

# DOWNTOWN DEARBORN

*Strategic Plan Overview (Draft Highlights 3-10-16)*

# GOALS

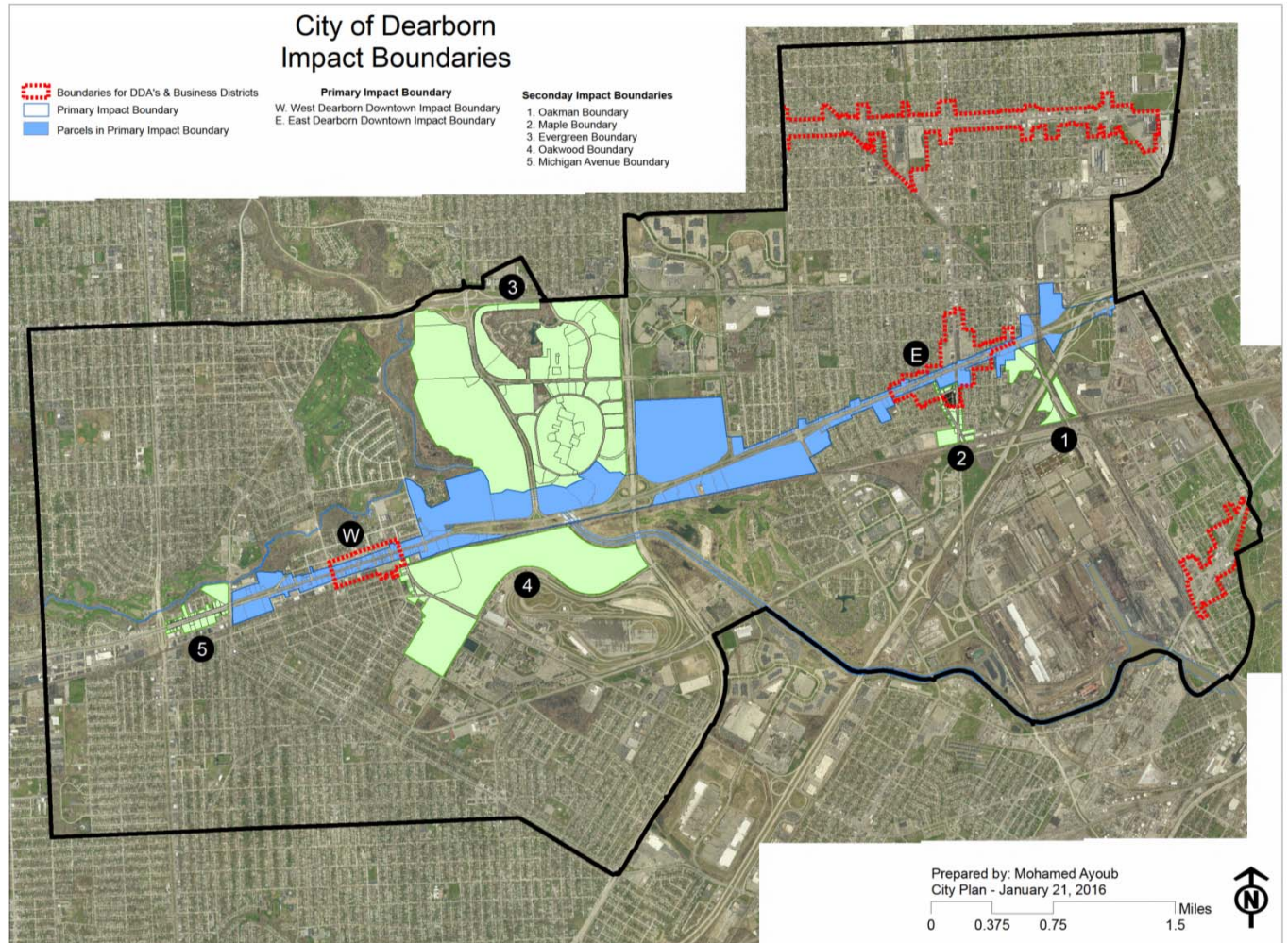
## Cohesive Main Street Michigan Avenue ←

- Bridge the gap to unite the two downtowns and their historic attributes across the physical, social and psychological barriers that have divided them.
- Physically transform Michigan Avenue into a local arterial street to connect key centers of activity to the rest of the community.
- Improve the area between the downtowns to reinforce Michigan Avenue as the main artery of the City.

## Downtown Dearborn = The Place

- A Place Locals Are Proud to Call Home ←
- Regional Destination ←

# GEOGRAPHY



## PARTNERS COLLABORATIONS

- EDDDA
- WDDDA
- City of Dearborn
- Beaumont Health
- Ford Land
- The Henry Ford
- Henry Ford College
- U of M – Dearborn
- Dearborn Area Chamber of Commerce
- Artspace
- Arab-American Museum
- Fairlane Mall
- Car Dealerships
- Hotels
- ACCESS Growth Center
- Board of Realtors
- Neighborhood Associations
- Community Fund
- Country Club/TPC
- Library
- Schools
- MDOT
- County
- DAIN
- Performing Arts Center

# CORE VALUES

## Principles, Beliefs Or Philosophy.

- Form the foundation on which we perform work or conduct ourselves, and should stand for what we believe in.
- Sync up with the community's belief system, yet still need to match our mission, role and function in the community.
- Dictate behavior and action.
- Help people to know what is right from wrong.

CORE  
VALUES

CULTURAL  
SUSTAINABLE  
ACTIVE  
HERITAGE/HISTORY

TOP  
VALUES

TIED  
NEXT  
TIER  
VALUES

*ARTISTIC  
QUALITY  
COMMUNITY*

## VISION KEYWORDS

- Where We Want to Go as a Community
- What We Aspire to Be
- What We Want Others to Perceive Our Community to Be in the Future

VISION  
KEYWORDS

Diverse

Friendly

Hub of Activity

Pedestrian

Regional Destination



# SWOT ANALYSIS

S	W	O	T
Historical Sites/Landmarks	Image	Change the Perception of the Middle East	Image – lack of identity
College Town	Walkability	More Greenspace and Greenspace Programming	Lack of retail diversity
Access (proximity/transit/roads)	Lack of Youth/Hipster Appeal	Image Campaign and Public Awareness	Divisive/polarization – equality
Arts & Culture	Physical Environment	Capitalize on Museums/Institutions (The Henry Ford/Arab American)	Too many bars/restaurant (of same type)
Unique Locally-owned Businesses	Business Economy	Use Rouge River for more recreation activities	Need things geared to old and young alike

**TRANSFORMATIVE  
STRATEGIES**

**IMAGE**

**WALKABLE PUBLIC SPACES**

**COHESIVE COMMUNITY**

**MILLENIAL APPEAL**

**INNOVATIVE RETAIL DIVERSITY**

## NEXT STEPS

### Finalize Vision & Mission Statements

- Working on Drafts for Review and Approval

### Finalize Tactics (Objectives)

- Discuss & Reaffirm with Board and Committees

### Develop Action Plan (Projects & Programming)

- Train & Create with Committees

# MISSION STATEMENTS



## MISSION STATEMENT EXAMPLES

- *Spreading Ideas.* -**TED**
- *The increase and diffusion of knowledge.* -**Smithsonian**
- *We make invention accessible.* -**Quirky**
- *To help you savor the good life.* -**Cuisinart**
- *Celebrating Animals, Confronting Cruelty.* -**The Humane Society**
- *Makes the world's daily habits inspiring and entertaining.* -**Yahoo**
- *Making the whole planet feel better. One bottle at a time.* -**Naked Juice**

## MISSION STATEMENT EXAMPLES

- Strengthen Downtown Ann Arbor – **A2 DDA**
- Improve the economic vitality by enhancing the experience, image and lifestyle of Downtown Bend. – **Downtown Bend**
- Promote Downtown Ventura as a vibrant commercial and cultural destination. - **Downtown Ventura Partners**
- To be the steward for the promotion and operation of **downtown.**- **Downtown Boise**

# MISSION STATEMENT

- What Would/Does It Look Like When We're Doing Our Best Work?
- Digest Your Statement
  - Circle The Cause (Who? What? Where?)
  - Box Our Actions (What We Do?)
  - Underline Our Impact (Changes for the Better)
- Report Out

# TACTICS/ OBJECTIVES

STRATEGY	IMAGE
M E T R O D E T R O I T	<ul style="list-style-type: none"> <li>• Content of Conversation in Media</li> <li>• Unity at Events</li> <li>• Increase in Visitors</li> <li>• Increase in Local Consumerism</li> <li>• Perceived as Inclusive and Diverse (Overcome Racial and Cultural Divide)</li> <li>• Perceived as the Next Place People Want to Be</li> <li>• Comparable to Other Downtowns Visually and Perception</li> <li>• 100% Adherence to Window Signs</li> <li>• Visible Signage &amp; Wayfinding</li> </ul>
<b>OBJECTIVES</b>	<b>Create a Community Brand that Personifies Dearborn's real character and future vision of its districts as "The Next Place" in Metro Detroit.</b>
	<b>Increase Pro-Active Communication of Positive Messaging, Events and Activities to Change Target Market Audience's Perception.</b>
	<b>Improve &amp; Reinforce Good Building and Street Design, Upkeep &amp; Renovation that draws visual appeal and interest</b>
	<b>Wayfinding - Create an Impression that You Have Arrived and Easy to Navigate</b>



# TACTICS/ OBJECTIVES

STRATEGY	Walkable Public Spaces
<b>M E T R I C S</b>	<ul style="list-style-type: none"> <li>• Integrated Complete Streets/Multi-Modal Plan with MDOT Approval               <ul style="list-style-type: none"> <li>○ Baseline Inventory</li> <li>○ Walkable Study</li> <li>○ Bike Shares &amp; Lanes/Bike Facilities</li> <li>○ Pedestrian Crossings Defined &amp; Enforceable</li> <li>○ Safe Walking and Biking That Connects East and West</li> <li>○ RTA Impact on public space and business; walkability</li> <li>○ Walkable Connections to Downtown</li> </ul> </li> <li>• Foot Count Survey</li> <li>• 25% Increase of Front Doors Open</li> <li>• Upgraded and “On” Public &amp; Private Lighting</li> <li>• Cleanliness of Sidewalks</li> <li>• Visible Signage &amp; Wayfinding</li> <li>• More Walking Tour Events</li> <li>• More Outdoor Dining</li> <li>• Dog-Friendly Facilities, Businesses and Streetscapes</li> <li>• BRT/RTA Supported</li> <li>• Park &amp; Places Defined</li> <li>• Land Use Design with Form-Based Code Regulating Plan</li> <li>• Triathlon</li> <li>• More Landscaping</li> </ul>
<b>OBJECTIVES/TACTICS</b>	<b>Create Vibrant, Integrated, Multi-modal streets and sidewalks in Downtown Dearborn and along the Michigan Avenue Corridor Connecting our Community Districts, Schools, Institutions, Businesses and Regional Transit.</b>
	<b>Create &amp; Define Green, Open &amp; Active Places for the Public to Connect, Congregate and Recreate</b>
	<b>Connect Businesses to Public Space through Building Form and Public Space Urban Design Standards</b>
	<b>Connect Downtowns to Rouge River &amp; Outdoor Activities</b>

# TACTICS/ OBJECTIVES

STRATEGY	COHESIVE COMMUNITY
<b>M C</b> <b>E S</b> <b>T</b> <b>R</b> <b>I</b>	<ul style="list-style-type: none"> <li>• Collaborative/Unity and Enhancement of Planning, Events &amp; Programs</li> <li>• Inclusiveness</li> <li>• Random Acts of Kindness</li> <li>• # of Volunteers Working Together on the Whole</li> <li>• Co-Operative Promotions and Business Supporting Each Other</li> <li>• Increase in Shared Stories</li> <li>• Defined Common Bonds &amp; Storytelling (ie: arts, culture, architecture, life, food, traditions, music and student successes)</li> <li>• Increased Communication Between Partners</li> <li>• Attendance at Events</li> <li>• Cohesive Brand</li> <li>• Small Business Participation</li> <li>• Approachable Government/A New Face/Minimize Fear of Govt</li> <li>• Shared Documents</li> </ul>
<b>OBJECTIVES</b>	<b>Form Downtown Dearborn /Main Street Michigan Ave. Coalition (DDI)</b>
	<b>Improve Communication Amongst Businesses, Partners</b>
	<b>Engage, Connect and Increase Participation of Businesses, Partners and Institutions in Collective Planning, Events, Programs and Sharing</b>
	<b>Embrace Diversity and Improve Inclusivity through Integrated Community Education of Common Bonds and Creating an Approachable Environment to Bridge Cultural and Socio-Economic Divides</b>
	<b>Increase Collaborative Group Volunteerism</b>
	<b>Advocate and Create Support for Continued Downtown Economic Development tools and investment (ie: TIF)</b>

# TACTICS/ OBJECTIVES

STRATEGIES	NEXT-GEN APPEAL
M E T R I C S	Increased APP & Social Media Usage/Check-Ins & GeoTags Demographic Surveys of Consumers More Next-Gen/Millennials Opening Businesses More Stores that Appeal to Next-Gen/Millennials and Their Needs Apartment & Loft Rental Occupancy Increase & New Development Student Pass Usage Distributed Student Welcome Package BRT/RTA Support Walkable Connection to Downtown from Campuses
<b>OBJECTIVES</b>	<b>Create fresh events, recruit retail and build connectivity with college campus for the Next Generation/Millennials.</b>
	<b>Develop Talent Economy by engaging Next Generation/Millennials and educational institutions in the planning, reinvestment, business start-up and activities of the downtown.</b>
	<b>Increase Alternative Housing Options</b>

# TACTICS/ OBJECTIVES

STRATEGY	INNOVATIVE RETAIL DIVERSITY
<b>M E T R I C S</b>	<ul style="list-style-type: none"> <li>• Entrepreneurial Business Increase</li> <li>• College-Supported Business Start-up &amp; Retention Assistance Program</li> <li>• Increase in Pop-Ups</li> <li>• Less than 7% Vacancy</li> <li>• Rent Rate Trends</li> <li>• Business Makeup/Niches &amp; Clusters/National &amp; Independent</li> <li>• Inventory Baseline</li> <li>• Balance of Hours of Operation – 24/7</li> <li>• Businesses that Meet Defined District Emphasis (ie: Arts &amp; Culture/Tourism &amp; Entertainment)</li> </ul>
<b>OBJECTIVES</b>	<b>Improve occupancy and underutilized properties with a balanced mix of entrepreneurial and national businesses that create a 24/7 business environment and defines each district's character.</b>
	<b>Leverage Market &amp; Assets to attract more customers and businesses to Downtown Dearborn compared to other Metro Detroit communities.</b>
	<b>Provide Business Assistance and Accessible Information to Improve Quality of Businesses at All Phases (Start-up, Growth &amp; Venture)</b>
	<b>Be Redevelopment Ready to Increase Density</b>

## STRATEGIES

- What Does Success Look Like?
- When Do You Want This Done?
- Resources Needed?
- Hurdles to Overcome?

# LONG TERM ACTIONS (3-5 YEARS)

ACTION	IMAGE	WALKABLE	COHESIVE	MILLENNIAL INNOVATIVE	RETAIL
Incubator & Accelerator Programs				x	x
Development Along Rouge		x	x	x	
Community Circulator	x	x	x	x	x
Create & Implement a Multi-Modal & Complete Streets Plan	x	x	x		
Cohesive Lighting Plan	x	x	x		
Support BRT & RTA	x	x	x	x	x
City Hall Park Redesign	x	x			
Living Street Plan for W. Village/ Neumann St. & Template	x	x			
Comprehensive Wayfinding Plan	x	x	x		
Sustainable Parking Lot Plan	x	x			

# MEDIUM TERM ACTIONS (2-4 YEARS)

ACTION	IMAGE	WALKABLE	COHESIVE	MILLENNIAL INNOVATIVE	RETAIL
Bike Share Program	x	x	x		
Form-based Code for Urban Design	x	x	x		x
Business Development Plan			x	x	x
Recruit Outdoor Related Businesses	x	x			x
Recruit Tourism-centric Retail Businesses	x	x			x
Recruit Creative & Artistic Businesses	x			x	x
Recruit Millennial-based Product Incubators & Pop Ups	x			x	x
Business Start-Up & Assistance Manual	x		x	x	x
Cash economy study			x	x	x
Utilize HFC new job training			x	x	x
Façade Incentive	x	x	x		
Design Guidelines for Buildings and Streets	x	x	x		
Consumer/Student/Employee Incentives Rewards			x	x	x

# MEDIUM TERM ACTIONS (2-4 YEARS)

ACTION	IMAGE	WALKABLE	COHESIVE	MILLENNIAL INNOVATIVE	RETAIL
Brand & PR Campaign Implementation	x	x	x	x	x
Comprehensive Communications & Marketing Plan for Internal and External Audiences	x		x		
Create Brand Culture Events	x	x	x	x	x
Add New Events/Modify existing to be geared to Millennials	x		x	x	
diversity & tourism training	x		x		x
Tax-Free Weekend for Back to School	x		x	x	x
Create Walking Events & Promotions	x	x	x		
Banner System Plan	x	x	x		
Install Hanging Baskets & Systems	x	x	x		
Consolidate Maintenance and Landscaping	x	x	x		
Develop Vision, Concepts and Cross Sections of Sidewalks & Streets	x	x	x		



# SHORT TERM ACTIONS (YEAR 1)

ACTION	IMAGE	WALKABLE	COHESIVE	MILLENNIAL	INNOVATIVE	RETAIL
DDI Creation & Main Street Formation	X		X			
Sign ordinance modifications/education for multi-culturalism and better design	X	X	X		X	
Lighting Standards	X	X				
Front Door Open Policy & Awareness	X	X	X			
Business Assistance Teams			X	X	X	
Property owner & Business Education/Self-Education	X		X		X	
SmartZone Creation			X	X	X	
Dedicated Web for Redevelopment & Available Properties	X		X		X	
Market Analysis				X	X	
Process Flow Charts			X		X	
Business Grid			X		X	
Create Tactical Urbanism Pilot Projects for biking, lighting and landscaping	X	X		X	X	

# SHORT TERM ACTIONS (YEAR 1)

ACTION	IMAGE	WALKABLE	COHESIVE	MILLENNIAL	INNOVATIVE	RETAIL
Outdoor Dining – Remove Impediments & Create Platform Dining Standards	X	X			X	
Increase Code Enforcement	X	X				
Building Inventory, Photography & Mapping	X	X	X		X	
Tactical Urbanism Streetscape Treatments	X	X				
Brand Development & PR Campaign	x		x			
Promote New Businesses and Their Diversity	X		X		X	
Reinforce or reposition existing assets and events to support brand.	X		X			
Spark ideas with fresh festivals, workshops and activities.	X		X	X	X	
Consolidate Website, Social Media and Communications Platforms	X		X	X		