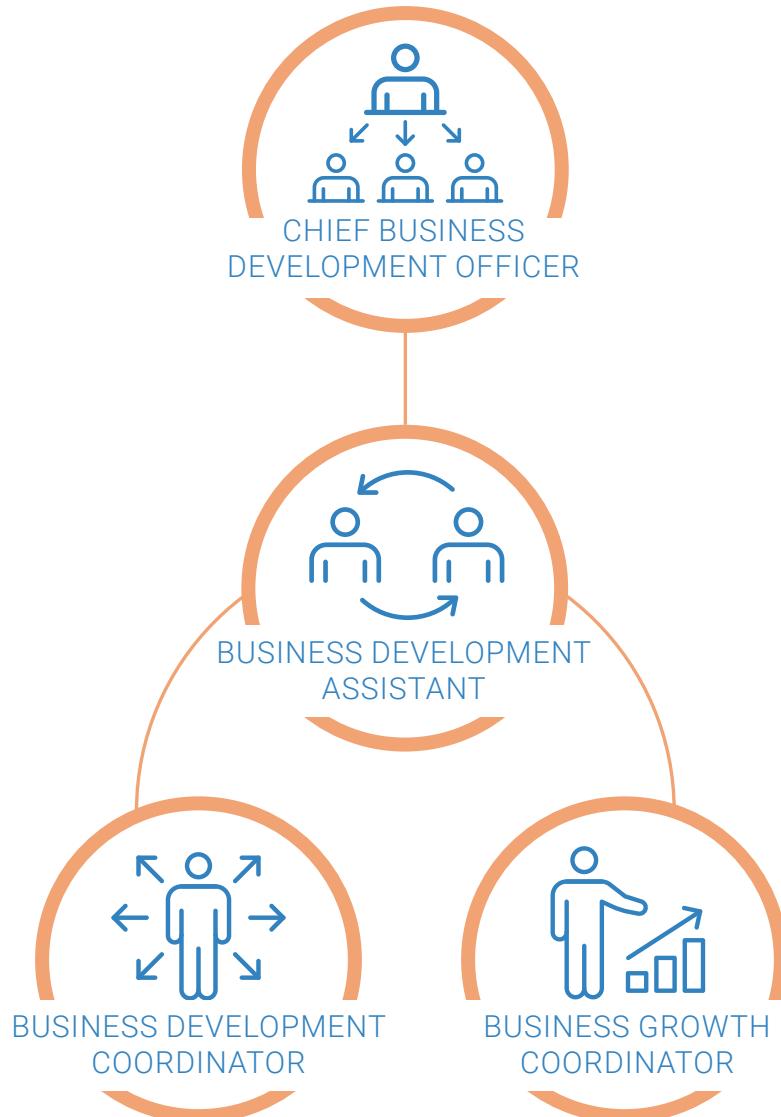
The City of Westland has determined that an economic development strategic plan will help bolster and expand its existing efforts. By committing to a single strategy, it is also extremely important for the City to support the appropriate staffing levels required to carry out the objectives defined within the strategy. The best way to determine appropriate staffing levels is by benchmarking similar economic development departments in neighboring communities with similar demographics. Unfortunately, throughout metro Detroit, municipal led economic development departments are often led by one person. In many instances an economic development director is also the director of Community Development, or Planning Director.

Our recommendation is to consider economic development like any other traditional city department. Our proposed staffing model for the City of Westland outlines a departmental staffing model commensurate with the programs identified in the strategic plan.

These are:

- An overall Department Director implementing vision and providing leadership to the department;
- Administrative support; and
- Two program managers who are specifically carrying out the goals and objectives of two high priority activities of business retention and attraction.

This model is more in alignment with regional nonprofit economic development organizations, and given the population of Westland and the complexity of the business community and opportunities to pursue we feel this is most appropriate.



CHIEF BUSINESS DEVELOPMENT OFFICE/ECONOMIC DEVELOPMENT DIRECTOR (EXISTING)

- Responsible for direction and supervision of the department
- Oversees staff of department
- Serves as the face of Economic Development in Westland along with the Mayor
- Responsible for implementing City of Westland's Economic Development Strategic Plan
- Provides support throughout the City's Economic Development and new business processes



BUSINESS DEVELOPMENT ASSISTANT (EXISTING)

- Reports to Director
- Supports the Director and Business Development Coordinators
- Facilitate surveys and resource guides
- Coordinate façade program and RFQ



BUSINESS DEVELOPMENT COORDINATORS (NEW)

- One focused on Recruitment
 - Reports to Director
- One focused on Retention
 - Reports to Director

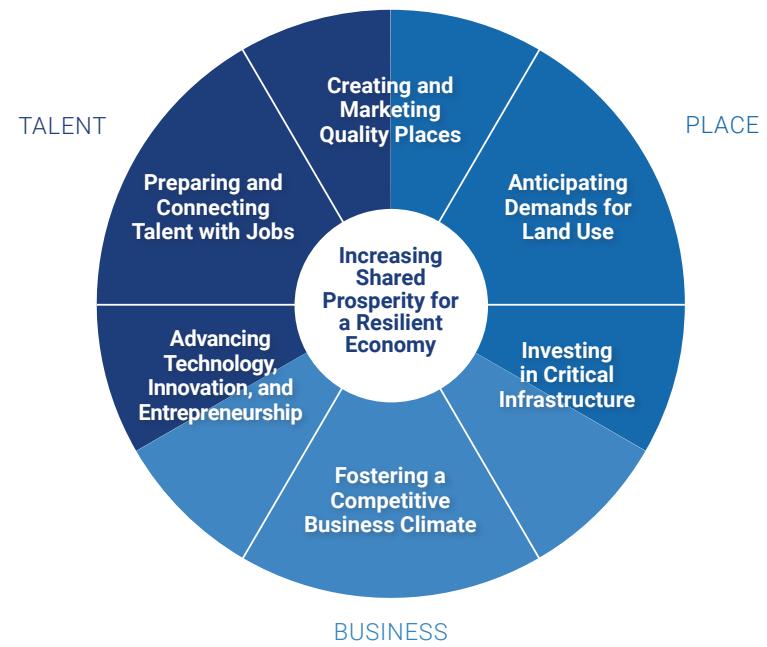
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STRATEGIC ALIGNMENT

The Economic Development strategy prepared for the City of Westland is in alignment with the 5 year Strategic Plan adopted by the Michigan Economic Development Corporation in 2019. The City's plan also follows the strategic objectives of the Certified Economic Development Strategy (CEDS) adopted by SEMCOG (Southeast Michigan Council of Governments) in May 2021.

	Business Retention	Business Attraction	Community	Small Businesses	Talent
MEDC	✓	✓	✓	✓	✓
SEMCOG	✓	✓	✓	✓	✓
WESTLAND	✓	✓	✓	✓	✓

DEVELOPING REGIONAL SOLUTIONS



Source: SEMCOG

STRATEGIC FOCUS AREAS

ATTRACT, RETAIN, AND SUPPORT BUSINESSES

Aggressively work to attract and retain companies in target industries that support growth in jobs, wages, and investment.



FOSTER HIGH-WAGE SKILLS GROWTH

Collaborate on efforts to produce, attract and retain the skills needed for in demand and high growth occupations in focus industries.



DEVELOP ATTRACTIVE PLACES

Attract talent through innovative place making and streamlining development processes at the community level to transform underutilized properties into vibrant areas.



CATALYZE ENTREPRENEURSHIP

Strengthen the ecosystem that enables more entrepreneurship, commercialization, and new business creation.



MARKET THE STATE

Promote Michigan's image as a world-class business location and travel destination.



PRIORITY TASKS AND TIMELINE

ECONOMIC DEVELOPMENT METRICS

"What gets measured, gets done". This saying, while simple, is true and the Consulting Team believes that any Economic Development Plan should have clearly defined and attainable metrics. In the next section of the report the Consulting Team proposes an initial set of metrics for measuring the progress of implementing the strategies recommended in this Economic Development Plan.

These metrics should be vetted and updated each year by the Economic Development department in conjunction with the Mayor's Office and other relevant parties within the City of Westland.



IMPLEMENTATION MATRIX

Legend

S	Short Term (within 12 months)
M	Medium Term (12 months - 18 months)
L	Long Term (18+ months)
O	Ongoing

BD	Building Dept.	ED	Economic Development Dept.
BO	Business Owners	HC	Housing & Community Development Dept.
CC	City Council	NS	Neighborhood Services Dept.
CHC	Chamber of Commerce	PL	Planning Department
CIG	Community Interest Groups	S	Schools
CW	City of Westland	TIFA	Tax Increment Finance Authority
DDA	Downtown Development Authority	WC	Wayne County

Strategy 1 Westland Mall

1.1	Quarterly Dialogue and Discussion with Mall Ownership	O	ED
1.2	Annually Review Westland Mall Strategy and Engagement Based on Mall Condition and Ownership Status	O	ED/TIFA
1.3	Obtain Redevelopment Ready Certification	S	ED/PL

Strategy 2 Commercial Area Revitalization

2.1	Complete Program Information and Application for Façade Improvement Program	S	ED/DDA
	2.11 Educate DDA Property Owners About Façade Improvement Grant Opportunities	S	ED/DDA/BLDG/NS
2.2	Fund 3 Pilot Properties to Initially Take Part in the Program	M	ED/DDA
2.3	Annually Award at Least 2 Façade Grants	O	ED/DDA
2.4	Issue RFQ for Ford Rd Redevelopment Opportunity	M	ED/DDA/PL
2.5	Evaluate RFQ Proposals	M	ED/DDA/PL
2.6	Target and Acquire Abandoned and Blighted Property for Remediation	O	ED/DDA/TIFA
2.7	Educate business and commercial property owners about code requirements and expectations	M	ED/NS
2.8	Engage in increased code enforcement on non-complying facades	M	ED/NS/PL
2.9	Evaluate 5 Sites that Could be Considered Redevelopment Ready	M	ED/DDA/TIFA/PL/MEDC/WC

Strategy 3 Business Retention and Expansion Collaborative			
3.1	Form a Business Collaborative with a Mix of Community Stakeholders	M	ED/DDA/TIFA/CHC
	3.11 Schedule and hold collaborative meetings	M	ED
	3.12 Assess Community Readiness	M	ED
	3.13 Announce the Local Collaborative Program	M	ED
	3.14 Distribute Business Retention Survey	M	ED
	3.15 Create Business Resource Road Map	M	ED
	3.16 Conduct Site Visits	O	ED
	3.17 Analyze Response Data	O	ED
	3.18 Identify and Address Red Flags	O	ED
	3.19 Report Findings of Collaborative	O	ED
	3.20 Communicate Results and review strategies developed from site visits and surveys annually	O	ED
3.2	40 Business Retention Meetings Annually with Westland Companies and Employers	O	ED
3.3	2 - Annual Business Bootcamps	L	ED/CC/CHC/HC
	3.31 Assemble Bootcamp Resource Team	L	ED
	3.32 Create Application for Small Businesses to Participate in Bootcamp	L	ED
	3.33 Host orientation for Bootcamp Resource Team and Small Business Participants	L	ED
	3.34 Formalize Pitch Session Competition	L	ED
	3.35 Integrate Micro-Enterprise Program for Bootcamp Participants	L	ED/HC
3.4	Host a Business Round-Table Event with Elected Officials	O	ED
3.5	Fund and Support Group Annually	O	CC
3.6	Review and Update Westland's Guide to Development	S	ED/PL

Strategy 4 Business Recruitment			
4.1	Select the Team	M	ED
	4.11 Develop Common Purpose Amongst Team Members	M	ED
4.2	Draft a Work Plan	M	ED
	4.21 Organize Research Resources	M	ED
	4.22 Create Goals and Metrics	M	ED
4.3	Assemble Recruitment and Marketing Materials/Maps	M	ED
4.4	Quarterly Check-Ins with MEDC and Wayne County	O	ED
4.5	Create Economic Development Reference Guide	M	ED
4.6	Identify Ideal Company List - Targeted Recruitment List	M	ED
4.7	Identify Trade Associations and Organizations to belong	M	ED
4.8	Host Quarterly Meetings	O	ED
4.9	Establish a Marketing Plan	M	ED
	4.91 Identify and Host Events that will attract regional visitors to the City of Westland	O	ED/DDA

Strategy 5 Workforce Development			
5.1	Develop and Distribute Workforce Assessment Survey	L	ED
5.2	Share Results and Deliver Plan of Action	L	ED
5.3	Update and Re Issue Survey Annually	O	ED

PRIORITY TASKS AND TIMELINE

The following economic development metrics have been established to be used by the City to track progress made in the implementation of this Economic Development Plan (ED Plan).



WESTLAND MALL

- Quarterly dialogue and discussion with mall ownership
- Annually review Westland Mall Strategy and engagement based on mall condition and ownership status



COMMERCIAL AREA REVITALIZATION

REVAMP FAÇADE IMPROVEMENT PROGRAM

- Complete program information and application within four months of ED Plan adoption
- Fund 3 pilot properties to initially take part in the program
- Annually award at least two facade grants

FORD ROAD RFQ & OTHER RFQ'S

- Issue by end of Q2, 2022
- Evaluate proposals by 3Q, 2022
- Evaluate five other sites that could be considered redevelopment ready
 - Once a decision is made on the direction of the Ford Road site, post an RFQ on the other sites



BUSINESS RETENTION

PROGRAMMING

- 40 business retention meetings throughout the year with Westland companies and employers
- Two annual bootcamps in partnership with the Chamber of Commerce
- Host a business round table event with elected officials starting in 2022 and each year thereafter

FORM A BUSINESS COLLABORATIVE

- Create this in 2022 with a mix of community stakeholders
- Fund and support this group on a yearly basis and allow them to help drive business retention

RESOURCES AND INFORMATION

- Review and update Westland's Guide to Development to ensure available incentives are documented within three months of ED Plan adoption
- Develop a business retention survey within three months of ED Plan adoption and update each year



BUSINESS RECRUITMENT

PARTNERSHIP & RESOURCE GUIDES

- Quarterly check-ins with MEDC and Wayne County
- Create economic development reference guide within three months of ED Plan adoption
- Evaluate where leads are coming from and annually adjust where recruitment dollars are allocated

FORM A BUSINESS RECRUITMENT TEAM

- Create this in 2022
- Host quarterly meetings
- Annually set metrics on what this group is to accomplish and tie funding and city support to meeting these metrics



WORKFORCE DEVELOPMENT

DEVELOP A WORKFORCE ASSESSMENT SURVEY WITHIN THREE MONTHS OF ED PLAN ADOPTION

- Share results and deliver plan of action after survey is complete

Repeat this survey and process each year.



PERSPECTIVE BUDGET

In order to effectively implement the staffing program recommendations a comprehensive budget is needed. The budget numbers presented are a sample of what could be used and are subject to change based on market conditions and forces. It is duly important that as the staffing recommendations are implemented a sufficient budget must be funded.

SAMPLE

Façade Improvement Program in DDA _____ \$100,000

Property Acquisition _____ TIFA - \$500,000 DDA - \$500,000

Marketing _____ Business Attraction - \$50,000

Business Bootcamp _____ \$10,000 and in-kind contributions

- Food
- Marketing
- Guest Speakers and Key Note Speakers
- Facility Rentals

Business Retention _____ \$5,000 for events

Surveys _____ \$500

PROJECT RESEARCH

PROJECT RESEARCH

REGIONAL, STATE AND NATIONAL COMPARISON

The Demographic Comparison Summary Table highlights key demographic characteristics of the City of Westland, with comparisons made to Wayne County, the State of Michigan, and the United States. With a population growth of 1.6% between 2010 and 2020, the City of Westland's growth rate is generally on pace with the State of Michigan at 2.0%, although both Michigan and Westland lag behind the nation-wide growth rate of 7.4% over the past decade. Westland's racial make-up is generally in line with Michigan and the United States, with approximately 75% of its citizens being White, while 15% are Black, and 4.5% are Asian/Native Hawaiian/Other Pacific Islander. Westland's age distribution is comparable to that of Michigan and the United States, with nearly 21% of the population comprised of persons under 18 years old and 16.5% comprised of persons 65 years or older. Although Westland's median household income has increased significantly between 2010 and 2019 and now stands at \$54,000, it still lags behind the state-wide and nation-wide income levels. Westland's high school graduate levels (89.4%) are consistent with Michigan and the United States; however, the percent of citizens in Westland that have obtained their bachelor's degree or higher (21.8%) is low in comparison to the state and nation.

DEMOGRAPHIC COMPARISON SUMMARY CITY OF WESTLAND, WAYNE COUNTY, MICHIGAN, AND THE U.S., 2010-2020

CATEGORY/METRIC	CITY OF WESTLAND			WAYNE COUNTY			MICHIGAN			UNITED STATES		
	2010	2020	% CHANGE, 2010-2020	2010	2020	% CHANGE, 2010-2020	2010	2020	% CHANGE, 2010-2020	2010	2020	% CHANGE, 2010-2020
POPULATION												
Total Population	84,094	85,420	1.6%	1,820,650	1,793,561	-1.5%	9,883,640	10,077,331	2.0%	308,745,538	331,449,281	7.4%

Source: Buxton, 2021.

DEMOGRAPHIC COMPARISON SUMMARY (CONTINUED)

CITY OF WESTLAND, WAYNE COUNTY, MICHIGAN AND THE U.S., 2010-2020

CATEGORY/METRIC	CITY OF WESTLAND			WAYNE COUNTY			MICHIGAN			UNITED STATES		
	2010	2019	% CHANGE, 2010-2019	2010	2019	% CHANGE, 2010-2019	2010	2019	% CHANGE, 2010-2019	2010	2019	% CHANGE, 2010-2019
HOUSEHOLDS												
Total Households	35,518	35,324	-0.5%	675,079	689,270	2.1%	3,806,624	3,969,880	4.3%	114,567,419	122,802,852	7.2%
RACE												
White (%)	74.0%	75.6%	1.6	52.4%	52.7%	0.3	79.3%	78.2%	-1.1	74.2%	72.0%	-2.2
Black (%)	19.5%	15.8%	-3.7	40.5%	38.5%	-2.0	14.0%	13.7%	-0.3	12.6%	12.8%	0.2
American Indian or Alaska Native (%)	0.8%	0.5%	-0.3	0.3%	0.4%	0.1	0.6%	0.6%	0.0	0.8%	0.9%	0.1
Asian/Native Hawaiian/Other Pacific Islander (%)	3.5%	4.5%	1.0	2.5%	3.5%	1.0	2.4%	3.3%	0.9	5.0%	5.9%	0.9
Some other Race (%)	0.3%	1.2%	0.9	1.9%	2.2%	0.3	1.2%	1.1%	-0.1	4.8%	5.0%	0.2
Two or More Races (%)	1.8%	2.4%	0.6	2.3%	2.6%	0.3	2.4%	3.0%	0.6	2.7%	3.4%	0.7
ETHNICITY												
Hispanic (%)	2.0%	4.1%	2.1	5.3%	6.1%	0.8	4.4%	5.3%	0.9	16.4%	18.5%	2.1
AGE DISTRIBUTION												
Persons Under 18 Years (%)	21.2%	20.6%	-0.6	25.3%	23.6%	-1.7	23.6%	21.5%	-2.1	24.0%	22.3%	-1.7
Persons 65 Years and Over (%)	14.5%	16.5%	2.0	12.7%	15.8%	3.1	13.8%	17.7%	3.9	13.1%	16.5%	3.4
HOUSEHOLD INCOME												
Median Household Income	\$39,657	\$54,303	36.9%	\$39,408	\$50,753	28.8%	\$45,413	\$59,584	31.2%	\$50,046	\$65,712	31.3%
EDUCATIONAL ATTAINMENT (POP 25+ YEARS)												
Percent High School Graduate or Higher	88.3%	89.4%	1.1	84.3%	87.8%	3.5	88.7%	91.4%	2.7	85.6%	88.6%	3.0
Percent Bachelor's Degree or Higher	16.5%	21.8%	5.3	20.9%	25.0%	4.1	25.2%	30.0%	4.8	28.2%	33.1%	4.9
LABOR FORCE												
Labor Force Participation Rate	63.8%	65.0%	1.2	59.4%	60.3%	0.9	62.2%	61.9%	-0.3	63.9%	63.6%	-0.3
Unemployment Rate	18.1%	3.3%	-14.8	21.5%	6.6%	-14.9	15.1%	5.0%	-10.1	10.8%	4.5%	-6.3

Source: 2020 U.S. Census Population Data; 2010 and 2019 American Community Survey 1-Year Estimates.

According to Southeast Michigan Council of Governments (SEMCOG) population estimates, Westland will see limited growth between 2020 and 2045, staying steady around 85,000 residents. Similarly, SEMCOG estimates that Wayne County as a whole will see limited growth through 2045. In contrast, Southeast Michigan is anticipated to grow in population by 8.5%, meaning that the highest growth areas within the region are found outside of Wayne County.

POPULATION TRENDS AND PROJECTIONS

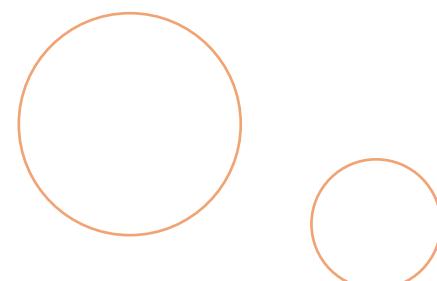
CITY OF WESTLAND, WAYNE COUNTY, AND SOUTHEAST MICHIGAN, 2010-2045

GEOGRAPHY	YEAR				% CHANGE, 2010-2045
	2010	2020	2030	2045	
City of Westland	84,094	85,420	83,405	85,427	1.6%
Wayne County	1,820,584	1,793,561	1,747,705	1,844,061	1.3%
Southeast Michigan	4,704,809	4,830,489	4,900,517	5,104,922	8.5%

Source: SEMCOG

CITY DEMOGRAPHICS AND LABOR FORCE

Summary demographic and labor force data for the City of Westland, for the current year (2019) and a 5-year estimate (2024), is available through Buxton's Real Estate Intelligence Platform (Buxton). This data provides a useful picture of expected short-term trends for the City pertaining to the key indices of population, race, age, income, educational attainment and labor force.



DEMOGRAPHIC SUMMARY

CITY OF WESTLAND, 2019-2024

CATEGORY/METRIC	2019	2024	% CHANGE, 2019-2024
POPULATION			
Total Population			
Total Population	82,319	81,209	-1.3%
Total Households	35,001	34,703	-0.9%
RACE			
White			
White	75.6%	74.3%	-3.0%
Black	15.3%	15.6%	0.0%
American Indian or Alaska Native	0.5%	0.5%	0.2%
Asian/Native Hawaiian/Other Pacific Islander	4.2%	4.7%	9.0%
Some Other Race	1.3%	1.4%	7.7%
Two or More Races	3.0%	3.5%	14.7%
ETHNICITY			
Hispanic			
Hispanic	3,887	4,228	8.8%
Not Hispanic or Latino	78,432	76,981	-1.9%
MEDIAN AGE			
Median Age			
Median Age	38.7	39.1	n/a
AGE DISTRIBUTION			
0-14 Years			
0-14 Years	17.8%	18.1%	0.4%
15 to 34 Years	27.4%	26.4%	-4.8%
35 to 64 Years	38.9%	37.7%	-4.4%
65 Years and Over	15.8%	17.7%	10.3%
HOUSEHOLD INCOME			
Median Household Income			
Median Household Income	\$50,416	\$56,693	12.5%
VEHICLES AVAILABLE			
Households with 0 Vehicles Available			
Households with 0 Vehicles Available	3,096	3,052	-1.4%
Average Vehicles Per Household	1.73	1.74	0.6%

Source: Buxton, 2021.

LABOR FORCE SUMMARY

CITY OF WESTLAND, 2019-2024

CATEGORY/METRIC	2019	2024	% CHANGE, 2019-2024
EDUCATIONAL ATTAINMENT			
Total Population 25 Years and Over	58,274	57,952	-0.6%
Not a High School Graduate	6,587	6,572	-0.2%
High School Graduate or Higher	51,687	51,380	-0.6%
Bachelor's Degree or Higher	10,606	10,619	0.1%
Graduate Degree or Higher	2,993	3,049	1.9%
Percent High School Graduate or Higher	88.7%	88.7%	n/a
Percent Bachelor's Degree or Higher	18.2%	18.3%	n/a
LABOR FORCE AND EMPLOYMENT			
Total Population 16 Years and Over	66,732	65,567	-1.7%
Total in Labor Force	41,816	41,885	0.2%
Labor Force Participation Rate	62.7%	63.9%	n/a
Unemployed	1,807	1,855	2.7%
Unemployment Rate	4.3%	4.4%	n/a
Employed	40,009	40,030	0.1%
Percent Employed in Blue Collar	46.3%	46.3%	n/a
Percent Employed in White Collar	53.7%	53.7%	n/a

Source: Buxton, 2021.

5-YEAR TRENDS ANTICIPATED FOR THE CITY OF WESTLAND:

- Minimal change will occur for total population and households.** According to Buxton, Westland's total population and total households are both estimated to decline over the next 5-years, at rates of 1.3% and 0.9%, respectively. However, it is the Consulting Team's opinion that this estimate is likely to be revised in subsequent Buxton data releases to account for the recently released 2020 Census population figure for Westland that revealed slight population growth over the past decade.
- Westland will become more diverse.** The White population is estimated to decline by 3.0%, from 62,216 to 60,336 persons. The Black population is estimated to remain steady (increase of 6 persons over 5-years). The race categories of Two or More Races, Asian/Native Hawaiian/Other Pacific Islander, and Some Other Race are estimated to increase by 14.7%, 9.0% and 7.7%, respectively. In terms of ethnicity, the Hispanic population in Westland is estimated to increase by 8.8% over the next 5 years.
- The overall median age will rise, while the population 65 years and over increases.** The City's median age is estimated to increase to 39.1 by 2024, up from 38.7 in 2019. Although a slight increase was seen in the 0-14 years age group, declines were seen in the 15-34 years and 35-64 years age groups. Notably, the 65 years and over age group is estimated to increase by nearly 1,500 persons, representing a 10.3% growth rate.
- Household incomes will increase.** Westland's median household income is estimated to increase to \$56,693 by 2024, up from \$50,416 in 2019 and representing a healthy 12.5% growth rate.
- Educational attainment levels will remain steady, but not improve.** The percent of the population who has graduated high school or higher is expected to remain at 88.7% over the next 5 years. The percent of the population who has obtained a bachelor's degree or higher is expected to increase only from 18.2% to 18.3%.
- Unemployment will rise.** The total number of persons age 16 years and over who are in the labor force is expected to remain steady over the next 5 years at approximately 42,000 citizens. However, the total number of unemployed citizens will increase by 2.7%, while the total number of employed citizens will increase by only 0.1%. The unemployment rate is estimated to rise from 4.3% to 4.4% over the next 5 years.

EMPLOYMENT AND JOBS IN THE CITY

Data obtained through EMSI Economic Modeling, LLC (EMSI) provide insight into businesses, industries, occupations and employees located within Westland's city limits. According to EMSI, there were 20,852 total jobs within the City limits in 2020. The top 5 industry groups and their average earnings were:

- Retail trade (4,454 jobs, \$37,626 average earnings)
- Government (3,269 jobs, \$83,719 average earnings)
- Health care and social assistance (2,667 jobs, \$47,304 average earnings)
- Accommodation and food services (2,253 jobs, \$22,475 average earnings)
- Manufacturing (2,010 jobs, \$98,352 average earnings)



INDUSTRY GROUPS SUMMARY

CITY OF WESTLAND, 2015-2020

NAICS CODE/DESCRIPTION	2015 JOBS	2020 JOBS	# CHANGE, 2015-2020	% CHANGE, 2015-2020	AVG. EARNINGS PER JOB	2015 LOCATION QUOTIENT	2020 LOCATION QUOTIENT
11 - Agriculture, Forestry, Fishing and Hunting	0	0	0	0.0%	\$0	0.00	0.00
21 - Mining, Quarrying, and Oil and Gas Extraction	13	<10	Insf. Data	Insf. Data	Insf. Data	0.12	0.03
22 - Utilities	11	12	1	10.0%	\$177,403	0.14	0.17
23 - Construction	711	721	10	1.4%	\$68,874	0.61	0.60
31 - Manufacturing	2,376	2,010	-365	-15.4%	\$98,352	1.35	1.23
42 - Wholesale Trade	439	364	-75	-17.1%	\$92,299	0.52	0.48
44 - Retail Trade	4,899	4,454	-445	-9.1%	\$37,626	2.13	2.19
48 - Transportation and Warehousing	605	733	128	21.1%	\$56,995	0.80	0.88
51 - Information	190	157	-33	-17.1%	\$87,235	0.46	0.42
52 - Finance and Insurance	314	270	-44	-14.0%	\$85,949	0.36	0.31
53 - Real Estate and Rental and Leasing	412	353	-59	-14.4%	\$59,497	1.13	0.98
54 - Professional, Scientific, and Technical Services	497	686	189	38.0%	\$95,509	0.36	0.49
55 - Management of Companies and Enterprises	96	114	18	19.1%	\$173,165	0.31	0.37
56 - Administrative and Support and Waste Management and Remediation Services	1,396	1,119	-278	-19.9%	\$49,935	1.02	0.89
61 - Educational Services	121	112	-9	-7.6%	\$44,072	0.22	0.21
62 - Health Care and Social Assistance	2,559	2,667	107	4.2%	\$47,304	0.94	0.98
71 - Arts, Entertainment, and Recreation	334	244	-89	-26.7%	\$41,383	0.90	0.78
72 - Accommodation and Food Services	2,585	2,253	-333	-12.9%	\$22,475	1.39	1.43
81 - Other Services (except Public Administration)	1,397	1,284	-114	-8.1%	\$40,004	1.16	1.18
90 - Government	3,224	3,269	45	1.4%	\$83,179	0.95	1.03
99 - Unclassified Industry	23	28	4	18.8%	\$46,251	0.69	1.44
TOTALS	22,202	20,852	-1,350	-6.1%	\$57,941	n/a	n/a

The top 5 occupation groups and their median hourly earnings were:

- Sales and related occupations (3,044 jobs, \$12.85 median hourly earnings)
- Food preparation and serving related (2,334 jobs, \$11.74 median hourly earnings)
- Office and administrative support (2,096 jobs, \$19.59 median hourly earnings)
- Transportation and material moving (1,958 jobs, \$15.39 median hourly earnings)
- Production (1,748 jobs, \$18.02 median hourly earnings)

The total number of jobs in the City declined between 2015 and 2020, a decline of 6.1%. For industry groups, the largest number of jobs lost over the 5-year span were in retail trade (445 jobs lost), manufacturing (365 jobs lost) and accommodation and food services (333 jobs lost). The industry groups with the largest increase in jobs over the past 5 years were professional, scientific and technical services (189 jobs gained), transportation and warehousing (128 jobs gained), and health care and social assistance (107 jobs gained).

For occupation groups, the largest number of jobs lost over the 5-year span were in retail trade (445 jobs lost), manufacturing (365 jobs lost) and accommodation and food services (333 jobs lost). The industry groups with the largest increase in jobs over the past 5 years were professional, scientific, and technical services (189 jobs gained), transportation and warehousing (128 jobs gained), and health care and social assistance (107 jobs gained).

EMSI also provides information on location quotients for the various industry and occupational groups. The location quotient (LQ) measures Westland's industrial specialization in comparison to the nation as a whole. A LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case nationwide. LQ data for industry groups in Westland indicate specializations in retail trade (2.19 LQ), accommodation and food services (1.43), and manufacturing (1.23). Specialized occupation groups within Westland include sales and related occupations (1.58), food preparation and serving related (1.50), and production (1.49).



OCCUPATION GROUPS SUMMARY

CITY OF WESTLAND, 2015-2020

SOC CODE/OCCUPATION DESCRIPTION	2015 JOBS	2020 JOBS	# CHANGE, 2015-2020	% CHANGE, 2015-2020	MEDIAN HOURLY EARNINGS	2015 LOCATION QUOTIENT	2020 LOCATION QUOTIENT
11 - Management	882	901	20	2.2%	\$49.45	0.71	0.70
13 - Business and Financial Operations	748	852	104	13.8%	\$36.13	0.67	0.70
15 - Computer and Mathematical	254	239	-15	-5.8%	\$40.32	0.41	0.37
17 - Architecture and Engineering	413	381	-32	-7.8%	\$43.09	1.12	1.09
19 - Life, Physical, and Social Science	50	68	18	37.1%	\$33.93	0.25	0.35
21 - Community and Social Service	399	444	45	11.3%	\$23.26	1.09	1.20
23 - Legal	83	81	-2	-1.9%	\$41.46	0.46	0.45
25 - Educational Instruction and Library	1,043	1,006	-37	-3.5%	\$25.97	0.78	0.81
27 - Arts, Design, Entertainment, Sports, and Media	283	300	17	6.0%	\$23.48	0.70	0.80
29 - Healthcare Practitioners and Technical	794	830	36	4.5%	\$30.72	0.67	0.70
31 - Healthcare Support	1,092	1,162	69	6.3%	\$13.55	1.19	1.22
33 - Protective Service	420	442	22	5.4%	\$27.87	0.85	0.96
35 - Food Preparation and Serving Related	2,778	2,334	-443	-16.0%	\$11.74	1.53	1.50
37 - Building and Grounds Cleaning and Maintenance	670	620	-49	-7.4%	\$13.86	0.78	0.83
39 - Personal Care and Service	823	757	-67	-8.1%	\$12.46	1.23	1.27
41 - Sales and Related Occupations	3,441	3,044	-397	-11.5%	\$12.85	1.54	1.58
43 - Office and Administrative Support	2,373	2,096	-276	-11.6%	\$19.59	0.80	0.81
45 - Farming, Fishing, and Forestry	11	<10	Insf. Data	Insf. Data	Insf. Data	0.06	0.06
47 - Construction and Extraction	714	679	-35	-4.9%	\$23.65	0.72	0.70
49 - Installation, Maintenance, and Repair	883	781	-102	-11.5%	\$22.53	1.03	0.96
51 - Production	2,021	1,748	-274	-13.5%	\$18.02	1.53	1.49
53 - Transportation and Material Moving	1,899	1,958	59	3.1%	\$15.39	1.09	1.13
55 - Military-only	130	118	-12	-9.4%	\$22.19	0.92	0.91
99 - Unclassified	0	0	0	0.0%	\$0.00	0.00	0.00
TOTALS	22,202	20,852	-1,350	-6.1%	n/a	n/a	n/a

Source: EMSI Data, 2021.

The Top 20 Businesses Table highlights the largest businesses within the City of Westland based on total employees. The largest employer is the Walter P. Reuther Psychiatric Hospital at 440 employees. Two other health and social service related businesses are within the top 5, including Hegira-Westland Counseling Center (300 employees) and Westland Convalescent & Rehab Center (273 employees).

TOP EMPLOYERS

CITY OF WESTLAND, 2020

RANK	BUSINESS NAME	EMPLOYEES
1	Wayne-westland Community Schools	1,509
2	Walter P Reuther Psychiatric Hospital	440
3	Howard Ternes Packaging Co	273
4	Westland Convalescent & Rehab Center	273
5	Cintas The Uniform People	240
6	Kohl's Department Store	165
7	Four Seasons Nursing Center Of Westland	165
8	Hope Healthcare Center	138
9	US Farathane	135
10	Hegira-Westland Counseling Center	125
11	Four Chaplains Nursing Care Center	117
12	Intra Corp	110
13	Beaumont Health	109

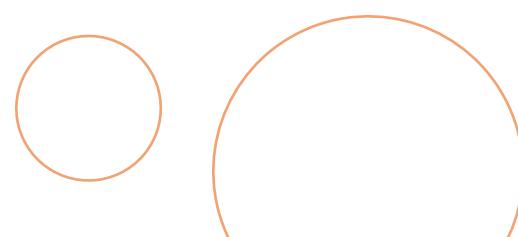
HOUSING MARKET SUMMARY

Housing data for the City of Westland for the current year (2019) and a 5-year estimate (2024) was obtained by Buxton. Additional data for 2019 is available through the Census Bureau's American Community Survey. This information provides insights into the City's current housing characteristics and expected short-term trends (see Housing Summary Table). Between 2019 and 2024, the total number of housing units in the City is expected to decline slightly, from 39,130 to 39,074. Presently (2019), vacant housing units account for 10.5% of the total units; however, that percentage is expected to increase to 11.2% over the next 5 years.

HOUSING SUMMARY CITY OF WESTLAND, 2019-2024

HOUSING TYPE PREFERENCES OF THE CITY'S TOP 10 MOSAIC SEGMENTS

1 - Hard Working Values	Single-Family
2 - Suburban Sophisticates	Single-Family
3 - Rooted Flower Power	Single-Family
4 - Urban Ambition	Multi-Family: 5-9 Units
5 - Bohemian Groove	Multi-Family: 5-9 Units
6 - Digitally Savvy	Single-Family
7 - No Place Like Home	Single-Family
8 - Settled and Sensible	Single-Family
9 - Established in Society	Single-Family
10 - Influenced by Influencers	Multi-Family: 101+ Units



HOUSING SUMMARY (CONTINUED)

CITY OF WESTLAND, 2019-2024

CATEGORY/METRIC	2019	2024	% CHANGE, 2019-2024
HOUSING UNITS			
HOUSING UNITS			
Total Housing Units	39,130	39,074	-0.1%
Occupied Housing Units	35,001	34,703	-0.9%
Vacant Housing Units	4,129	4,371	5.9%
HOUSING OCCUPANCY			
Owner-Occupied Housing Units, with a Mortgage or Loan	13,280	12,976	-2.3%
Owner-Occupied Housing Units, no Mortgage or Loan	7,246	7,306	0.8%
Renter-Occupied Housing Units	14,474	14,420	-0.4%
HOUSING VALUE AND RENT			
Median Housing Value	\$1,211	n/a	n/a
Median Gross Rent	\$894	n/a	n/a
HOUSING TYPE			
Total Housing Units	37,537	n/a	n/a
Single Unit	21,782	n/a	n/a
% Single Unit	58.0%		
Multi Unit	14,845	n/a	n/a
% Multi Unit	39.5%		
Mobile Homes or Other	910	n/a	n/a
% Mobile Homes or Other	2.4%		

Source: Buxton, 2021 (Housing Unit Data & Mosaic Preferences); American Community Survey, 2015-2019 5-Year Estimates (Housing Type, Value and Rent Data).

Presently, nearly 60% of the City's housing stock consists of single-unit dwellings, while just under 40% consists of multi-unit dwellings. A small percentage (2.4%) consists of mobile homes. According to SEMCOG building permit data for the City of Westland, there were a total of 1,828 new housing unit permits issued over the last 20 years (2001 to 2020). Of these, 1,256 (68.7%) were single-family, 6 were two-family, 443 (24.2%) were attached condo, and 123 (6.7%) were multi-family. The highest growth period was 2001-2005, where 1,194 housing permits were issued. The majority of the attached condo and multi-family permits were also issued during the 2001-2005 period. The 5-year periods of 2006-2010 and 2011-2015 each saw less than 200 new housing permits issued. The most recent period, 2015-2020, saw a slight increase in new housing activity with 268 new permits issued. However, of the 268 new housing units, 264 (98.5%) were for single-family units.

BUILDING PERMIT TRENDS CITY OF WESTLAND, 2001-2020

CATEGORY/METRIC	HOUSING TYPE				
	SINGLE-FAMILY	TWO-FAMILY	ATTACHED CONDO	MULTI-FAMILY	TOTAL
BUILDING PERMITS FOR NEW HOUSING UNITS					
# of Permits by Housing Type by 5-Year Period	1,256	6	443	123	1,828
2001-2005	696	4	391	103	1,194
2006-2010	159	0	28	0	187
2011-2015	137	2	20	20	179
2015-2020	264	0	4	0	268
% of Permits by Housing Type by 5-Year Period					
2001-2005	58.3%	0.3%	32.7%	8.6%	n/a
2006-2010	85.0%	0.0%	15.0%	0.0%	n/a
2011-2015	76.5%	1.1%	11.2%	11.2%	n/a
2015-2020	98.5%	0.0%	1.5%	0.0%	n/a

Source: SEMCOG.

Data made available by CoStar Realty Information, Inc. (CoStar) provides insight into the multiple-family housing market within the City of Westland for 2021. According to CoStar, the City of Westland has 11,617 total multifamily units, within 63 total buildings. Westland's multiple-family market was 96.7% occupied in 2021, with only 387 units vacant. This is better than the 10-year average of 95.9% occupancy. There were no multi-family sales recorded in 2021. However, recent sales have averaged \$68,100 per multi-family unit. Recent sales have averaged a 6.6% cap rate and the 10-year average is 7.4%.

MULTI-FAMILY MARKET ANALYTICS SUMMARY

CITY OF WESTLAND, 2021

CATEGORY/METRIC	MEASURE
INVENTORY	
Total Units	11,617
Change from 1-Year Ago	0.0%
Total Buildings	63
AVAILABILITY	
Total Vacant Units	387
Vacancy Rate	3.3%
Change from 1-Year Ago	-0.7%
10-Year Average Vacancy Rate	4.1%
SALES	
Market Rent per Unit	\$871
Change from 1-Year Ago	+4.4%
Market Rent per Unit by Type	
Studios	\$790

CATEGORY/METRIC	MEASURE
1-bedrooms	\$793
2-bedrooms	\$937
3-bedrooms	\$1,171
Market Sale Price per Unit	\$68,100
Change from 1-Year Ago	+4.2%
Sales Volume	\$0
Properties Sold in Last 12-Months	0
Average Months to Sale	n/a

MARKET CAPITALIZATION

Market Cap Rate	6.6%
10-Year Average	7.4%

Source: CoStar Realty Information Inc., 2021.

Consultant's Qualitative Observations

Since the middle of the twentieth century, the single-family detached home has played a dominant role in the housing market. Although single-family detached housing will remain a staple in the housing market for many cities and suburbs across the country, including Westland, recent trends have resulted in a shifting demand for multi-family housing. These trends include the aging Baby Boomer population, who are increasingly looking for downsized units and communities that cater to the needs of seniors, and the expanding Millennial generation, who commonly prefer housing in mixed-use urban environments and view renting as an advantageous option. Additional trends leading to higher demand in the multi-family market include racial and ethnic diversification, a growing immigrant population, and an increasing percentage of non-traditional households.

Westland's multi-family market data mirrors the multi-family industry in the region and the nation, as it has strong occupancy and increasing rents. Given the lack of new supply being built over the past several years, rents should continue to increase. This indicates an opportunity for the construction of new multi-family housing to satisfy increased demand.

RETAIL MARKET SUMMARY

An analysis of current supply and demand for retail goods and services within Westland's retail trade area is presented in the Retail Leakage and Surplus Analysis Tables, which are broken into major store type and sub-type categories. For the purposes of this report, Westland's retail trade area is defined as the geographic area within a 17-minute drive of the Westland Mall. This trade area definition is based on a recent survey which revealed that 75% of the mall's users live within 17-minutes of the mall by car. The retail goods and services analysis data was obtained from Buxton in 2021. The following key terms are utilized in the analysis:

- Potential Sales (demand) is an estimate of the expected amount spent by consumers at retail establishments.
- Estimated Sales (supply) is an estimate of sales to consumers by establishments.
- Retail Gap represents the difference between demand (potential sales) and supply (estimated sales).

Leakage Index is a measure of the relationship between supply and demand. A value of 1.0 represents a state of equilibrium, meaning that demand and supply in the area being analyzed are in balance. A leakage index of less than 1.0 represents sales leakage, meaning that consumers are leaving the area being analyzed (an index score of 0.8, for example, means that demand exceeds supply by 20%). A leakage index of more than 1.0 represents sales surplus, meaning that consumers are coming from outside the area being analyzed (an index score of 1.2, for example, means that supply exceeds demand by 20%).

RETAIL LEAKAGE AND SURPLUS ANALYSIS: MAJOR STORE TYPES

WESTLAND MALL 17-MINUTE DRIVE TIME, 2021

MAJOR STORE TYPE	POTENTIAL SALES	ESTIMATED SALES	RETAIL GAP	LEAKAGE INDEX*
Motor Vehicle Parts & Dealers	\$985,291,828	\$706,211,061	\$279,080,767	0.7
Furniture & Home Furnishing Stores	\$85,921,975	\$91,263,882	-\$5,341,907	1.1
Electronics & Appliance Stores	\$68,855,793	\$69,919,015	-\$1,063,222	1.0
Building Material, Garden Equip. & Supplies	\$250,603,830	\$280,039,545	-\$29,435,715	1.1
Food & Beverage Stores	\$491,941,193	\$318,307,343	\$173,633,850	0.6
Health & Personal Care Stores	\$264,706,206	\$309,656,073	-\$44,949,867	1.2
Clothing & Clothing Accessories Stores	\$188,165,662	\$77,047,715	\$111,117,947	0.4
Sporting Goods, Hobby, Book & Music Stores	\$53,794,561	\$34,258,343	\$19,536,218	0.6
General Merchandise Stores	\$535,017,168	\$780,113,833	-\$245,096,665	1.5
Miscellaneous Store Retailers	\$158,149,250	\$44,637,775	\$113,511,475	0.3
Food service & Drinking Places	\$498,688,560	\$409,343,733	\$89,344,827	0.8
TOTALS	\$3,581,136,026	\$3,120,798,318	\$460,337,708	0.9

*Interpreting the Leakage Index:

1.0 = equilibrium, meaning that demand and sales in the area being analyzed are in balance.

Less than 1.0 = sales leakage, meaning that consumers are leaving the area being analyzed (an index score of 0.8, for example, means that demand exceeds sales by 20%).

Greater than 1.0 = sales surplus, meaning that consumers are coming from outside the area being analyzed (an index score of 1.2, for example, means that sales exceed demand by 20%).

Source: Buxton, 2021.

RETAIL LEAKAGE AND SURPLUS ANALYSIS: MAJOR STORE TYPE SUB-CATEGORIES

WESTLAND MALL 17-MINUTE DRIVE TIME, 2021

MAJOR STORE TYPES/SUB-CATEGORIES	POTENTIAL SALES	ESTIMATED SALES	RETAIL GAP	LEAKAGE INDEX*
MOTOR VEHICLE PARTS & DEALERS	\$985,291,828	\$706,211,061	\$279,080,767	0.7
Automotive Dealers	\$825,919,588	\$619,805,608	\$206,113,980	0.8
Other Motor Vehicle Dealers	\$57,761,734	\$12,526,608	\$45,235,126	0.2
Automotive Parts, Accessories, & Tire Stores	\$101,610,506	\$73,878,846	\$27,731,660	0.7
FURNITURE & HOME FURNISHING STORES	\$85,921,975	\$91,263,882	-\$5,341,907	1.1
Furniture Stores	\$41,502,201	\$71,076,233	-\$29,574,032	1.7
Home Furnishing Stores	\$44,419,774	\$20,187,649	\$24,232,125	0.5
Electronics & Appliance Stores	\$68,855,793	\$69,919,015	-\$1,063,222	1.0
Household Appliance Stores	\$10,648,848	\$5,293,449	\$5,355,399	0.5
Electronics Stores	\$58,206,945	\$64,625,565	-\$6,418,620	1.1
BUILDING MATERIAL, GARDEN EQUIP. & SUPPLIES	\$250,603,830	\$280,039,545	-\$29,435,715	1.1
Home Centers	\$118,898,374	\$213,935,515	-\$95,037,141	1.8
Paint and Wallpaper Stores	\$8,259,047	\$5,775,989	\$2,483,058	0.7
Hardware Stores	\$18,398,029	\$21,360,548	-\$2,962,519	1.2
Other Building Material Dealers	\$64,725,575	\$34,171,858	\$30,553,717	0.5
Outdoor Power Equipment Stores	\$5,143,200	\$1,406,802	\$3,736,398	0.3
Nursery, Garden Center, & Farm Supply Stores	\$35,179,604	\$3,388,833	\$31,790,771	0.1
FOOD & BEVERAGE STORES	\$491,941,193	\$318,307,343	\$173,633,850	0.6
Supermarkets and Other Grocery	\$415,096,448	\$259,703,546	\$155,392,902	0.6
Convenience Stores	\$19,806,389	\$13,004,690	\$6,801,699	0.7
Specialty Food Stores	\$14,766,481	\$7,549,887	\$7,216,594	0.5
Beer, Wine, & Liquor Stores	\$42,271,875	\$38,049,220	\$4,222,655	0.9

RETAIL LEAKAGE AND SURPLUS ANALYSIS: MAJOR STORE TYPE SUB-CATEGORIES

WESTLAND MALL 17-MINUTE DRIVE TIME, 2021

MAJOR STORE TYPE	LEAKAGE (\$)	SURPLUS (\$)	NET LEAKAGE (\$)	PERCENTAGE
HEALTH & PERSONAL CARE STORES	\$264,706,206	\$309,656,073	-\$44,949,867	1.2
Pharmacies and Drug Stores	\$219,212,583	\$265,964,294	-\$46,751,711	1.2
Cosmetics, Beauty Supplies and Perfume Stores	\$16,418,116	\$6,201,764	\$10,216,352	0.4
Optical Goods Stores	\$11,281,885	\$10,397,396	\$884,489	0.9
Other Health and Personal Care Stores	\$17,793,622	\$27,092,619	-\$9,298,997	1.5
CLOTHING & CLOTHING ACCESSORIES STORES	\$188,165,662	\$77,047,715	\$111,117,947	0.4
Mens Clothing Stores	\$6,857,281	\$2,436,208	\$4,421,073	0.4
Womens Clothing Stores	\$26,466,964	\$7,584,545	\$18,882,419	0.3
Children and Infants Clothing Stores	\$7,095,513	\$5,579,703	\$1,515,810	0.8
Family Clothing Stores	\$74,961,180	\$27,444,970	\$47,516,210	0.4
Clothing Accessories Stores	\$6,967,159	\$955,113	\$6,012,046	0.1
Other Clothing Stores	\$10,782,131	\$4,275,812	\$6,506,319	0.4
Shoe Stores	\$24,452,315	\$10,097,009	\$14,355,306	0.4
Jewelry Stores	\$27,817,358	\$16,188,140	\$11,629,218	0.6
Luggage & Leather Goods Stores	\$2,765,762	\$2,486,215	\$279,547	0.9
SPORTING GOODS, HOBBY, BOOK & MUSIC STORES	\$53,794,561	\$34,258,343	\$19,536,218	0.6
Sporting Goods Stores	\$26,023,231	\$20,939,093	\$5,084,138	0.8
Hobby, Toy and Game Stores	\$12,896,660	\$7,072,668	\$5,823,992	0.5
Sewing, Needlework, and Piece Goods Stores	\$3,001,195	\$2,276,047	\$725,148	0.8
Musical Instrument and Supplies Stores	\$2,550,492	\$938,678	\$1,611,814	0.4
Book Stores	\$7,171,249	\$2,997,407	\$4,173,842	0.4
News Dealers and Newsstands	\$2,152,734	\$34,450	\$2,118,284	0.0

RETAIL LEAKAGE AND SURPLUS ANALYSIS: MAJOR STORE TYPE SUB-CATEGORIES

WESTLAND MALL 17-MINUTE DRIVE TIME, 2021

GENERAL MERCHANDISE STORES	\$535,017,168	\$780,113,833	-\$245,096,665	1.5
Department Stores	\$110,712,720	\$103,712,653	\$7,000,067	0.9
Warehouse Clubs & Superstores	\$358,290,284	\$606,487,654	-\$248,197,370	1.7
All Other General Merchandise Stores	\$66,014,165	\$69,913,526	-\$3,899,361	1.1
MISCELLANEOUS STORE RETAILERS	\$158,149,250	\$44,637,775	\$113,511,475	0.3
Florists	\$4,512,770	\$2,330,802	\$2,181,968	0.5
Office Supplies and Stationery Stores	\$8,844,842	\$4,836,950	\$4,007,892	0.5
Gift, Novelty, and Souvenir Stores	\$12,869,677	\$5,669,775	\$7,199,902	0.4
Used Merchandise Stores	\$14,962,372	\$4,768,734	\$10,193,638	0.3
Other Miscellaneous Store Retailers	\$116,959,588	\$27,031,514	\$89,928,074	0.2
FOOD SERVICE & DRINKING PLACES	\$498,688,560	\$409,343,733	\$89,344,827	0.8
Special Food Services	\$51,191,937	\$43,423,384	\$7,768,553	0.8
Drinking Places (Alcoholic Beverages)	\$22,470,288	\$8,695,055	\$13,775,233	0.4
Restaurants and Other Eating Places	\$425,026,335	\$357,225,294	\$67,801,041	0.8

*Interpreting the Leakage Index:

1.0 = equilibrium, meaning that demand and sales in the area being analyzed are in balance.

Less than 1.0 = sales leakage, meaning that consumers are leaving the area being analyzed (an index score of 0.8, for example, means that demand exceeds sales by 20%).

Greater than 1.0 = sales surplus, meaning that consumers are coming from outside the area being analyzed (an index score of 1.2, for example, means that sales exceed demand by 20%).

Overall, the trade area features potential sales (demand) of \$3.58 billion and estimated sales (supply) of \$3.12 billion, representing a sales leakage (retail gap) of \$460 million. The data show that 6 of the 11 major store type categories feature a sales leakage within the trade area, amounting to a \$786 million total sales leakage (retail gap). These categories include:

- Miscellaneous store retailers – 0.3 leakage index / \$114 million gap
- Clothing & clothing accessory stores – 0.4 / \$111 million
- Sporting goods, hobby, book & music stores – 0.6 / \$19.5 million
- Food & beverage stores – 0.6 / \$174 million
- Motor vehicle parts & dealers – 0.7 / \$279 million
- Food service & drinking places – 0.8 / \$89 million

Only 4 of the major store type categories within the trade area feature estimated sales (supply) that are greater than potential sales (demand), while one category is at equilibrium. These include:

- General merchandise stores – 1.5 leakage index / -\$245 million gap
- Health & personal care stores – 1.2 / -\$45 million
- Building material, garden equipment & supplies – 1.1 / -\$29 million
- Furniture & home furnishing stores – 1.1 / \$5 million
- Electronics & appliance stores – 1.0 / -\$1 million

Utilizing CoStar data, a summary of the retail market within the City of Westland for 2021 is presented in the Retail Market Analytics Summary Table. Presently, the City of Westland has 5,900,000 square feet of retail, of which 940,000 square feet was available in 2021, representing a 15.8% vacancy rate. This is greater than the 10-year average of 12.0%. The average rental rate is \$15.33 per square foot, which is 0.5% lower than a year ago. The average sales price per square foot is \$104, which is 2.4% lower than a year ago. A total of 26 sales have occurred over the last 12-months, with an average marketing time of 8.6 months. Recent sales have averaged a 8.4% cap rate and the 10-year average is 8.6%.



RETAIL MARKET ANALYTICS SUMMARY

CITY OF WESTLAND, 2021

CATEGORY/METRIC	MEASURE
INVENTORY	
Total Inventory (Square Feet)	5,900,000
Change from 1-Year Ago	-1.3%
Total Number of Properties	512
AVAILABILITY	
Total Vacant (Square Feet)	940,000
Vacancy Rate	15.8%
Change from 1-Year Ago	+0.3%
10-Year Average Vacancy Rate	12.0%
DEMAND	
12-Month Net Absorption (Square Feet)	-86,600
12-Month Net Absorption (Percent of Inventory)	-1.5%
SALES	
Market Rent per Square Foot	\$15.33
Change from 1-Year Ago	-0.5%
Market Sales Price per Square Foot (1-Year Ago)	\$104
Change from 1-Year Ago	-2.4%
Sales Volume	\$9,700,000
Properties Sold in Last 12-Months	26
Average Months to Sale	8.6
MARKET CAPITALIZATION	
Market Cap Rate	8.4%
10-Year Average	8.6%

Source: CoStar Realty Information Inc., 2021.

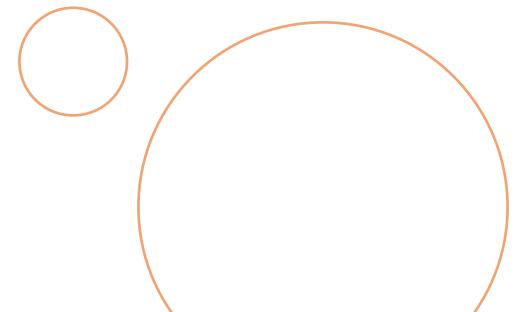
Consultant's Qualitative Observations

The analytics highlighted in this report point toward a declining retail market for the City of Westland. This is not unlike the challenges being faced by many other suburban communities whose retail sectors are anchored by a traditional indoor shopping center. The Westland Mall has been the focal point of Westland's retail market since it was constructed in 1965. Although Westland Mall remains open, it has lost market share in the retail sector and its long-term viability is uncertain.

No other real estate sector is facing the challenges of the retail sector. While other sectors are changing the way they do business, the internet is making brick-and-mortar retailers fight for their very existence. Many retailers have already succumbed to online competition, like Sears, Borders, and nearly every video chain. An increasing number of malls and clothing stores are beginning to shutter their doors, as online shopping opportunities surpass those in-person opportunities. Retailers now face stronger competition with each other and with their online counterparts. In an effort to compete, in-person retailers have shifted away from having a large inventory and massive footprint to offering the best experience possible. The goal of these retailers is to offer something in the store that makes people choose to shop there, instead of shopping through online sources. In this environment, the Apple Store is the gold standard; customers come in for the experience as much as the product.

OFFICE MARKET SUMMARY

Utilizing CoStar data, a summary of the office market within the City of Westland for 2021 is presented in the Office Market Analytics Summary Table. The City of Westland has 503,000 square feet of office space. 25,800 square feet of office space is vacant, which represents a 5.1% vacancy rate. The 10-year average is a vacancy rate of 86.3%. Market rent is \$18.52 per square foot for office space, which is 0.9% lower than one year ago. Sales of office properties have averaged \$116 per square foot, which is the same as 1-year ago. 3 properties have sold in the last 12 months and on average it took 21.9 months to market a property before it sold. Recent sales have averaged a 9.5% cap rate and the 10-year average is 9.3%



OFFICE MARKET ANALYTICS SUMMARY

CITY OF WESTLAND, 2021

CATEGORY/METRIC	MEASURE
INVENTORY	
Total Inventory (Square Feet)	503,000
Change from 1-Year Ago	0.0%
Total Number of Properties	93
AVAILABILITY	
Total Vacant (Square Feet)	25,800
Vacancy Rate	5.1%
Change from 1-Year Ago	+1.3%
10-Year Average Vacancy Rate	13.7%
DEMAND	
12-Month Net Absorption (Square Feet)	-6,794
12-Month Net Absorption (Percent of Inventory)	-1.3%
SALES	
Market Rent per Square Foot	\$18.52
Change from 1-Year Ago	-0.9%
Market Sales Price per Square Foot	\$116
Change from 1-Year Ago	0.0%
Sales Volume	\$497,000
Properties Sold in Last 12-Months	3
Average Months to Sale	21.9
MARKET CAPITALIZATION	
Market Cap Rate	9.5%
10-Year Average	9.3%

Source: CoStar Realty Information Inc., 2021.

Consultant's Qualitative Observations

There are a number of trends at influence within today's office real estate sector, the most notable of which is the 2020/2021 global pandemic which is forcing millions of office workers to work from home. This has led to increased office vacancy rates and declines in office rents. Because of the sheer amount of vacant space available in the market, major rent growth market-wide is not expected. Although the office market is likely to stabilize as the pandemic lessens, office vacancy rates are still likely to remain high as companies are beginning to favor hybrid solutions for their employees, allowing them to work from home on a part-time basis. This trend is likely to have lasting impacts on the amount of space needed at offices, shifting towards smaller, more niche operating spaces that cater to shared space and client meeting spaces.

It is notable that Westland's 2021 office market data is very strong and much better than the 10-year trend. This is an anomaly compared to the surrounding communities and region. However, Westland's total inventory is small, and we expect the office vacancy in the trade area to increase over the coming months and years given the pandemic impacts.

INDUSTRIAL MARKET SUMMARY

Industrial real estate data for the City of Westland for the current year (2019) and a 5-year estimate (2024) was obtained from Buxton for 2021 (see Industrial Market Analytics Summary Table). Presently, the City of Westland has 4,600,000 square feet of industrial space. 118,000 square feet of industrial space is vacant, which represents a 2.6% vacancy rate. The 10-year average is a vacancy rate of 4.6%. Market rent is \$6.71 per square foot, which is 5.3% greater than one year ago. Sales of industrial properties have averaged \$57 per square foot, which is 6.4% greater than 1-year ago. Five properties have sold in the last 12 months and, on average, it took 2.9 months to market a property before it sold. Recent sales have averaged a 9.1% cap rate and the 10-year average is 10.0%.



INDUSTRIAL MARKET ANALYTICS SUMMARY

CITY OF WESTLAND, 2021

CATEGORY/METRIC	MEASURE
INVENTORY	
Total Inventory (Square Feet)	4,600,000
Change from 1-Year Ago	+1.9%
Total Number of Properties	236
AVAILABILITY	
Total Vacant (Square Feet)	118,000
Vacancy Rate	2.6%
Change from 1-Year Ago	+0.8%
10-Year Average Vacancy Rate	4.6%
DEMAND	
12-Month Net Absorption (Square Feet)	49,100
12-Month Net Absorption (Percent of Inventory)	1.1%
SALES	
Market Rent per Square Foot	\$6.71
Change from 1-Year Ago	+5.3%
Market Sales Price per Square Foot	\$57
Change from 1-Year Ago	+6.4%
Sales Volume	\$3,400,000
Properties Sold in Last 12-Months	5
Average Months to Sale	2.9
MARKET CAPITALIZATION	
Market Cap Rate	9.1%
10-Year Average	10.0%

Source: CoStar Realty Information Inc., 2021.

Consultant's Qualitative Observations

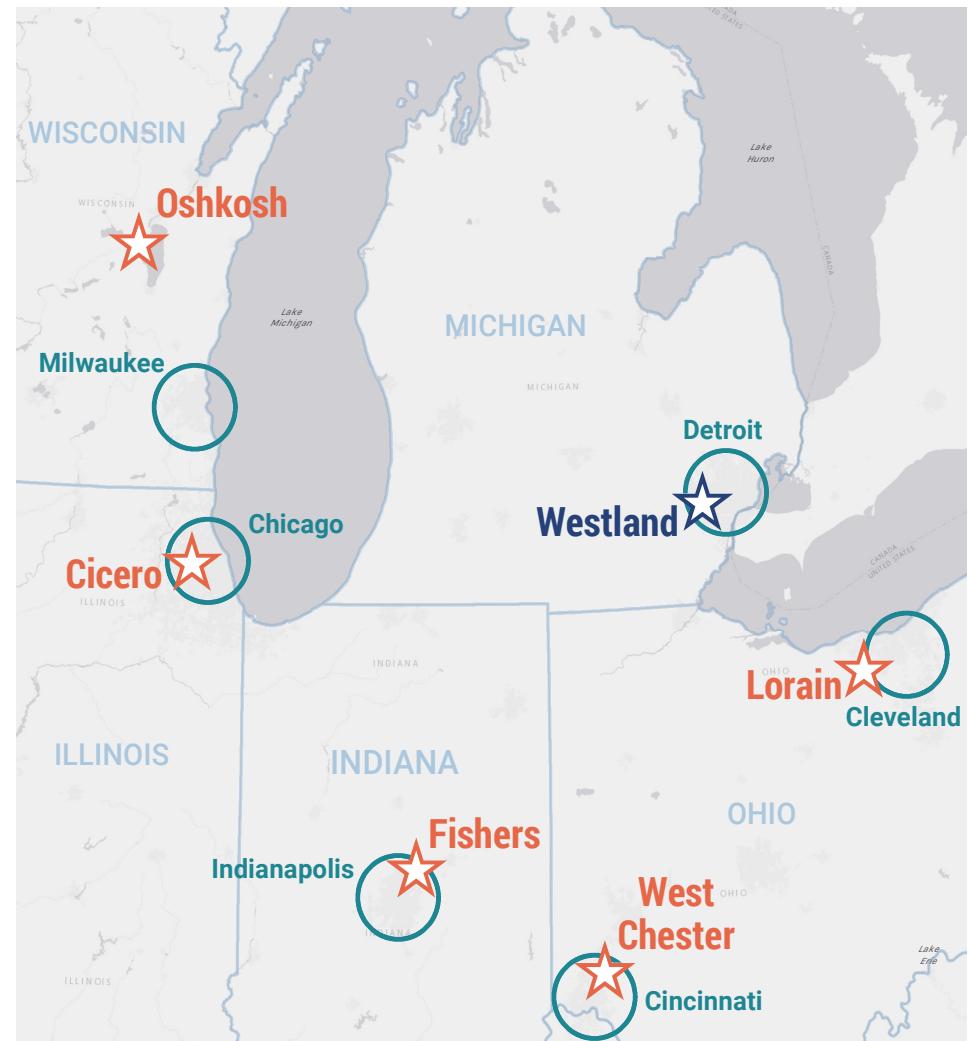
Given the strong shift away from brick-and-mortar retailers, adaptive reuse of retail space and infill warehouses is a strong opportunity for the industrial sector. Westland has already witnessed examples of former retail spaces being repurposed for non-retail use. Fueled by online shopping, the need for warehouse space and logistics operations is also a key opportunity in the industrial real estate market.

Westland's industrial market data is very strong and much better than the 10-year trend. This matches the surrounding communities and region. We expect the industrial sector to continue to be a strong property class within Westland for many years to come.

PEER CITIES BENCHMARKING

A benchmarking analysis of the City of Westland and five peer Midwestern cities has been prepared. In addition to providing a baseline comparison for Westland, the goal of this analysis is to identify a precedent community whose economic development strategy may be examined for possible application by Westland. Highlighted on the Peer Cities Comparison Map, these communities are similar to Westland in terms of both size and context. These cities include:

- Cicero, Illinois – pop. 79,157
- Fishers, Indiana – pop. 94,121
- Lorain, Ohio – pop. 70,926
- Oshkosh, Wisconsin – pop. 86,941
- West Chester Township, Ohio – pop. 56,665



PEER CITIES COMPARISON

Legend

- Blue star: City of Westland
- Red star: Peer Cities
- Blue circle: Major Metro Areas

PEER CITIES BEST PRACTICES

Based on the peer cities sample group, Fishers, Indiana, stood out from the other communities. The two main data points most significant in this regard were the 10% population growth in the last 5 years, and the nearly 5% job growth over that same period of time. While comparing peer cities from a data perspective does not allow translate into an “apples to apples” comparison to community assets, there are a few best practices in economic development deployed by Fishers that had an impact on these impressive population and job growth trends.

DEVELOPMENT OF A CENTRALIZED CITY DISTRICT

10 years ago Fishers had no identifiable core area for the community and businesses. Fishers developed a plan to create a “downtown” core area around its city campus. Through targeted acquisition of land, partnerships with multiple developers in the region, and extensive utilization of tax increment financing, a \$750 million mixed use town center was developed. The property is now home to many unique residential units, corporate headquarters, restaurants, and co-working spaces. The district now creates a 24/7 lifestyle enjoyed by residents, businesses, and visitors.

FOCUS ON SMALL BUSINESS

Fishers focused on three growing areas for their small business and entrepreneurship efforts. These were; IOT (Internet of Things), Software Startups, and a Makerspace. IOT Fishers Lab, Launch Fishers, and Hub and Spoke were developed to grow these industry sectors respectively.

IOT LAB

In February 2017, the city of Fishers, already an emerging tech-hub, announced the development of one of the nation’s first Internet of Things lab to bring together various players in the growing IoT sector. The initiative fell in line with Indiana Governor Eric Holcomb’s “Next Level Legislative Agenda,” which proposed investing \$1 billion over the next 10 years in innovation and entrepreneurship. The lab officially opened its doors a year later, with 8 in-house companies and 50 members at the time of the highly-attended Grand Opening, and has since received broad support from both



10% POPULATION GROWTH

10% JOB GROWTH

public and private sectors through sponsorship and membership commitments. Workshops, seminars, meetups, exclusive events, and more contribute to making the Indiana IoT Lab a thriving hub of innovation, education, and networking opportunities.

LAUNCH FISHERS

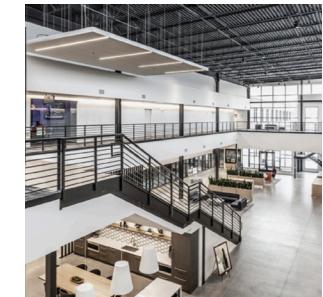
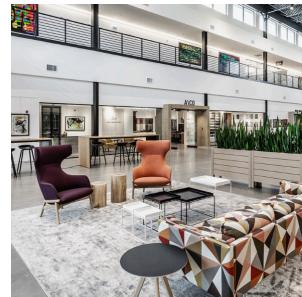
Created in partnership with the city of Fishers, Launch Fishers is a space for entrepreneurs, creatives, and innovators to flex their entrepreneurial spirit. There is plenty of spaces for collaboration, inspiration, and growth. The open floor concept allows ideas to flow freely from one entrepreneur to another as we all work towards higher goals and more successes. Dedicated workspaces and private offices allow startups and high-potential enterprises to continue on their paths of success.

HUB & SPOKE

Hub & Spoke is a unique 94,000 square foot master-planned mixed-use development and partnership with the City of Fishers. The project consists of:

- A Design Center with retail showrooms open to the public
- Coworking space
- A state-of-the-art Makerspace and the Hub & Spoke Institute – a project- and work-based learning and innovation center

The City of Fishers has partnered with Hub & Spoke to provide hands-on experiential learning and an educational journey in which the community becomes the classroom. This unique partnership is creating better opportunities and helping kids and adults discover their passions and learn the skills needed to live a successful and purpose-driven lifestyle.



Source: hubandspoke.works

PEER CITIES COMPARISON: POPULATION AND AGE

2015-2021

TOTAL POPULATION	2015	2020	% CHANGE, 2015-2020
Westland, MI	82,383	82,048	-0.4%
Cicero, IL	82,688	79,157	-4.5%
Fishers, IN	84,372	94,121	10.4%
Lorain, OH	70,305	70,926	0.9%
Oshkosh, WI	85,809	86,941	1.3%
West Chester Twp., OH	54,443	56,665	3.9%

EMSI data from 2015 and 2020 serves as the data source for the peer cities benchmarking analysis, which is presented through a series of tables. The following conclusions are revealed by this analysis:

- Like Westland, the 5-year population growth rates of the peer cities range from stable to slow growth. Only Fishers saw a population growth rate exceeding 10%. Although Westland has a low overall percentage of its population under 19 years of age, it is one of only two cities compared whose under 19-year population grew over the past 5 years. Conversely, although Westland's percentage of its population over 65 years of age is the highest of all communities compared, every other community has a higher 5-year growth rate in the 65 years and older age group.

POPULATION AGE 19 AND UNDER	2015	2020	% CHANGE, 2015-2020	% OF TOTAL POP., 2020
Westland, MI	18,358	18,502	0.8%	22.6%
Cicero, IL	28,710	23,960	-19.8%	30.3%
Fishers, IN	27,361	27,731	1.3%	29.5%
Lorain, OH	19,451	19,270	-0.9%	27.2%
Oshkosh, WI	19,752	19,249	-2.6%	22.1%
West Chester Twp., OH	15,010	14,593	-2.9%	25.8%

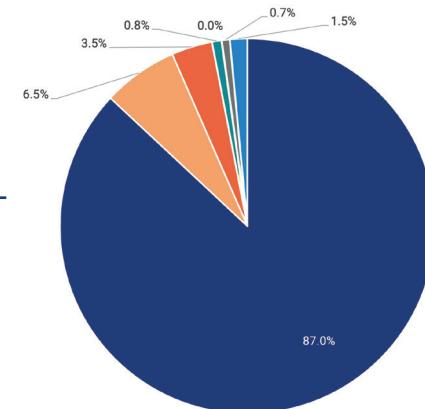
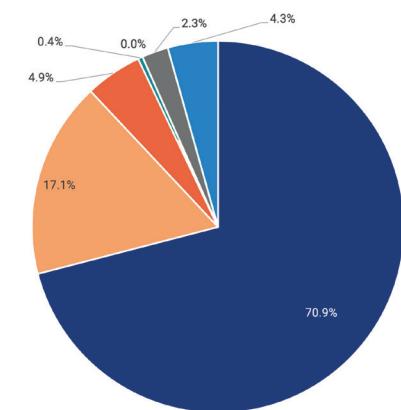
POPULATION AGE 65 AND OVER	2015	2020	% CHANGE, 2015-2020	% OF TOTAL POP., 2020
Westland, MI	13,322	14,408	7.5%	17.6%
Cicero, IL	5,505	7,319	24.8%	9.2%
Fishers, IN	6,237	9,611	35.1%	10.2%
Lorain, OH	11,135	12,341	9.8%	17.4%
Oshkosh, WI	12,584	14,371	12.4%	16.5%
West Chester Twp., OH	7,382	8,797	16.1%	15.5%

Source: EMSI Data, 2021.

In terms of race and ethnicity, the City of Westland has a healthy diversity, with sizeable segments of Hispanic, Asian, and Black populations generally in comparison to the peer cities.

PEER CITIES COMPARISON: RACE AND ETHNICITY 2015-2020

RACE/ETHNICITY	2015	2020	% CHANGE, 2015-2020	% OF TOTAL POP., 2020
WESTLAND, MI				
Non-Hispanic	79,804	78,479	-1.7%	95.7%
White	58,882	58,210	-1.1%	70.9%
Black	15,224	14,004	-8.0%	17.1%
Asian	3,839	4,042	5.3%	4.9%
American Indian or Alaskan Native	314	337	7.5%	0.4%
Native Hawaiian or Pacific Islander	12	2	-85.4%	0.0%
Two or More Races	1,533	1,883	22.8%	2.3%
Hispanic (of any race)	2,579	3,569	38.4%	4.3%
TOTALS	82,383	82,048	-0.4%	100.0%
CICERO, IL				
Non-Hispanic	80,498	77,965	-3.1%	98.5%
White	69,669	68,838	-1.2%	87.0%
Black	6,582	5,122	-22.2%	6.5%
Asian	2,903	2,791	-3.9%	3.5%
American Indian or Alaskan Native	539	660	22.4%	0.8%
Native Hawaiian or Pacific Islander	10	12	21.3%	0.0%
Two or More Races	795	542	-31.8%	0.7%
RACE/ETHNICITY	2015	2020	% CHANGE, 2015-2020	% OF TOTAL POP., 2020
Hispanic (of any race)	2,190	1,193	-45.5%	1.5%
TOTALS	82,688	79,157	-4.3%	100.0%



PEER CITIES COMPARISON: RACE AND ETHNICITY (CONTINUED)

2015-2020

FISHERS, IN

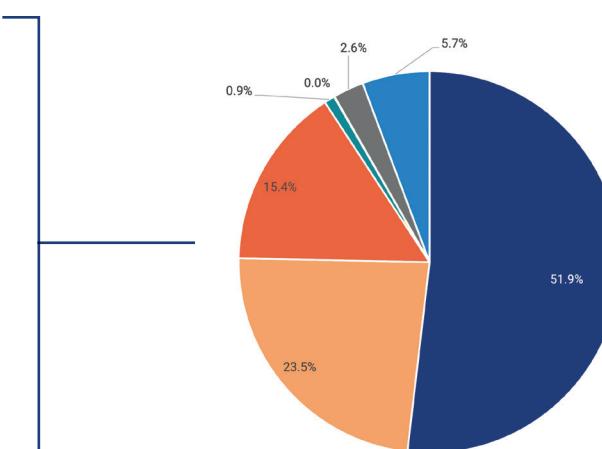
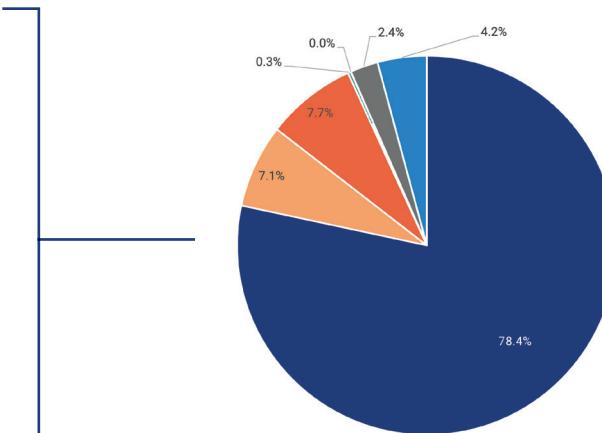
Non-Hispanic	80,964	90,179	11.4%	95.8%
White	68,413	73,767	7.8%	78.4%
Black	5,252	6,699	27.5%	7.1%
Asian	5,227	7,228	38.3%	7.7%
American Indian or Alaskan Native	186	244	31.2%	0.3%
Native Hawaiian or Pacific Islander	0	15	--	0.0%
Two or More Races	1,886	2,227	18.0%	2.4%
Hispanic (of any race)	3,408	3,942	15.7%	4.2%
TOTALS	84,372	94,121	11.6%	100.0%

LORAIN, OH

Non-Hispanic	67,061	66,883	-0.3%	94.3%
White	38,955	36,780	-5.6%	51.9%
Black	16,127	16,648	3.2%	23.5%
Asian	9,928	10,950	10.3%	15.4%
American Indian or Alaskan Native	621	639	2.9%	0.9%
Native Hawaiian or Pacific Islander	29	33	14.0%	0.0%
Two or More Races	1,401	1,833	30.8%	2.6%
Hispanic (of any race)	3,244	4,042	24.6%	5.7%
TOTALS	70,305	70,926	0.9%	100.0%

RACE/ETHNICITY

	2015	2020	% CHANGE, 2015-2020	% OF TOTAL POP., 2020
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PEER CITIES COMPARISON: RACE AND ETHNICITY (CONTINUED)

2015-2020

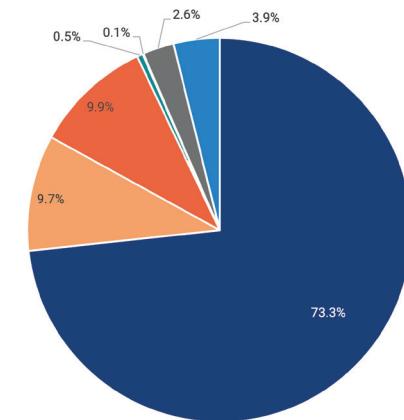
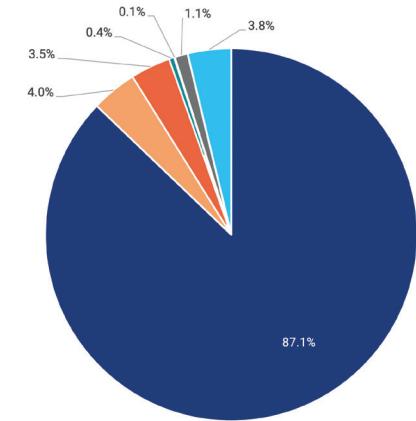
OSHKOSH, WI

Non-Hispanic	83,035	83,660	0.8%	96.2%
White	76,606	75,768	-1.1%	87.1%
Black	2,533	3,438	35.7%	4.0%
Asian	2,397	3,024	26.2%	3.5%
American Indian or Alaskan Native	255	383	50.3%	0.4%
Native Hawaiian or Pacific Islander	37	60	63.0%	0.1%
Two or More Races	1,208	986	-18.4%	1.1%
Hispanic (of any race)	2,773	3,281	18.3%	3.8%
TOTALS	85,809	86,941	1.3%	100.0%

WEST CHESTER TWP, OH

Non-Hispanic	52,177	54,469	4.4%	96.1%
White	41,699	41,527	-0.4%	73.3%
Black	5,150	5,518	7.1%	9.7%
Asian	4,126	5,616	36.1%	9.9%
American Indian or Alaskan Native	173	285	64.6%	0.5%
Native Hawaiian or Pacific Islander	23	41	74.9%	0.1%
Two or More Races	1,005	1,483	47.5%	2.6%
Hispanic (of any race)	2,266	2,196	-3.1%	3.9%
TOTALS	54,443	56,665	4.1%	100.0%

Source: EMSI Data, 2021.



Of all jobs, Westland has the highest percentage (21.4%) within the retail trade industry group. Lorain had the next highest percentage of retail trade industry jobs; however, Lorain's rate was much lower at 14.1%. Westland has the lowest percentage of jobs in the wholesale trade industry (1.7%) and finance and insurance industry (1.3%) in comparison to the five peer cities.

PEER CITIES COMPARISON: INDUSTRY GROUPS 2020

CITY	TOTAL JOBS IN 2020										
	Agriculture, Forestry, Fishing and Hunting	Mining, Quarrying, and Oil and Gas Extraction	Utilities	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance	Real Estate and Rental and Leasing
WESTLAND, MI											
NUMBER	0	<10	12	721	2,010	364	4,454	733	157	270	353
PCT. OF TOTAL	0.0%	--	0.1%	3.5%	9.6%	1.7%	21.4%	3.5%	0.8%	1.3%	1.7%
CICERO, IL											
NUMBER	36	0	<10	494	3,440	1,457	2,332	863	116	448	160
PCT. OF TOTAL	0.2%	0.0%	--	2.5%	17.1%	7.2%	11.6%	4.3%	0.6%	2.2%	0.8%
FISHERS, IN											
NUMBER	487	0	<10	2,151	908	2,027	4,341	630	846	2,563	912
PCT. OF TOTAL	1.2%	0.0%	--	5.5%	2.3%	5.1%	11.0%	1.6%	2.1%	6.5%	2.3%
LORAIN, OH											
NUMBER	304	<10	72	617	1,429	533	2,159	473	115	376	216
PCT. OF TOTAL	2.0%	--	0.5%	4.0%	9.4%	3.5%	14.1%	3.1%	0.8%	2.5%	1.4%
OSHKOSH, WI											
NUMBER	338	0	64	1,710	10,459	1,325	5,638	1,382	1,286	1,512	569
PCT. OF TOTAL	0.7%	0.0%	0.1%	3.6%	22.0%	2.8%	11.9%	2.9%	2.7%	3.2%	1.2%
WEST CHESTER TWP, OH											
NUMBER	0	0	<10	1,541	3,264	3,869	4,726	3,377	332	1,376	485
PCT. OF TOTAL	0.0%	0.0%	--	4.1%	8.8%	10.4%	12.7%	9.1%	0.9%	3.7%	1.3%

PEER CITIES COMPARISON: INDUSTRY GROUPS (CONTINUED)

2020

CITY	TOTAL JOBS IN 2020											TOTALS
	Professional, Scientific, and Technical Services	Management of Companies and Enterprises	Administrative, Support and Waste Management, and Remediation Services	Educational Services	Health Care and Social Assistance	Arts, Entertainment, and Recreation	Accommodation and Food Services	Other Services (except Public Administration)	Government	Unclassified Industry		
WESTLAND, MI												
NUMBER	686	114	1,119	112	2,667	244	2,253	1,284	3,269	28	20,852	
PCT. OF TOTAL	3.3%	0.5%	5.4%	0.5%	12.8%	1.2%	10.8%	6.2%	15.7%	0.1%		
CICERO, IL												
NUMBER	355	12	1,839	60	1,881	374	1,048	528	4,686	<10	20,131	
PCT. OF TOTAL	1.8%	0.1%	9.1%	0.3%	9.3%	1.9%	5.2%	2.6%	23.3%	--		
FISHERS, IN												
NUMBER	3,489	196	3,437	459	4,157	924	4,294	2,625	4,985	0	39,432	
PCT. OF TOTAL	8.8%	0.5%	8.7%	1.2%	10.5%	2.3%	10.9%	6.7%	12.6%	0.0%		
LORAIN, OH												
NUMBER	357	232	314	431	2,634	118	1,126	937	2,814	0	15,262	
PCT. OF TOTAL	2.3%	1.5%	2.1%	2.8%	17.3%	0.8%	7.4%	6.1%	18.4%	0.0%		
OSHKOSH, WI												
NUMBER	2,021	1,103	1,325	372	5,218	289	3,824	2,004	7,079	0	47,513	
PCT. OF TOTAL	4.3%	2.3%	2.8%	0.8%	11.0%	0.6%	8.0%	4.2%	14.9%	0.0%		
WEST CHESTER TWP, OH												
NUMBER	1,935	986	2,737	480	4,845	598	4,393	1,280	973	<10	37,210	
PCT. OF TOTAL	5.2%	2.6%	7.4%	1.3%	13.0%	1.6%	11.8%	3.4%	2.6%	--		

Source: EMSI Data, 2021.

Of all jobs, Westland had the highest percentage (14.6%) within the sales and related occupations occupation group. The next highest percentage was found in West Chester Township (12.2%). Westland's percentage of jobs in the healthcare support occupation group (5.6%) was higher than all other peer cities. Conversely, Westland had the lowest percentage of jobs in three occupation groups: management (4.3%), computer and mathematical (1.1%) and life, physical, and social science (0.3%).

PEER CITIES COMPARISON: OCCUPATION GROUPS 2020

CITY	TOTAL JOBS IN 2020												
	Management	Business and Financial Operations	Computer and Mathematical	Architecture and Engineering	Life, Physical, and Social Science	Community and Social Service	Legal	Educational Instruction and Library	Arts, Design, Entertainment, Sports and Media	Healthcare Practitioners and Technical	Healthcare Support	Protective Service	Food Preparation and Serving Related Occupations
WESTLAND, MI													
NUMBER	901	852	239	381	68	444	81	1,006	300	830	1,162	442	2,334
PCT. OF TOTAL	4.3%	4.1%	1.1%	1.8%	0.3%	2.1%	0.4%	4.8%	1.4%	4.0%	5.6%	2.1%	11.2%
CICERO, IL													
NUMBER	1,250	719	261	219	133	313	71	2,576	374	415	1,037	347	1,180
PCT. OF TOTAL	6.2%	3.6%	1.3%	1.1%	0.7%	1.6%	0.4%	12.8%	1.9%	2.1%	5.2%	1.7%	5.9%
FISHERS, IN													
NUMBER	2,468	2,459	985	374	333	641	144	2,531	965	1,875	1,338	535	4,454
PCT. OF TOTAL	6.3%	6.2%	2.5%	0.9%	0.8%	1.6%	0.4%	6.4%	2.4%	4.8%	3.4%	1.4%	11.3%
LORAIN, OH													
NUMBER	853	703	195	140	75	517	107	1,263	199	921	705	420	1,237
PCT. OF TOTAL	5.6%	4.6%	1.3%	0.9%	0.5%	3.4%	0.7%	8.3%	1.3%	6.0%	4.6%	2.8%	8.1%
OSHKOSH, WI													
NUMBER	2,086	2,262	841	893	358	762	190	2,780	963	2,582	1,914	1,014	3,836
PCT. OF TOTAL	4.4%	4.8%	1.8%	1.9%	0.8%	1.6%	0.4%	5.9%	2.0%	5.4%	4.0%	2.1%	8.1%
WEST CHESTER TWP, OH													
NUMBER	1,652	1,704	932	881	175	276	200	664	486	2,069	1,299	651	4,161
PCT. OF TOTAL	4.5%	4.7%	2.5%	2.4%	0.5%	0.8%	0.5%	1.8%	1.3%	5.7%	3.5%	1.8%	11.4%

PEER CITIES COMPARISON: OCCUPATION GROUPS (CONTINUED)

2020

CITY	TOTAL JOBS IN 2020											
	Building and Grounds Cleaning and Maintenance	Personal Care and Service	Sales and Related Occupations	Office and Administrative Support	Farming, Fishing, and Forestry	Construction and Extraction	Installation, Maintenance, and Repair	Production	Transportation and Material Moving	Military-only	Unclassified	TOTALS
WESTLAND, MI												
NUMBER	620	757	3,044	2,096	<10	679	781	1,748	1,958	118	0	20,852
PCT. OF TOTAL	3.0%	3.6%	14.6%	10.1%	--	3.3%	3.7%	8.4%	9.4%	0.6%	0.0%	
CICERO, IL												
NUMBER	885	373	1,941	2,023	25	518	678	2,129	2,661	<10	0	20,131
PCT. OF TOTAL	4.4%	1.9%	9.6%	10.0%	0.1%	2.6%	3.4%	10.6%	13.2%	--	0.0%	
FISHERS, IN												
NUMBER	2,039	1,470	4,093	5,034	177	1,474	1,631	1,056	3,038	318	0	39,432
PCT. OF TOTAL	5.2%	3.7%	10.4%	12.8%	0.4%	3.7%	4.1%	2.7%	7.7%	0.8%	0.0%	
LORAIN, OH												
NUMBER	338	548	1,645	1,778	108	477	613	1,170	1,230	19	0	15,262
PCT. OF TOTAL	2.2%	3.6%	10.8%	11.6%	0.7%	3.1%	4.0%	7.7%	8.1%	0.1%	0.0%	
OSHKOSH, WI												
NUMBER	873	891	4,178	5,776	200	1,512	1,966	7,958	3,440	239	0	47,513
PCT. OF TOTAL	1.8%	1.9%	8.8%	12.2%	0.4%	3.2%	4.1%	16.7%	7.2%	0.5%	0.0%	
WEST CHESTER TWP, OH												
NUMBER	1,047	955	4,462	4,782	21	1,256	1,179	2,402	5,343	0	0	36,595
PCT. OF TOTAL	2.9%	2.6%	12.2%	13.1%	0.1%	3.4%	3.2%	6.6%	14.6%	0.0%	0.0%	

Source: EMSI Data, 2021.

In terms of total jobs in 2020, Lorain (15,262), Cicero (20,131) and Westland (20,852) lag behind West Chester Township (37,210), Fishers (39,432) and Oshkosh (47,513). Between 2015 and 2020, only Fishers and West Chester Township saw job growth. At \$57,941, the City of Westland's average earnings per job is the second lowest of the communities compared.

PEER CITIES COMPARISON: JOBS CHANGE AND EARNINGS 2015-2020

CITY	2015 JOBS	2020 JOBS	#CHANGE, 2015-2020	% CHANGE 2015-2020	2020 AVERAGE EARNINGS PER JOB
Westland, MI	22,202	20,852	-1,350	-6.1%	\$57,941
Cicero, IL	20,908	20,131	-777	-3.7%	\$74,082
Fishers, IN	37,643	39,432	1,789	4.8%	\$60,681
Lorain, OH	16,856	15,262	-1,594	-9.5%	\$53,788
Oshkosh, WI	47,634	47,513	-121	-0.3%	\$60,172
West Chester Twp., OH	36,595	37,210	615	1.7%	\$63,366

Source: EMSI Data, 2021.

Between January 2021 and March 2021, Westland had the third highest number (1,952) of unique job postings, behind Oshkosh (3,497) and Fishers (2,684). However, the median advertised salary of job postings for Westland during this time, at \$41,600, was the second lowest of the communities compared.

PEER CITIES COMPARISON: JOB POSTINGS AND ADVERTISED SALARY 2015-2020

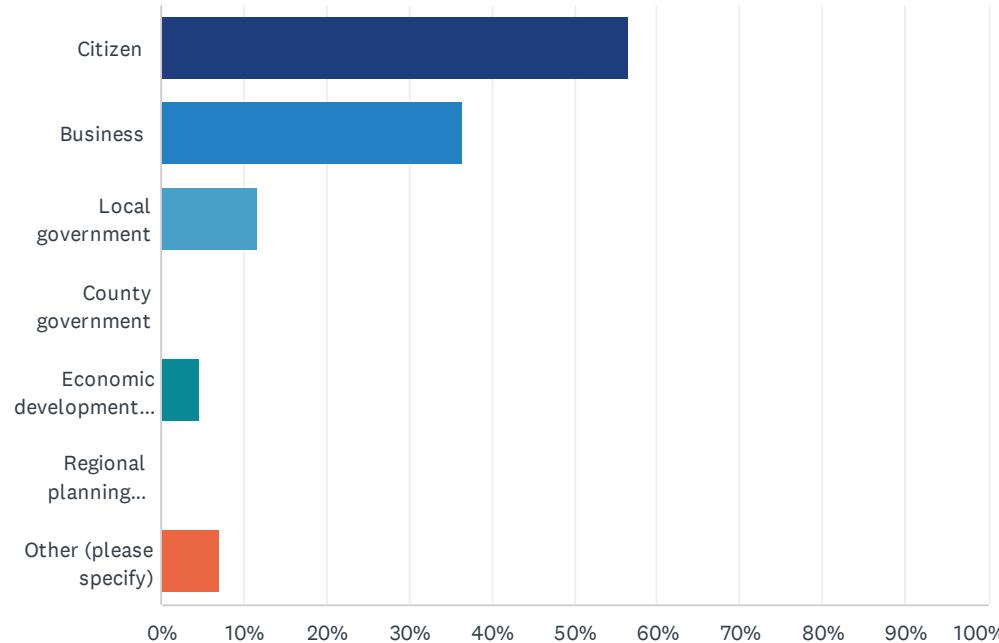
CITY	TOTAL UNIQUE JOB POSTINGS JAN. 2021 - MAR. 2021	TOP 3 INDUSTRY SECTORS BY TOTAL JOB POSTINGS	MEDIAN ADVERTISED SALARY ACROSS ALL INDUSTRIES
WESTLAND, MI	1,952	1. Retail Trade 2. Accommodation and Food Services 3. Unclassified Industry	\$41,600
CICERO, IL	1,834	1. Retail Trade 2. Transportation and Warehousing 3. Unclassified Industry	\$60,032
FISHERS, IN	2,684	1. Unclassified Industry 2. Transportation and Warehousing 3. Administrative and Support and Waste Management and Remediation Services	\$47,808
LORAIN, OH	1,838	1. Health Care and Social Assistance 2. Unclassified Industry 3. Transportation and Warehousing	\$50,048
OSHKOSH, WI	3,497	1. Administrative and Support and Waste Management and Remediation Services 2. Retail Trade 3. Unclassified Industry	\$41,664
WEST CHESTER TWP, OH	319	1. Accommodation and Food Services 2. Administrative and Support and Waste Management and Remediation Services 3. Retail Trade	\$35,456

Source: EMSI Data, 2021.

APPENDICES

Q1 What type of organization do you represent?(You may select more than one option)

Answered: 85 Skipped: 0



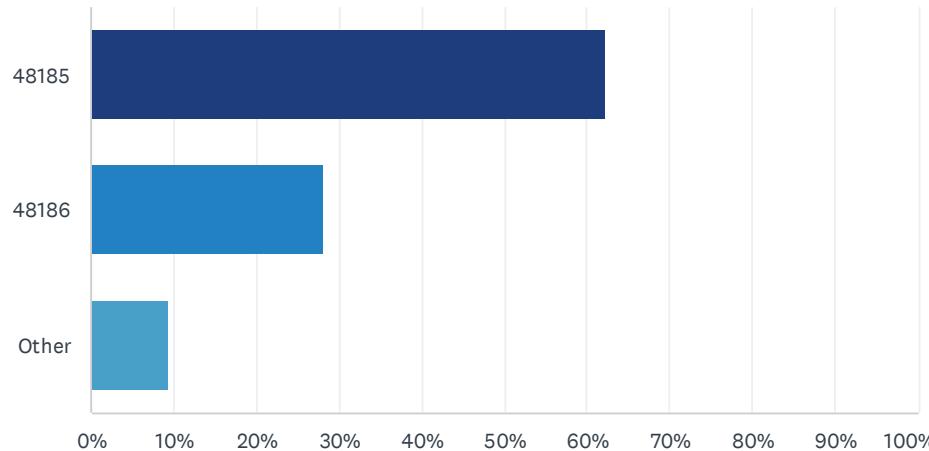
ANSWER CHOICES	RESPONSES
Citizen	56.47% 48
Business	36.47% 31
Local government	11.76% 10
County government	0.00% 0
Economic development organization	4.71% 4
Regional planning organization	0.00% 0
Other (please specify)	7.06% 6
Total Respondents: 85	

Economic Development Strategy - Stakeholder Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Non Profit; for communitee, agriculture, education	6/8/2021 11:40 AM
2	Religious	6/4/2021 11:14 AM
3	ldfa	5/29/2021 4:42 PM
4	Education	5/27/2021 8:16 AM
5	Nonprofit	5/26/2021 2:47 PM
6	Not-for-profit, religious organization	5/26/2021 12:21 PM

Q2 What is your business or home zip code?

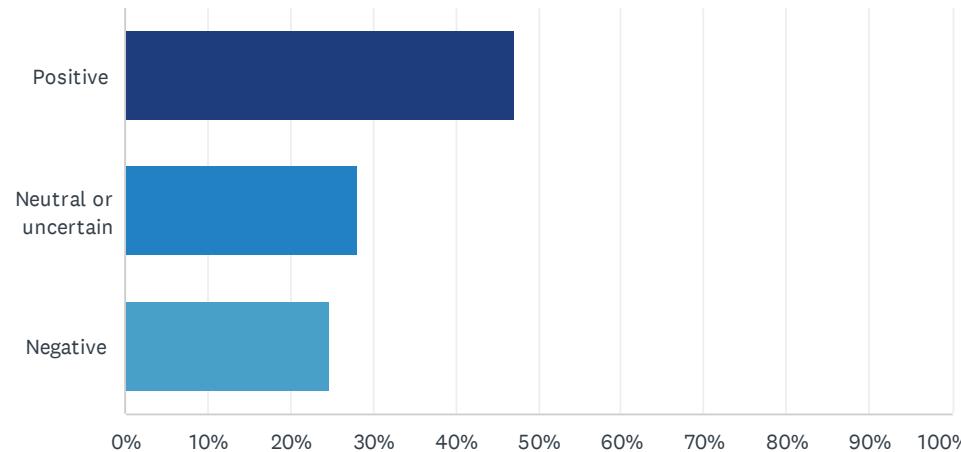
Answered: 85 Skipped: 0



ANSWER CHOICES	RESPONSES	
48185	62.35%	53
48186	28.24%	24
Other	9.41%	8
TOTAL		85

Q3 How do you perceive the City of Westland as a place to live?

Answered: 85 Skipped: 0



ANSWER CHOICES		RESPONSES
Positive		47.06%
Neutral or uncertain		28.24%
Negative		24.71%
TOTAL		85

#	IF POSITIVE OR NEGATIVE, WHY DID YOU INDICATE YOUR PARTICULAR RESPONSE?	DATE
1	I think Westland has great people in general in it but the taxes are much higher than other cities.	6/10/2021 1:11 PM
2	It's seems were hearing of more crime being committed in the city or by someone from the city	6/10/2021 10:56 AM
3	the people come together in so many way to help and support everyone.	6/8/2021 11:40 AM
4	Westland, even during Covid, has such great potential. Would very much like to see a more concerted effort (perhaps a business development authority) to bring new businesses to our Mall Area (with an eye kept on 48186 for possibilities as well.)	6/7/2021 11:25 AM
5	The city definitely has potential but it is not growing fast enough for the residents to see changes	6/7/2021 11:06 AM
6	I have everything I need within just a few miles away, I'm close to 3 major freeways, along with an international airport	6/5/2021 6:32 PM

Economic Development Strategy - Stakeholder Survey

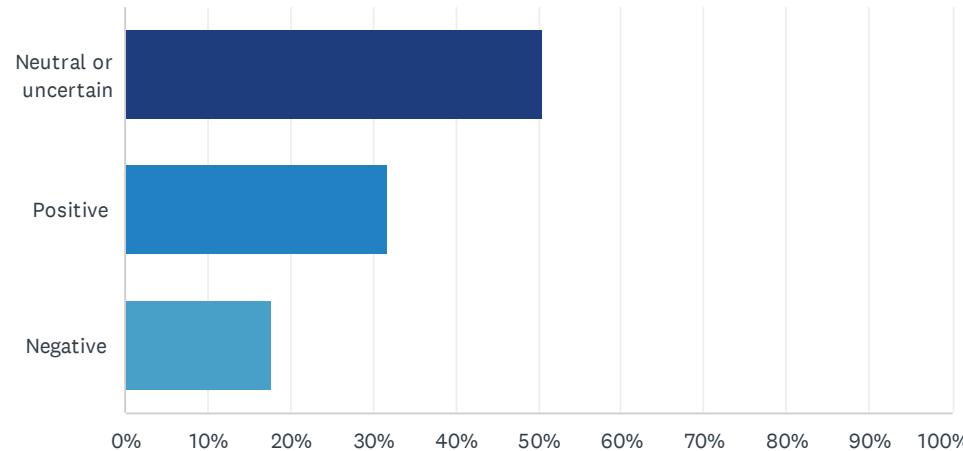
7	I have lived in Westland on the same street, in the same house since 1979. I know what the city was like then and I know what the city has evolved into today.	6/4/2021 11:14 AM
8	The city seems like it is in a constant state of decay, when new businesses try to move in they are blocked or have to sue in order to open. Local business owners in the area know to skip over Westland and go to Livonia, Canton or Plymouth. We need massive changes and far far less central control. It is strangling the cities and growth and development and that is felt by residents and business owners everywhere in the area.	6/4/2021 12:50 AM
9	We have a large community with diverse business/restaurant options.	6/1/2021 4:11 PM
10	Westland is central to many resources (shopping,dining, parks, etc...) It has a "real" community feel that I believe is championed by its leadership.	6/1/2021 2:20 PM
11	Safe, good services, family location, placement of home	6/1/2021 10:56 AM
12	High taxes with no return on the value of the taxes we pay. Business tax is so high business are leaving in droves. There is nothing exciting to do in the city with mediocre parks, no high end rec center like surrounding cities have, nothing of good entertainment or recreational value. People that have lived in Westland a long time are leaving as the younger generation don't have much interest.	5/28/2021 11:17 AM
13	Affordable, diverse, friendly	5/27/2021 11:21 PM
14	Well managed city	5/27/2021 3:15 PM
15	the outlook of not having the mall full is concerning, how do we draw shoppers and money to city with just strip mall buildings? homes are starting to age also	5/27/2021 1:51 PM
16	Everything I need shopping, dining, home & garden is conveniently located.	5/27/2021 9:46 AM
17	Great city with awesome schools	5/27/2021 6:23 AM
18	it has become plagued by vacant buildings, trash along the roads and vacant land.	5/26/2021 5:03 PM
19	its growing, city is trying to develop the place to become a better place to live.	5/26/2021 4:30 PM
20	At least as positive as one can be during these trying times. Let's face it, its tough to have City Growth with so much turmoil. Better Days Ahead!	5/26/2021 4:04 PM
21	I love the middle class community life. Things are affordable yet nice, and it's a city focussed on inclusion at events.	5/26/2021 3:14 PM
22	Lacks opportunities and activities for kids and families.	5/26/2021 2:52 PM
23	It's a flourishing city	5/26/2021 1:00 PM
24	Lots of restaurants and shopping nearby. Like my neighborhood.	5/26/2021 12:35 PM
25	Lack of fine dining opportunities, streets in poor condition, large parcels of vacant land, prevalence of abandoned and poorly maintained structures, at least one empty school.	5/26/2021 12:21 PM
26	Families have left Westland. Hookah, treatment centers, plasma stores, marihuana shops, lack of youth opportunities, a horrible school district, and fleeing retail do not make for an attractive destination.	5/26/2021 9:58 AM
27	I grew up here and have lots of positive memories of my early and teenage years as well as owning my first home and starting a family here	5/26/2021 9:35 AM
28	No safe shopping district, no interesting shopping areas, have to leave the city for decent farmers market.	5/26/2021 7:12 AM

Economic Development Strategy - Stakeholder Survey

29	Successful people do not stay in our community. Look at our deputy mayor and majority of our administrative cabinet. Our business manager does not even live in our city.	5/26/2021 6:37 AM
30	City lacks a community center area with city events. The city lacks a downtown like Plymouth or Northville, but there are park areas that could be utilized for food truck rallies, fall festivals, outdoor concerts, and art fairs.	5/26/2021 12:00 AM
31	High water bills, services cut like leaf pick up. Street sweeping nil. High taxes.	5/25/2021 11:13 PM
32	Cost of property taxes and water bill is outrageous compare to other cities around us.	5/25/2021 10:30 PM
33	Lack of police, council, mayoral and ordinance actions	5/25/2021 10:00 PM
34	Blight all over the place	5/25/2021 9:47 PM
35	I love where we live and I'm ready to move our business to Westland too!	5/25/2021 9:08 PM
36	This town is going to crap. Empty buildings and eyesores	5/25/2021 8:51 PM
37	Feels more negative lately. Too many businesses leaving, which then leaves empty buildings and no incentive for young families to move in. Huge division within our council looks messy. Lack of communication, as an example, my street recently had the street cleaner pass through without signs put up and then they came through, cut the road and filled with black rubber without notification. There's still street cement bits all over and the dust created didn't help the powerwashing of my house and fence I paid for right before they did the street.	5/25/2021 8:41 PM
38	Public areas. No rec center. I love near Norwayne. Between Henry ruff and venoy north of Palmer and south of cherry hill, the area seems to be forgotten by the city. Stop signs are fading. Inconsistent sidewalks- some areas don't even have them.	5/25/2021 8:26 PM
39	With taxes and water bill being so high, plus it becoming an eye sore, I plan on moving my family out of this city.	5/25/2021 8:07 PM
40	Poor leadership has led to 10 plus years of decline	5/25/2021 7:51 PM
41	I live near drunks and drug users, above anything else my neighbors are racist. I've had to call the police numerous times for one neighbor which I provided evidence for however he has never been charged or arrested, the police has shown even more racism than my neighbors. This is not a place for colored families.	5/25/2021 5:46 PM
42	Crime rate misrepresented by police. What's reported versus actual crimes that are not reported. I called the police on two occasions and they asked if I wanted to file a report, but said I'd have to make my info public. Not enough high quality restaurants or shopping, just greasy spoons. Positive is the Wayne Dyer pool and the Friendship Center.	5/25/2021 4:50 PM
43	I always seem to leave Westland to shop or dine out. City services do not seem to be as good as they used to be (leaf pick-up, ordinance enforcement, etc.)	5/25/2021 3:17 PM
44	There are so many places that have went out of business in the City, the mall is like a ghost town, places to sit down and enjoy a meal and or entertainment very limited if any. Why would you want to move to a place like that?	5/25/2021 1:20 PM
45	Mostly positive. This is a wonderfully diverse community with decent transportation. It's become a bit of a bargain center for resale and that's honestly something I think the community should lean on. It helps draw in customers from farther away.	5/25/2021 11:22 AM
46	Affordable living and safe neighborhoods for the home cost.	5/25/2021 11:13 AM
47	I see the clear vision of city officials as they provide avenues for progress and helping hands for a plethora of resident needs.	5/25/2021 8:01 AM

Q4 How do you perceive the City of Westland as a place to find employment opportunities?

Answered: 85 Skipped: 0



ANSWER CHOICES	RESPONSES	
Neutral or uncertain	50.59%	43
Positive	31.76%	27
Negative	17.65%	15
TOTAL		85

#	IF POSITIVE OR NEGATIVE, WHY DID YOU INDICATE YOUR PARTICULAR RESPONSE?	DATE
1	There are many places in Westland looking for employees. The quality of those jobs can be debated, but there are a lot to be had.	6/10/2021 8:38 PM
2	I believe there are a lot of good businesses with job opportunities of all skill sets	6/10/2021 10:56 AM
3	Finding people to work has been made exceptionally difficult due to Covid and sadly the benefits Government is blindly handing out.	6/7/2021 11:25 AM
4	there are signs everywhere looking for employees	6/7/2021 11:06 AM
5	There is plenty of employment opportunities in the city	6/5/2021 6:32 PM
6	The Mayor and his staff have done a great job of attracting companies, restaurants, a recent medical center, entrepreneur start up businesses, etc. Also there has been a tremendous effort in hiring people from all different backgrounds regardless	6/4/2021 11:14 AM

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of race creed or culture.

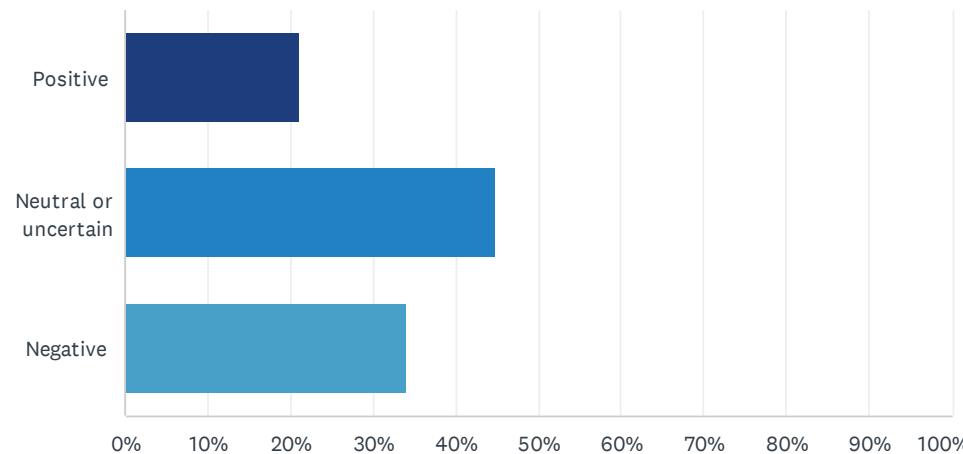
7	The city seems full of low paying, mainly service jobs and there is no growth or development as the city keeps blocking it.	6/4/2021 12:50 AM
8	There are a wide variety of employers that will employ applicants of all education, experience, and skill levels	6/1/2021 2:20 PM
9	Neutral because I have not been in the job market for a long time.	6/1/2021 1:34 PM
10	There have been plenty of open positions in the city pre pandemic and during the pandemic. However, employment does not necessarily mean your living tan affordable quality of life as your neighbors.	6/1/2021 10:51 AM
11	There are many types of businesses hiring at this time so the choices and opportunities are available	5/28/2021 12:03 PM
12	The types of jobs available in Westland are blue collar, lower wage paying jobs such as retail ,restaurant and bars. Surrounding cities have a mix of white and blue collar workers and incomes tend to be higher because of the jobs available in those cities such as medical related, educational institutions, financial related and more.	5/28/2021 11:17 AM
13	Lots of visible signs asking for help.	5/27/2021 11:21 PM
14	plenty of jobs out there.	5/27/2021 3:15 PM
15	many fast foods, and small stores. a few larger manufacturing jobs.	5/27/2021 1:51 PM
16	There is a rich variety of job seeker options - almost every industry imaginable and every professional level.	5/27/2021 8:16 AM
17	Lots of business, retail opportunities, large school district	5/27/2021 6:23 AM
18	Now hiring signs everywhere	5/26/2021 7:05 PM
19	This is not a description of the City Of Westland, but a businessperson's perspective about the current lack of job applicants (many factors going into this.) Have never had so much trouble hiring employees.	5/26/2021 4:04 PM
20	As a business owner, I don't look for employment in Westland, however, growing my business would allow me to hire more employees. So I'm always interested in business growth opportunities.	5/26/2021 3:14 PM
21	N.A. as my office is in Detroit.	5/26/2021 3:10 PM
22	Nothing but fast food and a failing mall	5/26/2021 10:34 AM
23	Not too much to choose from that exceeds minimum wage.	5/26/2021 9:58 AM
24	There are a variety of retail, manufacturing, tech and medical companies.	5/26/2021 7:12 AM
25	It's all fast food related jobs.	5/26/2021 6:37 AM
26	Retail decline	5/25/2021 10:00 PM
27	Only entry level positions	5/25/2021 9:47 PM
28	If you like fast food come work here	5/25/2021 8:51 PM
29	Little large business and when SE was booming over the last 10 years (pre Covid) Westland slid backwards.	5/25/2021 7:51 PM
30	Employment options in Westland seem to be overwhelmingly low wage employment.	5/25/2021 7:50 PM
31	There are always employment opportunities here.	5/25/2021 5:46 PM

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32	Not looking for work	5/25/2021 4:50 PM
33	Every business is looking for help.	5/25/2021 1:20 PM
34	The only jobs available are retail, food or manufacturing. There is zero white collar opportunities. There needs to be a way to attract white collar corporations.	5/25/2021 11:13 AM

Q5 How do you believe visitors, either business or personal, experience the City of Westland?

Answered: 85 Skipped: 0



ANSWER CHOICES		RESPONSES
Positive		21.18% 18
Neutral or uncertain		44.71% 38
Negative		34.12% 29
TOTAL		85

#	IF POSITIVE OR NEGATIVE, WHY DID YOU INDICATE YOUR PARTICULAR RESPONSE?	DATE
1	I believe many people tie their perceptions in with the mall.	6/10/2021 8:38 PM
2	While Westland has a geographic obstacle in that the city is not near a highway, there is nothing here that truly draws a visitor to make it a destination place. Nothing the invites people in--nothing that clearly says 'this is Westland' and this is why you must visit.	6/10/2021 5:42 PM
3	It seems like Westland is in the news more so than surrounding cities for crime. Although I am not sure of the exact numbers but from watching the news daily Westland seems to pop up often. Also I think the way a small group of residents always putting city officials down has a negative impact.	6/10/2021 1:11 PM
4	I am unsure, I believe the current administration has done a great job with adding new signage and completing a lot of upgrades to the City (city hall building, infrastructure including roads and signs). However, I feel that there is a perception of Westland not being as nice as other Detroit Suburbs, but I don't know the basis for that perception.	6/10/2021 1:06 PM

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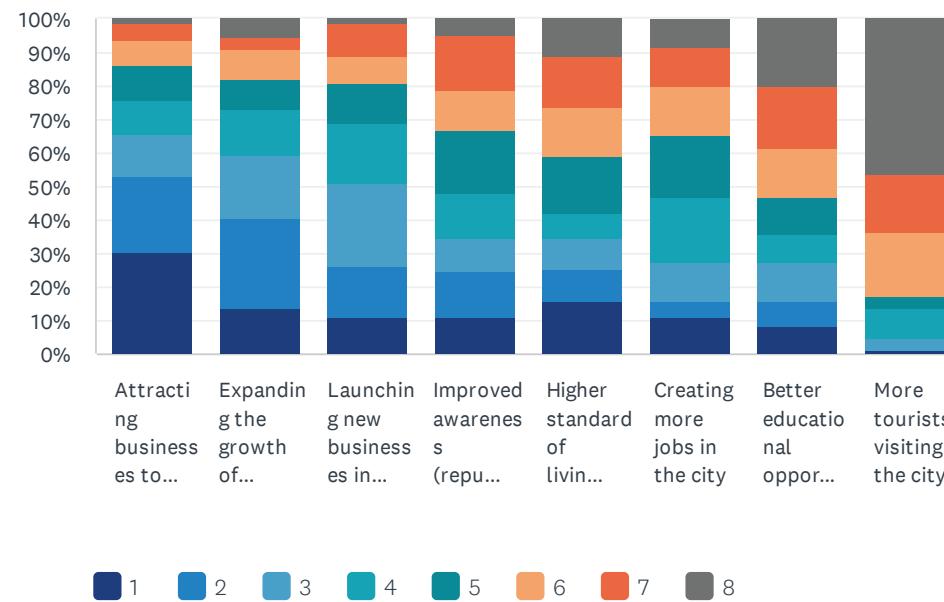
5	Well maintained. Roads good.	6/10/2021 10:12 AM
6	Worried that the Mall is a sad reminder that Westland is not a place to shop. The owners of the Mall need to step up or sell (Please don't suggest that they are doing all they can.) The possibilites for the Mall area are endless. We need to bring some excitement to that area. Perhaps events located in the Mall Parking Lot?	6/7/2021 11:25 AM
7	Westland has always been a transient community, and we draw many visitors due to our shopping center	6/5/2021 6:32 PM
8	I talk to people regularly and they indicate that overall their experience of living in the City of Westland has been positive.	6/4/2021 11:14 AM
9	All of my friends that live elsewhere call the city "Wasteland" as a jab at where I live and most talk about they haven't been here in years even though they live 20 minutes away. Many even frequent Ford Road businesses but they simply see no reason to drive to the Westland side because there is nothing there.	6/4/2021 12:50 AM
10	When visitors come to the city, they are generally coming for a specific purpose. The down side is that they see all of the buildings for sale and sometimes those buildings aren't taken care of.	6/1/2021 4:11 PM
11	People still perceive the city often a negative view. They're also isn't anything that's truly unique about Westland and I'd love to be able to help change that.	6/1/2021 1:34 PM
12	THERE IS STILL MORE THAT THIS CITY NEEDS CONCERNING OUR YOUTH AND YOUNG ADULTS.	6/1/2021 10:51 AM
13	At my works when I say I live in Westland I always see people cringe and I have been asked before how bad is it, hence the nick name "Wasteland" the perception from others outside the city is that Westland is a lower income city with nothing but trouble makers. I have been told there is nothing in Westland worth vising.	5/28/2021 11:17 AM
14	Most people (on Facebook) defend Westland from the haters who post untruths. Often pointing out that the accuser isn't from the city... they also remind people that speaking negatively can and will bring down property values.	5/27/2021 11:21 PM
15	Parks, shopping and eats.	5/27/2021 1:51 PM
16	Good, the City has a lot to offer	5/27/2021 6:23 AM
17	With the Mall struggling (and looking every bit as much,) it's difficult to ascertain what people think of The City Of Westland. What is needed is a Renaissance born from Business owner's reinvesting in there Businesses and Store Fronts. Maybe I'm asking too much, but it has to start someplace.	5/26/2021 4:04 PM
18	I'm really not sure.	5/26/2021 3:14 PM
19	On the surface, the City looks nice, but when you dig deeper and learn about the activities available, supports for young people and the types of businesses, it lacks in all of these areas that attract new families and keep visitors coming back.	5/26/2021 2:52 PM
20	see answer to question #3	5/26/2021 12:21 PM
21	See number 3 above	5/26/2021 9:58 AM
22	There is nothing to catch your eye on Ford Rd, it's just and ugly city. We have made improvements on some of the corners and with signage. You can't force building owners to spruce up.	5/26/2021 7:12 AM
23	Our entertainment district is non-exsistent.	5/26/2021 6:37 AM
24	Too many vacant strip malls.	5/26/2021 12:00 AM
25	No businesses here. No mall.	5/25/2021 11:13 PM
26	cost of everything is outrageous for what we get for our money	5/25/2021 10:30 PM

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27	Nothing to attract outsiders to the City like Westland Mall once did	5/25/2021 9:47 PM
28	My accountant moved his.business out prepandemic. Said city is run down and taxes.	5/25/2021 8:56 PM
29	Nothing brings outside patrons except Texas Roadhouse	5/25/2021 8:51 PM
30	I feel negative for businesses since we are losing many. Also people I know aren't very impressed I live here.	5/25/2021 8:41 PM
31	Fading downtown street lamps. No DT curb appeal	5/25/2021 8:26 PM
32	Very few come to Westland to spend money. Not much here. Much better in surrounding communities.	5/25/2021 7:51 PM
33	Lots of old empty buildings and roads are bad. You can totally tell when traveling east in ford when you left westland and entered garden city	5/25/2021 7:16 PM
34	So many people use words like Wasteland and Shacktown to describe Westland. We're looked at like a poor, broken down city. I'm embarrassed to have my friends drive through Westland to visit me. However, I do like my condo where I live.	5/25/2021 4:50 PM
35	A lot of empty buildings.	5/25/2021 3:17 PM
36	For the same reasons as number 3	5/25/2021 1:20 PM
37	The majority of the city including the Ford Road corridor is trashy looking. With the exception of Warren road between Newburgh and Wayne, the City is in need of help.	5/25/2021 11:13 AM
38	There are a wide variety of businesses, events, and destinations for people to experience that draw visitors.	5/24/2021 12:08 PM

Q6 What does effective economic development mean to you?(Please rank the following by order of importance, with 1 being most important)

Answered: 84 Skipped: 1

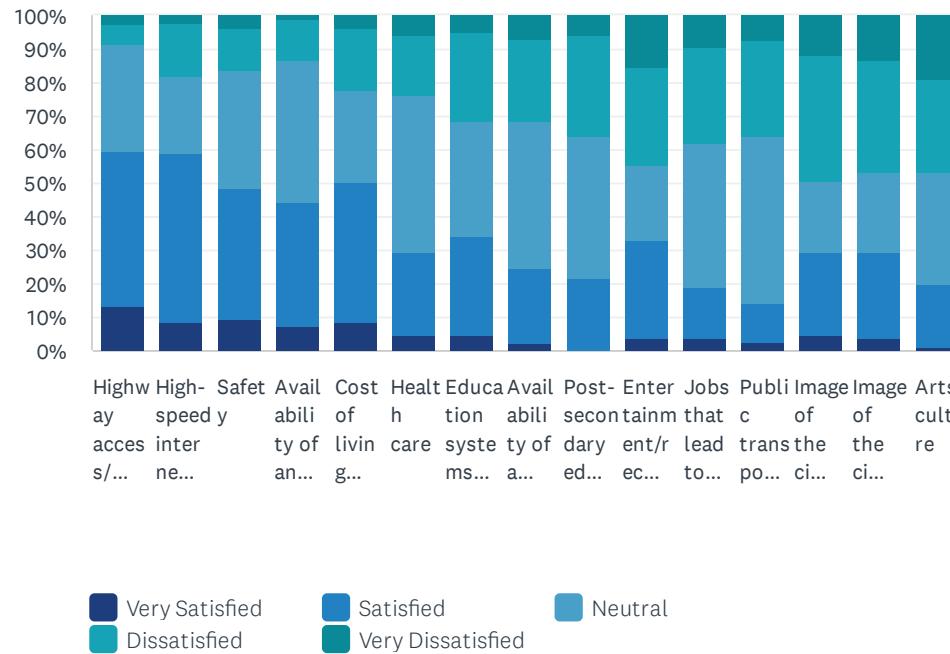


Economic Development Strategy - Stakeholder Survey

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Attracting businesses to locate to the city	30.38% 24	22.78% 18	12.66% 10	10.13% 8	10.13% 8	7.59% 6	5.06% 4	1.27% 1	79	6.04
Expanding the growth of existing businesses in the city	13.92% 11	26.58% 21	18.99% 15	13.92% 11	8.86% 7	8.86% 7	3.80% 3	5.06% 4	79	5.56
Launching new businesses in the city	11.25% 9	15.00% 12	25.00% 20	17.50% 14	12.50% 10	7.50% 6	10.00% 8	1.25% 1	80	5.26
Improved awareness (reputation) of the city	11.11% 9	13.58% 11	9.88% 8	13.58% 11	18.52% 15	12.35% 10	16.05% 13	4.94% 4	81	4.59
Higher standard of living for citizens	15.66% 13	9.64% 8	9.64% 8	7.23% 6	16.87% 14	14.46% 12	15.66% 13	10.84% 9	83	4.40
Creating more jobs in the city	11.11% 9	4.94% 4	11.11% 9	19.75% 16	18.52% 15	14.81% 12	11.11% 9	8.64% 7	81	4.38
Better educational opportunities and developing talent	8.64% 7	7.41% 6	11.11% 9	8.64% 7	11.11% 9	14.81% 12	18.52% 15	19.75% 16	81	3.77
More tourists visiting the city	1.25% 1	0.00% 0	3.75% 3	8.75% 7	3.75% 3	18.75% 15	17.50% 14	46.25% 37	80	2.29

Q7 How satisfied are you with Westland's ability to serve needs in the following areas?

Answered: 85 Skipped: 0

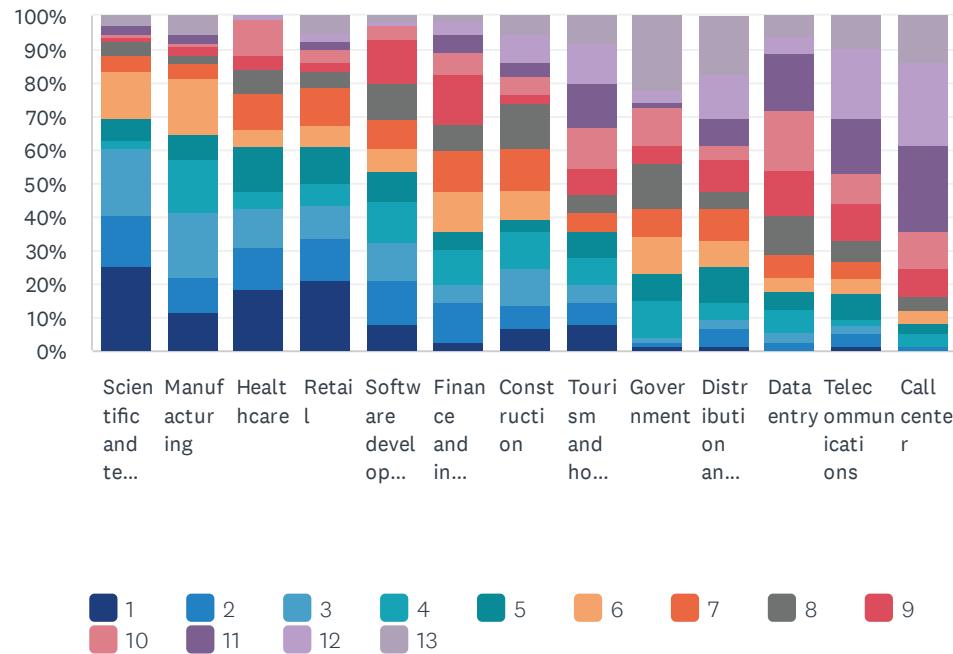


Economic Development Strategy - Stakeholder Survey

	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL	WEIGHTED AVERAGE
Highway access/driving time to work	13.10% 11	46.43% 39	32.14% 27	5.95% 5	2.38% 2	84	2.38
High-speed internet connectivity	8.24% 7	50.59% 43	23.53% 20	15.29% 13	2.35% 2	85	2.53
Safety	9.41% 8	38.82% 33	35.29% 30	12.94% 11	3.53% 3	85	2.62
Availability of any jobs	7.14% 6	36.90% 31	42.86% 36	11.90% 10	1.19% 1	84	2.63
Cost of living (e.g., housing, transportation, food)	8.24% 7	42.35% 36	27.06% 23	18.82% 16	3.53% 3	85	2.67
Health care	4.71% 4	24.71% 21	47.06% 40	17.65% 15	5.88% 5	85	2.95
Education systems (K-12)	4.71% 4	29.41% 25	34.12% 29	27.06% 23	4.71% 4	85	2.98
Availability of a wide range of jobs	2.35% 2	22.35% 19	43.53% 37	24.71% 21	7.06% 6	85	3.12
Post-secondary education	0.00% 0	21.43% 18	42.86% 36	29.76% 25	5.95% 5	84	3.20
Entertainment/recreation	3.53% 3	29.41% 25	22.35% 19	29.41% 25	15.29% 13	85	3.24
Jobs that lead to career growth	3.57% 3	15.48% 13	42.86% 36	28.57% 24	9.52% 8	84	3.25
Public transportation	2.38% 2	11.90% 10	50.00% 42	28.57% 24	7.14% 6	84	3.26
Image of the city as a good place for business	4.71% 4	24.71% 21	21.18% 18	37.65% 32	11.76% 10	85	3.27
Image of the city as a good place to live	3.53% 3	25.88% 22	23.53% 20	34.12% 29	12.94% 11	85	3.27
Arts/culture	1.18% 1	18.82% 16	32.94% 28	28.24% 24	18.82% 16	85	3.45

Q8 What type of business would you like to see expand or locate to the City of Westland?
 (Please rank the following by order of importance, with 1 being most important)

Answered: 83 Skipped: 2

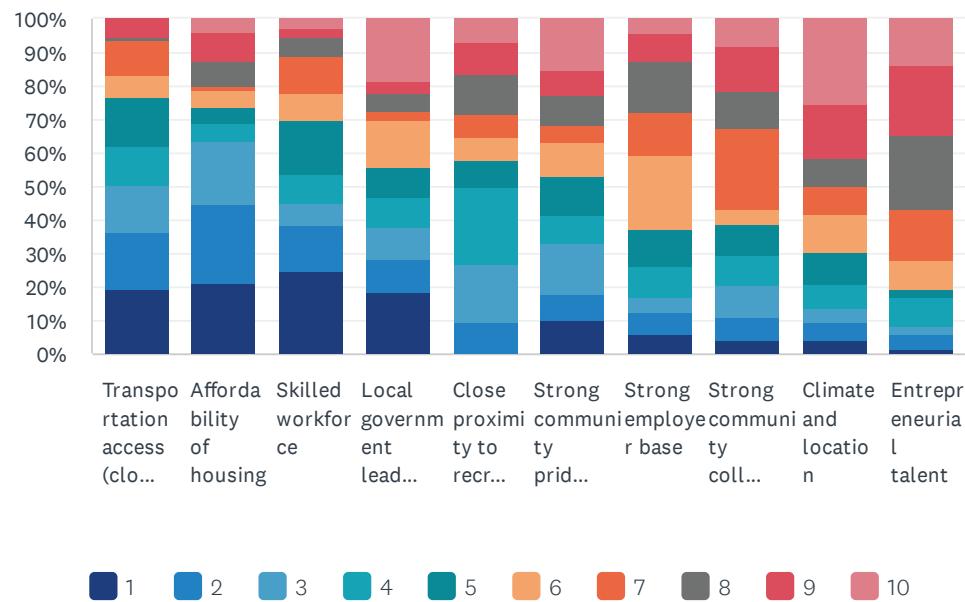


Economic Development Strategy - Stakeholder Survey

	1	2	3	4	5	6	7	8	9	10	11	12	13	TOTAL	SCORE
Scientific and technical	25.32% 20	15.19% 12	20.25% 16	2.53% 2	6.33% 5	13.92% 11	5.06% 4	3.80% 3	1.27% 1	1.27% 1	2.53% 2	0.00% 0	2.53% 2	79	10.08
Manufacturing	11.69% 9	10.39% 8	19.48% 15	15.58% 12	7.79% 6	16.88% 13	3.90% 3	2.60% 2	2.60% 2	1.30% 1	2.60% 2	0.00% 0	5.19% 4	77	9.26
Healthcare	18.18% 14	12.99% 10	11.69% 9	5.19% 4	12.99% 10	5.19% 4	10.39% 8	7.79% 6	3.90% 3	10.39% 8	0.00% 0	1.30% 1	0.00% 0	77	9.14
Retail	21.25% 17	12.50% 10	10.00% 8	6.25% 5	11.25% 9	6.25% 5	11.25% 9	5.00% 4	2.50% 2	3.75% 3	2.50% 2	2.50% 2	5.00% 4	80	9.04
Software development	7.89% 6	13.16% 10	11.84% 9	11.84% 9	9.21% 7	6.58% 5	9.21% 7	10.53% 8	13.16% 10	3.95% 3	0.00% 0	1.32% 1	1.32% 1	76	8.58
Finance and insurance services	2.67% 2	12.00% 9	5.33% 4	10.67% 8	5.33% 4	12.00% 9	12.00% 9	8.00% 6	14.67% 11	6.67% 5	5.33% 4	4.00% 3	1.33% 1	75	7.45
Construction	6.85% 5	6.85% 5	10.96% 8	10.96% 8	4.11% 3	8.22% 6	12.33% 9	13.70% 10	2.74% 2	5.48% 4	4.11% 3	8.22% 6	5.48% 4	73	7.42
Tourism and hospitality	8.00% 6	6.67% 5	5.33% 4	8.00% 6	8.00% 6	0.00% 0	5.33% 4	5.33% 4	8.00% 6	12.00% 9	13.33% 10	12.00% 9	8.00% 6	75	6.24
Government	1.37% 1	1.37% 1	1.37% 1	10.96% 8	8.22% 6	10.96% 8	8.22% 6	13.70% 10	5.48% 4	10.96% 8	1.37% 1	4.11% 3	21.92% 16	73	5.66
Distribution and warehousing	1.33% 1	5.33% 4	2.67% 2	5.33% 4	10.67% 8	8.00% 6	9.33% 7	5.33% 4	9.33% 7	4.00% 3	8.00% 6	13.33% 10	17.33% 13	75	5.52
Data entry	0.00% 0	2.78% 2	2.78% 2	6.94% 5	5.56% 4	4.17% 3	6.94% 5	11.11% 8	13.89% 10	18.06% 13	16.67% 12	5.56% 4	5.56% 4	72	5.40
Telecommunications	1.33% 1	4.00% 3	2.67% 2	1.33% 1	8.00% 6	4.00% 3	5.33% 4	6.67% 5	10.67% 8	9.33% 7	16.00% 12	21.33% 16	9.33% 7	75	4.80
Call center	0.00% 0	1.37% 1	0.00% 0	4.11% 3	2.74% 2	4.11% 3	0.00% 0	4.11% 3	8.22% 6	10.96% 8	26.03% 19	24.66% 18	13.70% 10	73	3.66

Q9 What are the greatest strengths that make the City of Westland a viable place for economic growth? (Please rank the following by order of importance, with 1 being most important)

Answered: 84 Skipped: 1

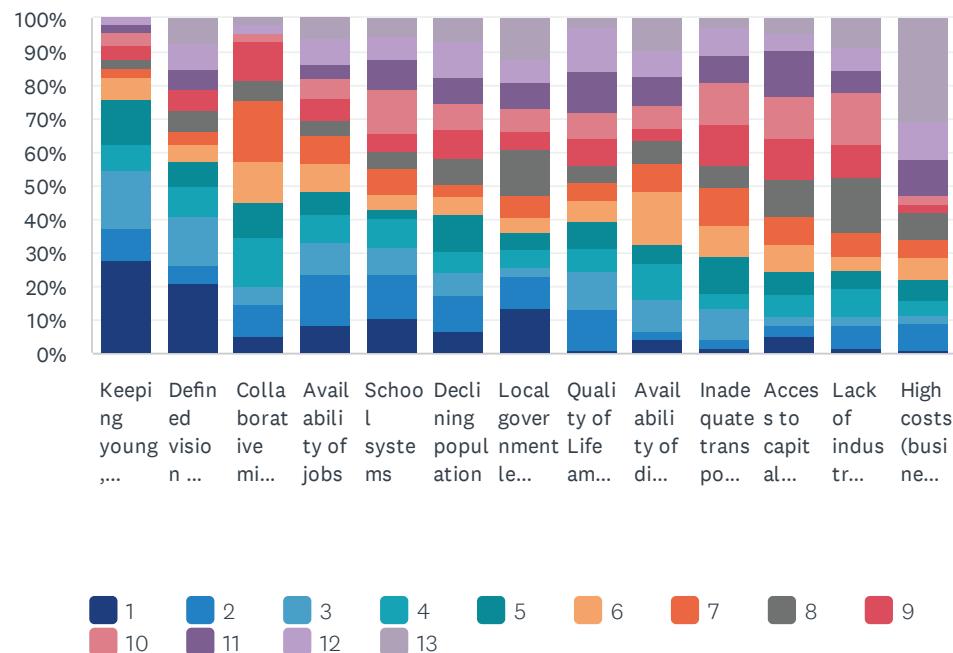


Economic Development Strategy - Stakeholder Survey

	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Transportation access (close to highways, ease of getting from place to place)	19.48% 15	16.88% 13	14.29% 11	11.69% 9	14.29% 11	6.49% 5	10.39% 8	1.30% 1	5.19% 4	0.00% 0	77	7.17
Affordability of housing	21.25% 17	23.75% 19	18.75% 15	5.00% 4	5.00% 4	5.00% 4	1.25% 1	7.50% 6	8.75% 7	3.75% 3	80	7.15
Skilled workforce	24.66% 18	13.70% 10	6.85% 5	8.22% 6	16.44% 12	8.22% 6	10.96% 8	5.48% 4	2.74% 2	2.74% 2	73	6.90
Local government leadership	18.18% 14	10.39% 8	9.09% 7	9.09% 7	9.09% 7	14.29% 11	2.60% 2	5.19% 4	3.90% 3	18.18% 14	77	5.90
Close proximity to recreational opportunities	0.00% 0	9.46% 7	17.57% 13	22.97% 17	8.11% 6	6.76% 5	6.76% 5	12.16% 9	9.46% 7	6.76% 5	74	5.58
Strong community pride and loyalty	10.13% 8	7.59% 6	15.19% 12	8.86% 7	11.39% 9	10.13% 8	5.06% 4	8.86% 7	7.59% 6	15.19% 12	79	5.49
Strong employer base	5.56% 4	6.94% 5	4.17% 3	9.72% 7	11.11% 8	22.22% 16	12.50% 9	15.28% 11	8.33% 6	4.17% 3	72	5.14
Strong community college and University system in the region	4.05% 3	6.76% 5	9.46% 7	9.46% 7	9.46% 7	4.05% 3	24.32% 18	10.81% 8	13.51% 10	8.11% 6	74	4.85
Climate and location	4.17% 3	5.56% 4	4.17% 3	6.94% 5	9.72% 7	11.11% 8	8.33% 6	8.33% 6	16.67% 12	25.00% 18	72	4.04
Entrepreneurial talent	1.39% 1	4.17% 3	2.78% 2	8.33% 6	2.78% 2	8.33% 6	15.28% 11	22.22% 16	20.83% 15	13.89% 10	72	3.74

Q10 What are the biggest challenges facing the City of Westland as it works to improve jobs and economic growth? (Please rank the following from most challenging to least, with 1 being most challenging)

Answered: 84 Skipped: 1



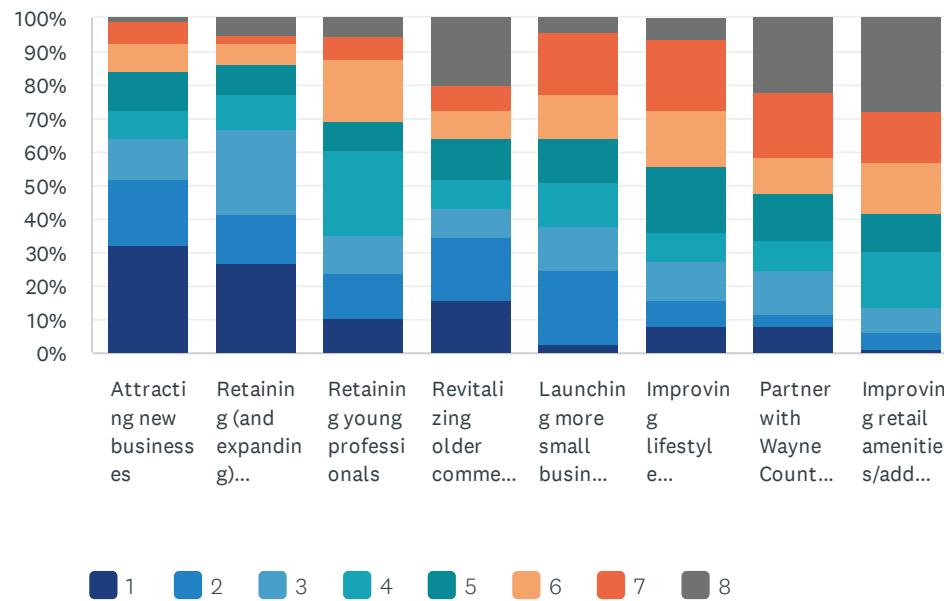
Economic Development Strategy - Stakeholder Survey

	1	2	3	4	5	6	7	8	9	10	11	12	13	TOTAL	SCORE
Keeping young, skilled workers	28.00% 21	9.33% 7	17.33% 13	8.00% 6	13.33% 10	6.67% 5	2.67% 2	2.67% 2	4.00% 3	4.00% 3	2.67% 2	1.33% 1	0.00% 0	75	10.01
Defined vision for Westland Mall	21.25% 17	5.00% 4	15.00% 12	8.75% 7	7.50% 6	5.00% 4	3.75% 3	6.25% 5	6.25% 5	0.00% 0	6.25% 5	7.50% 6	7.50% 6	80	8.32
Collaborative mindset	5.33% 4	9.33% 7	5.33% 4	14.67% 11	10.67% 8	12.00% 9	18.67% 14	5.33% 4	12.00% 9	2.67% 2	0.00% 0	2.67% 2	1.33% 1	75	8.19
Availability of jobs	8.33% 6	15.28% 11	9.72% 7	8.33% 6	6.94% 5	8.33% 6	8.33% 6	4.17% 3	6.94% 5	5.56% 4	4.17% 3	8.33% 6	5.56% 4	72	7.86
School systems	10.53% 8	13.16% 10	7.89% 6	9.21% 7	2.63% 2	3.95% 3	7.89% 6	5.26% 4	5.26% 4	13.16% 10	9.21% 7	6.58% 5	5.26% 4	76	7.41
Declining population	6.67% 5	10.67% 8	6.67% 5	6.67% 5	10.67% 8	5.33% 4	4.00% 3	8.00% 6	8.00% 6	8.00% 6	8.00% 6	10.67% 8	6.67% 5	75	6.93
Local government leadership	13.51% 10	9.46% 7	2.70% 2	5.41% 4	5.41% 4	4.05% 3	6.76% 5	13.51% 10	5.41% 4	6.76% 5	8.11% 6	6.76% 5	12.16% 9	74	6.86
Quality of Life amenities	1.32% 1	11.84% 9	11.84% 9	6.58% 5	7.89% 6	6.58% 5	5.26% 4	5.26% 4	7.89% 6	7.89% 6	11.84% 9	13.16% 10	2.63% 2	76	6.83
Availability of diverse housing options	4.05% 3	2.70% 2	9.46% 7	10.81% 8	5.41% 4	16.22% 12	8.11% 6	6.76% 5	4.05% 3	6.76% 5	8.11% 6	8.11% 6	9.46% 7	74	6.70
Inadequate transportation infrastructure	1.37% 1	2.74% 2	9.59% 7	4.11% 3	10.96% 8	9.59% 7	10.96% 8	6.85% 5	12.33% 9	12.33% 9	8.22% 6	8.22% 6	2.74% 2	73	6.45
Access to capital and resources for small businesses	5.48% 4	2.74% 2	2.74% 2	6.85% 5	6.85% 5	8.22% 6	8.22% 6	10.96% 8	12.33% 9	12.33% 9	13.70% 10	5.48% 4	4.11% 3	73	6.21
Lack of industrial facilities	1.39% 1	6.94% 5	2.78% 2	8.33% 6	5.56% 4	4.17% 3	6.94% 5	16.67% 12	9.72% 7	15.28% 11	6.94% 5	6.94% 5	8.33% 6	72	6.00
High costs (business)	1.32% 1	7.89% 6	2.63% 2	3.95% 3	6.58% 5	6.58% 5	5.26% 4	7.89% 6	2.63% 2	2.63% 2	10.53% 8	11.84% 9	30.26% 23	76	4.86

and living)

Q11 What should be the top economic development goals for the future of the City of Westland?
(Please rank the following by order of importance, with 1 being most important)

Answered: 84 Skipped: 1

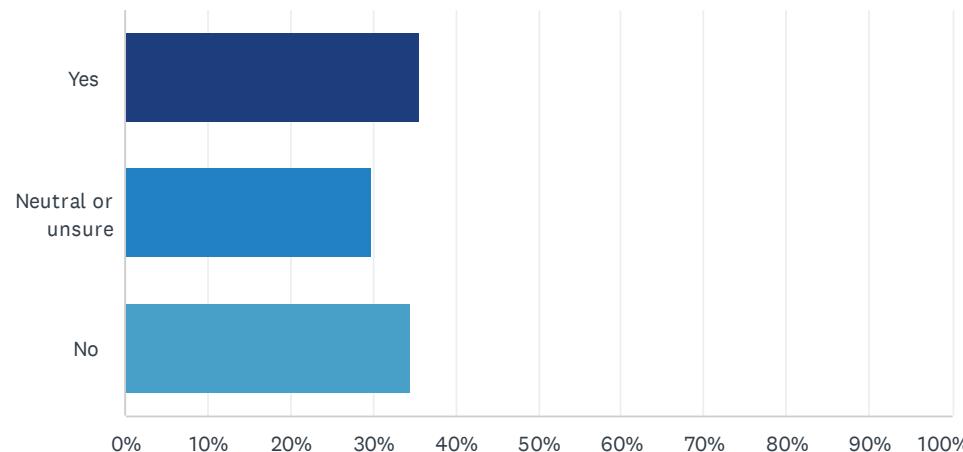


Economic Development Strategy - Stakeholder Survey

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Attracting new businesses	32.10% 26	19.75% 16	12.35% 10	8.64% 7	11.11% 9	8.64% 7	6.17% 5	1.23% 1	81	5.96
Retaining (and expanding) existing companies	26.58% 21	15.19% 12	25.32% 20	10.13% 8	8.86% 7	6.33% 5	2.53% 2	5.06% 4	79	5.86
Retaining young professionals	10.53% 8	13.16% 10	11.84% 9	25.00% 19	9.21% 7	18.42% 14	6.58% 5	5.26% 4	76	4.83
Revitalizing older commercial areas	16.05% 13	18.52% 15	8.64% 7	8.64% 7	12.35% 10	8.64% 7	7.41% 6	19.75% 16	81	4.63
Launching more small businesses and promoting entrepreneurs	2.63% 2	22.37% 17	13.16% 10	13.16% 10	13.16% 10	13.16% 10	18.42% 14	3.95% 3	76	4.55
Improving lifestyle amenities	7.79% 6	7.79% 6	11.69% 9	9.09% 7	19.48% 15	16.88% 13	20.78% 16	6.49% 5	77	4.09
Partner with Wayne County and surrounding communities for larger opportunities	7.79% 6	3.90% 3	12.99% 10	9.09% 7	14.29% 11	10.39% 8	19.48% 15	22.08% 17	77	3.62
Improving retail amenities/adding retailers	1.27% 1	5.06% 4	7.59% 6	16.46% 13	11.39% 9	15.19% 12	15.19% 12	27.85% 22	79	3.23

Q12 Do you consider the City of Westland to be a destination for young families?

Answered: 84 Skipped: 1



ANSWER CHOICES		RESPONSES
Yes		35.71% 30
Neutral or unsure		29.76% 25
No		34.52% 29
TOTAL		84

#	FEEL FREE TO EXPAND UPON YOUR PARTICULAR RESPONSE.	DATE
1	The price is right, but the education is well below. We need to get back to making education a priority. Stop the make sure everyone moves to the next grade, and more of they deserve to move on to the next grade.	6/11/2021 1:45 PM
2	Affordable housing and a community mindset	6/10/2021 8:38 PM
3	Westland has been stagnate and going backwards on the efforts to attract young families and thrive as a destination of life, arts, culture and commerce. There has been a theme of attracting business but not lifestyle. People and lifestyle need to come first and that will result in attracting businesses that not only help the tax pool, but experience their own growth and sustainability.	6/10/2021 5:42 PM
4	I think Westland has many homes that are lower priced to attract first time home owners and also has many apartment options available. I think the taxes also can hurt 1st time home buys even though house prices look good. School system in Westland is good and there are many parks for families which helps draw younger people.	6/10/2021 1:11 PM

Economic Development Strategy - Stakeholder Survey

5	It could be...IT SHOULD BE!	6/7/2021 11:25 AM
6	I was 27 years old when I brought my young family to live in Westland. Our children are now grown and have become productive citizens. I am now 68 years old and still living on the same street and in the same house since 1979.	6/4/2021 11:14 AM
7	People I have met that do not live here do not want to live here and seem to look down on the notion of it. I have heard the schools are not the best and that there is nothing to do here, which as a resident I can say is true. When you pass into Westland on Ford Road from Canton there is a stark difference in a far more abandoned and dilapidated area than the one you just left in Canton, the area is full of run down, half empty buildings or worse, long empty lots.	6/4/2021 12:50 AM
8	For Westland to be a destination for young families, it has to have amenities that would be attractive to young families: parks and rec space with play areas, dog park, place for open air markets, different retail and grocery options, healthy restaurants, fun things for these young families to do.	6/1/2021 4:11 PM
9	I can only comment on my neighborhood but it is shifted from older retirees to new young families	6/1/2021 1:34 PM
10	We have no stage of the art rec center, we need something like Canton or Livonia or Dearborn, there is a need for a large entertainment and rec complex an all in one stop shop type of place. There are not a lot of coffee shops or gathering spots for younger families except parks which are not that great.	5/28/2021 11:17 AM
11	Affordable homes, both for the young and old... first time buyers and for those who are looking for a larger/more deluxe home.	5/27/2021 11:21 PM
12	school system does not stand up to others and younger families will go other places.	5/27/2021 1:51 PM
13	Excellent housing stock and good school system.	5/27/2021 9:46 AM
14	I would love to see the city and state invest more into the K-12 school system.	5/27/2021 8:16 AM
15	First home buyers	5/27/2021 6:23 AM
16	Westland was, is, and continue to be such with a total reinvestment from Business, Government, and Residents.	5/26/2021 4:04 PM
17	It's an affordable yet nice place to be	5/26/2021 3:14 PM
18	The City lacks activities and opportunities for young families. The schools are trying to do their part, but there is a lack of vision for the two entities to collaborate for the greater good.	5/26/2021 2:52 PM
19	... given the prevalence of "starter" homes	5/26/2021 12:21 PM
20	See number 3. Unless schools improve and until the leaders stop accepting non-family type businesses, we may be a destination, but not for families wishing to settle here.	5/26/2021 9:58 AM
21	Westland isn't doing enough to compete with Plymouth, Canton, and Livonia to attract businesses and residents	5/26/2021 9:35 AM
22	Why would a young family move here? Where is the rec center? The library has bed bugs. No pool. Our schools struggle. No sidewalks. Trashy mall. No walkable downtown areas.	5/26/2021 7:12 AM
23	It's not where my wife and I want to raise a child.	5/26/2021 6:37 AM
24	Taxes and debt too high.	5/25/2021 10:00 PM
25	Yes due to affordability of housing but more amenities for families would keep them here. The school district is offering more opportunities but we would LOVE a family friendly Ref center like Livonia has.	5/25/2021 9:08 PM
26	Who would want to? High taxes?? Westland has nothing to offer	5/25/2021 8:07 PM

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27	Very little here for young families. Mayor Wild took away our rec and community center so what do you expect?	5/25/2021 7:51 PM
28	Only as a place with cheaper housing prices.	5/25/2021 7:50 PM
29	Moderate housing costs ideal for young families but we border a more competitive school district (Livonia) and loose good athletes to them and Bellville.	5/25/2021 7:16 PM
30	Doesn't seem to have enough youth programs or a hang-out for teens like the City's friendship center.	5/25/2021 4:50 PM
31	Westland is situated in a great location (being next to Plymouth, Canton, and Livonia) and having a lower cost of living than those communities is very attractive to young families. It is why my wife and I moved here.	5/25/2021 3:01 PM
32	The cost makes it a destination but the school systems are deeply lacking. It's an area that young families are pushed into and eager to leave.	5/25/2021 11:22 AM
33	Only because of the affordability of a starter home.	5/25/2021 11:13 AM
34	new housing stock is attracting professionals	5/25/2021 8:01 AM

Q13 Please provide any comments or ideas that you believe would be helpful to improve economic development within the City of Westland.

Answered: 39 Skipped: 46

#	RESPONSES	DATE
1	I believe allowing a place to smoke legal pot would be a good start. Let the people make the decision on it not the local government. By the people for the people. Hold business accountable for there structures. They are just as much apart of this town as the citizens, they should act like it. No more government officials sitting in office when they owe money to the city. It's a conflict of interest. Stop saying that you are working on a plan for committees and projects then don't follow through for years if at all. Have an outside company audit the entire city budget and planning. Show the citizens of Westland this local government is up front and honest with them. If a problem is found then fix it. Don't wait because they might be out of office soon. Make a stand for the right thing to do. Stop allowing the system to be manipulated and fix the problem. Have open town hall meetings, open discussions, open dialogue between the governing body, the citizens, the local businesses, and local charities. Allow local charities to rent city owned property that has been long time vacant. Utilize a closedown school building for homeless veterans. Start having conversations with the citizens of the city more than when it's election time. Crack down on rundown buildings and houses.	6/11/2021 1:45 PM
2	Make an effort to improve neighborhood services so people can be proud of their community again	6/10/2021 8:38 PM
3	It is a mindset shift to really focus on and invest in the people and not random events or pacifying with words. Cities that have shifted also experience the greatest rewards of people being proud of their city, taking responsibility for their city, living, raising families and spending money in their city.	6/10/2021 5:42 PM
4	I believe that by building and expanding business both retail and commercial/industrial, good jobs, talent and quality of life improvements will follow.	6/10/2021 10:56 AM
5	Though we have a find Chamber Of Commerce, we need more collaboration between the business community and government. We need to look at this current economic crisis as an opportunity and a wake up call.	6/7/2021 11:25 AM
6	Just any new business is not the answer. We need attractive exciting life experience businesses to join our community. Ones that uplift people's lives and enhance their lifestyle.. Needs are pretty well met. Wants and desires are falling short. Bring back more community events that humans can enjoy to escape the humdrum of everyday life. MAKE Westland exciting.	6/7/2021 11:06 AM
7	Re-elect Mayor William Wild for another term in office!	6/4/2021 11:14 AM
8	Get out of the way of new businesses. There is no reason that any business permit, application or license should be denied for any reason. Westland is significantly lagging behind every other city in the are and we charge far too much in property tax for the minuscule customer base we provide that is already used to going outside the city to spend money. The city has a reputation with business owners and investment groups in Michigan as notoriously difficult and expensive to work in. In light of all of this we should not turn down any potential business that wants to open in the city for any reason.	6/4/2021 12:50 AM
9	Something needs to be done about the buildings that have been 'for lease of for sale' for years. The City needs to step in to make sure that the building and property is maintained and that they won't sit vacant for years to come. Create a plan for more community events around the whole city, not just in the center area. Create a business start-up program for	6/1/2021 4:11 PM

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entrepreneurs and help them start their business in the city. Create a data-base for buildings for sale/lease in the city. Have inexpensive buildings for sale/lease in Westland for the small family businesses that want to grow and stay within Westland.

10	Unique projects that are destinations such as the haunted attraction at Eloise. Creating a regional draw... Development of walkable downtown destination	6/1/2021 1:34 PM
11	more attention is needed on busy roads such as ford road,venoy,etc in regards to uneven or speed bump type of blacktop defects that make travel a constant dodging of these obstacles	5/29/2021 4:42 PM
12	Information needs to get out. The TV station needs to broadcast to all venues and media forms. Most people are just uninformed of everything. Better city planning and we need to reach out to other communities by sharing and gathering of life, style and information. Time to clean up the old and abandoned	5/28/2021 12:03 PM
13	We have a great story to tell to current and future business owners. We can do a better job of getting the word out and differentiating between us and the surrounding communities.	5/27/2021 3:15 PM
14	fill all the vacant buildings before new builds. focus on better transportation for citizens. get rid of the slum lords on the lower income areas. allow for low income people to actually own these places. section 8 is not the best for this norwayne area.	5/27/2021 1:51 PM
15	Westland Mall is certainly a concern. The Ford Road Corridor has much to offer. Growing talent outside of industrial/manufacturing would help the city to grow.	5/27/2021 8:16 AM
16	.	5/26/2021 7:05 PM
17	While we have a Chamber Of Commerce and I applaud their efforts, I can't help, but think that more business people should be called upon to step up for their chosen city of business. Maybe a swift kick in our dupas is necessary...although you'd think the Covid would have provided such. We can tread water for just so long. Time to do some swimming!	5/26/2021 4:04 PM
18	As a business in the declining Westland Shopping Center, I'd love to see some innovations put into the mall to save it as a community hot spot. Perhaps introducing more service related businesses like mine (dance) and less retail? More community functions at the location, etc. I'm more than happy to get on board with a committee to produce such events in the city.	5/26/2021 3:14 PM
19	I don't reside in Westland. I own a business. We have struggled and struggled more with the pandemic. The bus stop at my driveway and continued pedestrian traffic to bus stop and other destinations causes trash to be every where. We continually have homeless people sitting b/t gas station and my business and find evidence of people trying to shelter under my back stairway. This type of thing is horrible for my business. There are so many empty buildings and strips. Two physical therapy centers have gone up in the last couple of years; Infinity PT on Warren and Atletico south on Wayne that have affected my business. The one thing going was that I was the only game in town in a certain radius. The mall is empty, Panera is gone. I'm hoping that the new Westland/Garden City Med ctr will help me and not HURT me. If things don't look up, I will not be in business much longer....unfortunately.	5/26/2021 10:20 AM
20	Stop. Look. "See." Redirect efforts. Unless you're either old or stuck here, you won't voluntarily stay here.	5/26/2021 9:58 AM
21	Make rent lower for businesses, try to get more restaurants and bars preferably, and put the heat on namdar to aggressively develop the mall (preferably for entertainment, retail, and hospitality or sell to someone who will.	5/26/2021 9:35 AM
22	It's hard to trust a mayor who attempts to move into another political position every two years. I would like to see the city turn Macy's or Sears (when they go out of business) into a community center. I would like a legit hospital and also like to see Schoolcraft or WCCC build a facility in our city. Radcliffe does not count.	5/26/2021 6:37 AM
23	Change in direction of the Leadership	5/25/2021 11:13 PM

Economic Development Strategy - Stakeholder Survey

24	time for lowering water and property taxes. New leadership from the top down	5/25/2021 10:30 PM
25	Get on that Mall owner's back about empty buildings. Why increase rent and have empty buildings. What happened to Panera Bread. How come there is not Chick Fil-a or another independent grocery store?	5/25/2021 9:47 PM
26	We started our business in the basement of our Westland home 5 years ago. When we were ready to go to a brick and mortar we had to move to Wayne because of the affordability. We need a space that is semi industrial or at least flexible. The areas in Westland that are zoned appropriately are several thousand per month in rent or around a million to purchase it feels impossible for a small business that wants to be in Westland to be in Westland. A startup that employs people at a livable wage simply can't sustain themselves at those prices. It's a bummer because we would love nothing more than to move our successful business to Westland we simply can't afford it with the current pricing in industrial areas. I'd be happy to elaborate and speak to our specific situation. Jen@restorationreferee.com	5/25/2021 9:08 PM
27	Remove Mayor Wild	5/25/2021 8:51 PM
28	The cost of living in Westland is unbelievable! And where is our money going?! This city is never looked so bad. It's embarrassing.	5/25/2021 8:07 PM
29	Most important is voting out Mayor Wild. Will not change with him in off e. Part time mayor.	5/25/2021 7:51 PM
30	I highly recommend looking into StrongTowns and implementing concepts from there that would build a vibrant self sustaining community.	5/25/2021 7:50 PM
31	Larger companies. Like bigger names. I don't know how that works but with so many now in Detroit what about satellite locations for Google, or Rocket Mortgage, etc. Should focus on more tech. And the future of tech will likely include more work from home, and if so why live here....amenities and convinces. More grocers the size of Aldi not monsters like meijers.	5/25/2021 7:16 PM
32	I know everyone says this, but the mall. Something needs to be done with it. I know the City does not own it, and can't force the property owner to do anything with it but sit on it. But Someone needs to reach out to the owner and find out their intended plans for the property. Right now its one step away from being Gibraltar Trade Center.	5/25/2021 7:00 PM
33	Government officials should be in our neighborhoods more, speaking to the community about issues or seeing for their self what needs improvement. Police officers shall be held to a certain standard of accountability, tact, and morale , city officials shall always have a chain of command for checks and balances to ensure their job is actually being done, a outside source. I believe communities shall be worked on from within (safety, cleanliness, education system, honest business owners), then new opportunities should be added to our community. How can we do more when what we have now isn't right?	5/25/2021 5:46 PM
34	Identify and collaborate with the State of Michigan, Detroit Regional Chamber and other such organizations for mining new business activities. Network, network, network. Get invited on a trade mission to a foreign country, sponsored by the State.	5/25/2021 4:50 PM
35	Ask citizens what kind of businesses they would like to see and go after them	5/25/2021 3:25 PM
36	This city has some very wonderful parks but I think the city needs more recreational areas (community rec center, more tennis courts, volleyball courts, etc.) to help retain a lot of the young families that move here.	5/25/2021 3:01 PM
37	I feel like this survey is missing a lot of information. There are too many empty retail spaces and not enough affordable housing. If you want to strengthen the community, make it faster and easier to rezone and turn current retail & office structures into housing structures. Office buildings are no longer in high demand, make it simple and affordable for owners to turn them into additional housing. And reach out to let them know about those changes. This will help current retailers have a stronger customer base and offer more jobs. As far as attracting people... Focus on fixing the roads (not wasting infrastructure funds on light up city center signs in a city that has no walkable downtown). Invest in schools, public transportation and childcare help and you will attract families like Livonia does. Westland has also become a local mecca in	5/25/2021 11:22 AM

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resale/thriftng. Run with that, people already travel here to take advantage of it from throughout the metro Detroit area.
Organize swap meets and offer spaces to current resale businesses and citizens.

38	Attract big business	5/25/2021 11:13 AM
39	more curb appeal in neighborhoods. construction grants for residential upgrades. stricter zoning enforcement in commercial districts.	5/25/2021 8:01 AM

APPENDIX B

AVAILABLE INCENTIVES FOR WESTLAND MALL DEVELOPMENT/REDEVELOPMENT

Tax Increment Financing – Downtown Development Authority

The Recodified Tax Increment Financing Act, 2018 PA 57 (the “Act”), was signed into law on March 15, 2018 to take effect on January 1, 2019. The Act consolidates the legislative authority to create and operate tax increment authorities (other than brownfield redevelopment authorities) into a single statute. The Downtown Development Authority is designed to assist communities with funding improvements in commercial corridors such as road, water, sanitary, sewer, lighting, sidewalks, landscaping, and public facilities. The City established a Downtown Development Authority which includes the Westland Shopping Center Area in 1996 and subsequently amended in 2009.

Special Assessment District (SAD)

Special Assessments (the City is familiar with this program) are levied against all properties that benefit from a public improvement. Typically, a special assessment is for a capital improvement. A special assessment will become a lien against a property if unpaid. The best examples of capital improvements are sewer, street, curb and gutter, parks, and sidewalk repairs or improvements. The cost of a project that is paid by the property owners is spread only to property owners that receive the benefit of the improvement. Property owners may pay their entire amount due at an initial billing, or to pay yearly installments that are placed on their tax bill. In the case of Westland Shopping Center, mall developers and surrounding property owners in the DDA district would be the primary beneficiary of improvements so its likely the SAD could be fairly expansive.

Brownfield Redevelopment Authority

Through the Brownfield Redevelopment Financing Act, Brownfield TIF allows the capture of incremental increase in tax revenue resulting from a redevelopment project. Under a Michigan Strategic Fund approved Work Plan, projects can seek reimbursement from state and local property taxes for eligible non-environmental activities such as demolition, lead and asbestos abatement. Essentially, the Westland Brownfield Authority (WBRA) can allow the developer to recover costs that are not covered under the Downtown Development Authority described above.

Transformational Brownfield

New laws provide for the capture of and distribution to a Brownfield Redevelopment Authority (“BRA”) or the owners or developers of certain eligible property included in a Transformational Brownfield Plan (TBP) of (i) up to 50 percent of the state income tax revenues

derived from the wages earned by individuals employed on the construction, renovation or improvement of the eligible property (excluding employees of the owner or developer) (the "Construction Period Tax Capture Revenues") and (ii) up to 50 percent annually for 20 years of the state income tax revenues derived from the wages earned by individuals who are either domiciled (the "Income Tax Capture Revenues") or employed within the eligible property upon completion of the project (the "Withholding Tax Capture Revenues," together with the Construction Period Tax Capture Revenues and the Income Tax Capture Revenues, the "Captured Tax Revenues"). The Captured Tax Revenues are in excess of tax increment revenues which may be captured from certain ad valorem property taxes.

A Transformational Brownfield Plan may consist of a single development on eligible property or a series of developments on eligible property that are part of a related program of investment, and must (i) have a transformational impact on local economic development and community revitalization based on the extent of the brownfield redevelopment and growth in population, commercial activity, and employment resulting from the plan, (ii) be for a mixed-use development consisting of some combination of retail, office, residential or hotel uses, and (iii) be expected to result in capital investment ranging from \$15 million up to \$500 million depending on the population of the municipality. A Transformational Brownfield Plan must be approved by the local BRA, the local governing body of the municipality and the Michigan. (Source MEDC and Miller Canfield). To date only two TBP's have been approved in Michigan: the development of the Hudson's site in downtown Detroit, and the redevelopment of Lee Paper Mill in Kalamazoo.

Commercial Rehabilitation Act - P.A. 210 of 2005, as amended

The Commercial Rehabilitation Act, PA 210 of 2005, as amended, affords a tax incentive for the rehabilitation of commercial property for the primary purpose and use of a commercial business or multi-family residential facility. The property must be located within an established Commercial Rehabilitation District. Exemptions are approved for a term of 1-10 years, as determined by the local unit of government. The property taxes are based upon the previous year's (prior to rehabilitation) taxable value. The taxable value is frozen for the duration of the certificate. Applications are filed, reviewed and approved by the local unit of government, but are also subject to review at the State level by the Property Services Division. (Source Michigan Department of Treasury)

Commercial Facilities Exemption - P.A. 255 of 1978, as amended

The Commercial Redevelopment Act, (known as the Commercial Facilities Exemption), PA 255 of 1978, as amended, affords a tax incentive for the redevelopment of commercial property for the primary purpose and use of a commercial business enterprise. The property must be located within an established Commercial Redevelopment District. Exemptions are approved for a term of 1-12 years as determined by the local unit of government and the taxable value is frozen for the duration of the certificate. For restored

facilities, the property taxes are based upon the previous year's (prior to restoration) taxable value and 100% of the mills levied. For new or replacement facilities, the property taxes are based upon the current year's taxable value and 50% of the mills levied. Applications are filed, reviewed, approved, and certificates are issued, by the local unit of government. (Source Michigan Department of Treasury).

Redevelopment Liquor Licenses – P.A. 501 of 2006, as amended

Through the provisions of Public Act 501 of 2006, the Liquor Control Commission (LCC) may issue new public on-premises liquor licenses to local units of government. In order to allow cities to enhance the quality of life for their residents and visitors to their communities, the LLC may issue public on-premises licenses in addition to those quota licenses allowed in cities under Section 531 (L) of the Michigan Liquor Control Code, Public Act 58 of 1998 as amended.

A business must be located in either a business district listed below or in a city redevelopment area, as defined in Sec. 521a (2)(c)

- Tax Increment Finance Authority (TIFA) PA 450 of 1980
- Corridor Improvement Authority (CIA) PA 280 of 2006
- Downtown Development Authority (DDA) PA 197 of 1975
- Principal Shopping District (PSD) PA 120 of 1961

STAGES OF MALL DISPOSITION

Special Servicing

In commercial real estate (CRE), there is a distinct type of loan servicing, called special servicing, that is designed to specifically help resolve troubled commercial loans. These servicers can work with the borrowers who have fallen behind on their mortgage or have defaulted on a term or clause of the loan to determine the best possible outcome for both parties, including alternatives to foreclosure.

Receivership

While no one is happy when a foreclosure occurs, it does allow a lender to recoup funds it may lose when a borrower defaults. Unfortunately, because the foreclosure process takes time and the borrower stays in control of the property and its income stream during that time, foreclosure also poses significant risks to the lender. The borrower, apparently in financial dire straits, may use

the property's income to pay other creditors instead of making loan payments and covering the property's expenses. Even if rents have been assigned to the lender, the borrower may be putting the property's value in jeopardy by neglecting or abandoning its management duties. One way to mitigate this risk is through the use of a receivership. Put simply, a receivership takes control of a property's management out of the hands of a borrower and, at the direction of a court, gives control to a neutral third party: the "receiver." The receiver operates all aspects of the property until the foreclosure lawsuit is resolved.

Public Private Partnership Opportunities

Perhaps one of the most notable and successful mall redevelopments in recent history is Belmar, located in Lakewood, Colorado. The 104-acre site was once home to the Villa Italia Shopping Center, and before that, home to May Bonfils-Stanton's Belmar Mansion. The Villa Italia Shopping Center, an enclosed shopping mall, opened in 1966 and regularly attracted shoppers from as far as Wyoming and Kansas. Three years later, thirteen Colorado towns combined to incorporate Lakewood and the mall quickly became the one cohesive force that put Lakewood on the map. While Villa Italia was the city's main hangout, it was designed to make money, not to host demonstrations, citywide celebrations, or an array of public proceedings. Lakewood officials recognized this downfall, and drafted plans to build a civic center close by. From the 1970s to the 1990s, Lakewood constructed a city hall, library, law enforcement complex and a performing arts center near the city's social hub. However, the 90s also brought a whole host of challenges, including newer shopping complexes and changing customer preferences, threatening the success of the mall. Villa Italia ultimately closed in 2001 after Denver-based developer Continuum Partners acquired the property. The City of Westland should consider what type of public facilities could be built at the Westland Shopping Center that may serve as a catalyst for redevelopment.

Transition to New Ownership

The sale of Westland Shopping Center to a new owner may occur in several ways. Whether through the process outlined above, or via a direct sale. In any event, the City should utilize its plans and studies conducted by Gibbs and McKenna to put the property zoning and overlay tools in place today as well as take a proactive approach to approving the incentive districts as a potential marketing tool.

