

THANK YOU

EDDDA Board (2021)

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Audrey Ralko

DDA Committees

Vision Steering Committee DEV Committee Promotions Committee Branding Committee Mobility Committee

Project Team

POW! Strategies SmithGroup City of Dearborn Economic and Community Development Department

Businesses and Residents

2021 Council

2022 Council

The Henry Ford
University of Michigan-Dearborn
Ford Land
Wayne County
Henry Ford College
Beaumont
Henry Ford Health System
Dearborn Area Chamber of Commerce
Henry Ford Estate
Arab-American National Museum
Neighborhood Associations

Public Input

This plan builds on the input received during the Branding initiative, which included over 1900 responses to a survey.

The public was asked to share their ideas on diversity, connection, and innovation for the downtowns via social media and an online and paper survey in fall 2020, which resulted in over 200 responses. Responses were received in English and Arabic.

Fall virtual meetings on the three plan themes were held with Dearborn Business Leaders (9-4-20) and the DDA Board (10-21-20).

PREVIOUS PLANS

This Vision Plan builds on ideas and visioning from many recent efforts in Dearborn:

Ongoing: Cultural Trail

2019 Branding Study

2019 West Downtown - Design Guidelines

2019 Michigan Avenue Streetscape Plan

2018 Nonmotorized Plan

2018 West Downtown - Form-Based Code

2016 DDA Strategic Plan

2016 NRN Plan

2016 Living Street Plan

2014 Dearborn Master Plan

2013 Dearborn TOD Project = PlacePlan

2008 East DDA Plan

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In January 2016, the East and West Downtown Dearborn Authorities (DDDAs) completed a Downtown Strategic Plan for Downtown Dearborn based on the City's Master Plan with over 100 community members, partners, government and DDDA board leadership. Its key goals were to develop a cohesive main street - Michigan Avenue, increase the regional destination appeal of Downtown Dearborn, and lay the groundwork for the long-term vision. As part of that Strategic Plan, a successful branding initiative was completed in 2019 that gathered a vision for the city as a whole and the downtown through a multi-faceted community outreach approach. The DDDAs then adopted a memorandum of understanding in 2019 that set forth how the two DDAs would collaborate to create a vibrant Downtown Dearborn experience for all. Now since 2020, a Downtown Vision Plan is being developed which reengaged key stakeholders from the previous two planning initiatives, as well as new community-wide input.

This Vision Plan brings together goals from these recent planning efforts, the vision from the branding plan, the memorandum of understanding and other studies for a unified vision that further grounds a 20-year strategy for Downtown Dearborn. This vision combines all of the thought, leadership and innovation into one future forward message that will take Downtown Dearborn into the year 2040.

How to use this document

Utilize the Vision Plan to inspire and inform the development and growth the community envisions. The Vision Plan is the basis for setting and refreshing economic strategies. It can serve as a guide for decision making, as well as a tool for evaluating progress and benchmarks. Provide to developers, property owners, businesses, and real estate professionals to create a clear understanding of the downtown aspirations, as well as what steps have been taking already to get there. The DDA Boards and City of Dearborn should use this as a framework for all other plans and strategies that the board members, volunteers and stakeholders put into action.

Vision Summary 01
Vision
Goals and Objectives

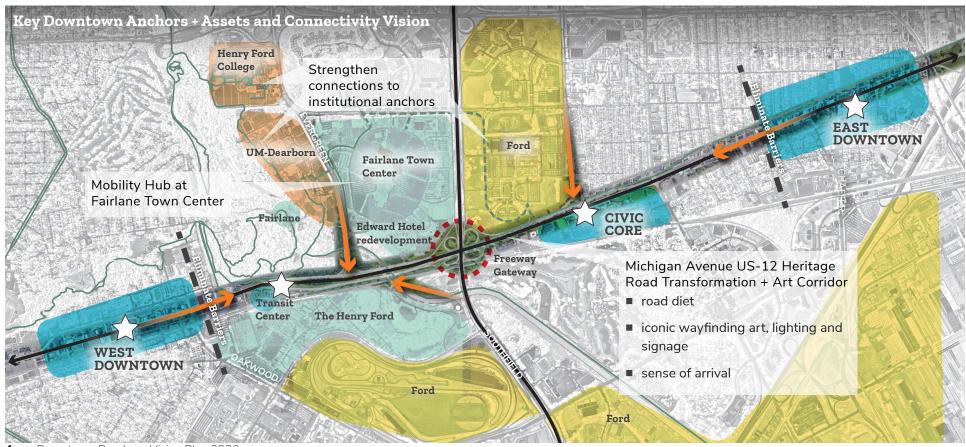
Vision in Action 02
Foundation for the Future
Recent Successes
Implementation Roadmap
Toolkit in Action

VISION SUMMARY

2040 VISION

Downtown Dearborn is where cosmopolitan meets community: Access all the amenities of big city life — without sacrificing a sense of belonging. It's a cohesive community with next-gen appeal, enriched by walkable public spaces, cultural vitality and innovative retail diversity. A scaled-down-yet-still-urban destination defined by talent, drive and diversity. As one of the most desirable cities in the United States to live and top regional destinations to visit and work, it is truly a place that locals are proud to call home and hub of activity where everyone is welcomed and included to celebrate in its rich tapestry of cultures, ideas, foods, festivities, education, recreation, tourist attractions, arts and history.

Keep your cosmopolitan outlook. Cherish your community traditions. If that's the balance you're after as you set out to make your mark in the world, then Dearborn is where you'll find it.



The future Downtown Dearborn will...

Feature an attractive mix of well-maintained historic and new buildings and quality public realm that create an authentic vibe.

Build economic access and capacity to adapt and grow from market changes while minimizing environmental impacts.

Bridge the gap to unite the two downtowns and their historic attributes across the physical, social, and psychological barriers that have divided them.

Provide a safe, walkable environment that emphasizes people over cars.

Provide green, open, and active places for the public to connect, congregate, and recreate.

Attract top talent, cultivating innovative, experiential businesses and entrepreneurs.

Present a vibrant, livable center with a variety of housing options and amenities.

Showcase diverse

cultural, historic,

artistic amenities

tourists, students,

and residents.

as a destination for

DIVERSE

From people to places to experiences, Dearborn offers the diversity of a city several times its size.

Downtown Dearborn brings together people of different ethnicities, viewpoints, interests, abilities, and backgrounds. It's diverse in other ways, too: from businesses to products, buildings to environment, historic to modern, culture to recreation.





INCLUSIVE

Here, proud contributions from the city's Arab American communities, African-American, Polish and Italian heritage, young and young-at-heart, blue and white collar, abled and adaptive, entrepreneurs and Fortune 500 blend together to shape downtown. Community-minded, creative and multicultural events at the epicenters of town, including Wagner Park, the Performing Arts Center, the new Farmers Market Shed and redesigned City Hall Park & Pavilion, celebrate and showcase the best of Downtown Dearborn year-round. From signature events to retail promotions featuring food, art, retail, youth, music and culture, there is something for everyone.

AUTHENTIC

Dearborn's character is anything but cookie-cutter. We embrace originality and genuine experiences. With our two-plus centuries of history and tradition of industry, Downtown Dearborn provides a diverse array of neighborhoods and land use types, from scenic and natural beauty of the River Rouge Greenway to urban and industrial. Its pleasing, highly walkable clusters of century-old storefronts combine with new retail and office spaces to provide an array of shopping, dining and entertaining options with yearround appeal and an authentic vibe.

UNIQUE

In Dearborn, you'll find products and experiences you simply won't come across anywhere else in the region. Take food for starters: From American staples done to perfection to the finest, most varied Middle Eastern cuisine in America — and lots of surprises in between

— Dearborn's list of craveable experiences is long. Dearborn is also home to a diverse set of over 250 retailers, restaurants, and service businesses, as well as homegrown institutions such as Carhartt and Ford.

INNOVATIVE



Dearborn is a hub for innovation with businesses of all sizes from startups to global corporations. A strong maker and craft culture is well supported by the resources and amenities the city provides, including an excellent public school system, higher education and many informal learning opportunities, helping to ensure a talent pipeline of makers and innovators.



CREATIVE

From beer to bread, glassware to fishing lures and sculpture to dance, Dearborn is a place where artists and makers of all kinds feel right at home. We support our small businesses and entrepreneurs, building a network of affordable tools and advocates to launch the next great idea. We value education and exchange as a hub for smart, creative people of all ages.

INVENTIVE

What is old has become new again by rethinking and remaking our infrastructure and buildings to encapsulate our innovative history and spirit. Michigan Avenue is an innovative smart street that redefines how mobility and main streets function - technology is piloted - accessibility is prioritized for layered micro-mobility solutions including bike share, e-bike, scooters and Smart transit.

DYNAMIC

We appeal specifically to nextgen individuals who don't want to sacrifice sophistication and choice for a more family- or communityoriented life. Our promise extends an invitation to explore further. There is always something to do from nightlife to family life, events for every season and experiential businesses.

RESILIENT

Downtown Dearborn businesses pivot when the market changes with a supportive resource base that is flexible, intuitive and action-oriented. Opportunities don't linger, growth is inevitable. Small businesses will leverage e-commerce, new technologies and mixed marketing to grow. The community will avert future natural and economic challenges by preparing now.

SUSTAINABLE

We prioritize a sustainable downtown that minimizes impacts on the environment - reducing pollution and contamination; reducing consumption of water and reusing rainwater while minimizing runoff; adding green, permeable surfaces; supporting local, fresh food; restoring natural species and habitats; and demonstrating resilience. The Rouge River is a celebrated resource that connects our downtowns to our neighbors and offers a scenic way to get from downtown to The Henry Ford. We champion and support micromobility and electric vehicles all to decrease Dearborn's impact on the climate.



CONNECTED





Dearborn is the place to feel and be connected — to the rest of the world, to Detroit and the region and to the people around you.

In Dearborn, it's easy to feel connected in every sense of the word. From world-class museums and an array of cultural offerings from east to west to green, scenic spaces to outdoor gatherings and a civic center filled with top-notch amenities. Detroit's right at your fingertips, so is the region's best air, rail and highway connections, including high-speed intercity service between Detroit and Chicago, and a commuter line connecting Ann Arbor and Detroit. With all its amenities and variety, in Dearborn it's still easy to feel like you fit right in.

ACCESSIBLE

Our commitment to mobility extends beyond our rich history with the automobile - users of all abilities find our trails and streets are safe and comfortable with connections between East and West Downtowns and nearby neighborhoods. It's a walkable environment with omnitransit options that emphasize people over cars. From bikes to scooters to an inter-urban bus and ride share programs, getting to your last mile is a breeze.

WELCOMING

Want to be friends with the neighbors, get connected through community networks and feel like more than just a number in line at city hall? In Dearborn, it's easy. Make your home on any size budget from charming historic neighborhoods within walking distance to downtown to walk-up townhomes and loft-style living right in the center of it all.

COHESIVE

From how it looks, how it functions to how it feels and makes you feel, Downtown Dearborn's main street Michigan Avenue, a National Auto Heritage Route, provides a contiguous connection from Detroit to Inkster. Michigan Avenue links the anchors of East and West Downtown with The Henry Ford, UM-Dearborn, Dearborn Administrative Center, Ford Motor Company, and the Edward Hotel.

INTEGRATED

Getting to and around this smart city is simple and safe with its clear wayfinding, innovative technology and digital connectivity. From school to work, home to business, recreation to tourism, Michigan Avenue is the link that makes it all seamless. The business, residents and civic leaders make it so.

UNIFIED

We are all one, working together for what we know is needed. As residents and businesses we are helpful, respectful, open-minded and resourceful. What affects one, affects all. We build off of unique ideas, concepts and characteristics to expand collaboration and bring everyone to the table. Our community rises above with acceptance, comprehension, inclusion, action and change.

GOALS + OBJECTIVES

These goals and objectives were drawn from existing plans and augmented through the input process to create one set of overarching goals and objectives for the downtowns.





Built Environment

Feature an attractive mix of well-maintained historic and new buildings and quality public realm that create an authentic vibe.

- Improve and reinforce quality building design, upkeep, and renovation
- Preserve historic structures while promoting compatible infill
- Prioritize adaptive, flexible reuse of streets and buildings to promote economic development and investment
- Encourage green building design standards



Unify East and West

Bridge the gap to unite the two downtowns and their historic attributes across the physical, social, and psychological barriers that have divided them.

- Improve the area and connectivity between the downtowns to reinforce Michigan Avenue as the main street of the city
- Ensure consistent, equitable and cohesive design, activities, and programs from East to West.
- Connect key centers of activity to downtown and the rest of the community
- Embrace diversity and expand inclusivity creating an approachable environment
- Turn Michigan Avenue into an attraction that stimulates economic development and engages visitors from east to west.







Mobility

Provide a safe, walkable environment that emphasizes people over cars.

- Strengthen and leverage multi-modal connections throughout Dearborn to the downtown from neighborhoods, educational and cultural institutions and major industry.
- Lead the way as the mobility hub of southeast Michigan and first- and last-mile mobility solutions
- Reimagine alleys for art, safety, and pedestrian connections to maximize linkages between land uses
- Continue to improve ADA accessibility along streets, parks, and event areas
- Grow the biking, scooter and walking culture through the expansion of Healthy Dearborn initiatives.
- Strengthen downtown connections to neighborhoods to be more inviting, safe, and visually appealing

Living

Present a vibrant, livable center with a variety of housing options and amenities.

- Diversify and improve the housing stock to meet the needs of current and potential residents and lifestyles including middle-market, multigenerational, workforce, and adaptive housing
- Promote healthy living
- Support residents throughout their life from childhood to students to families to seniors lifelong learning
- Provide a stimulating and energizing social life day and night
- Be helpful, welcoming, friendly, and inclusive to all
- Increase and support diverse programming for all ages, abilities, and cultures
- Create an inclusive, safe and accessible volunteer environment to expand and diversify the volunteer base.

Workforce

Attract top talent, cultivating innovative and experiential businesses and entrepreneurs.

- Preserve, improve and expand the quality of life factors that act to attract and retain an educated, skilled workforce
- Recruit a variety of compelling retail businesses
- Create a synergy of uses to support equitable economic development and redevelopment
- Diversify the mixture of restaurants to promote a local, world kitchen unique to Dearborn across a variety of price points
- Encourage and support diverse business ownership
- Collaborate with educational institutions and economic organizations to grow business startups
- Enhance the outreach of Downtown's Business Assistance Team with more townhall meetings and focus-group sessions.
- Educate and train businesses on business growth tools







Provide green, open, and active places for the public to connect, congregate, and recreate.

- Prioritize low-impact stormwater strategies
- Strengthen recreational tourism opportunities along the Rouge trail and waterways to connect to the downtown other cities
- Increase open space and ensure open spaces are accessible for all to use
- Connect businesses to activated spaces
- Improve dedicated space for public events and activities



SMART - Sustainability + Resiliency

Build economic access and capacity to adapt and grow from market changes while minimizing environmental impacts.

- Reduce the carbon footprint impacting the climate crisis
- Become the Nation's leader in Health Community initiatives by growing access to fresh foods, equitable health services and wellness activities
- Become a green destination
- Address the short and long term impacts of the pandemic
- Be nimble and ready for uncertainty
- Broaden recycling options and best practices
- Establish an organization focused on supporting and implementing the Downtown Dearborn vision.
- Build SMART-city infrastructure
- Prioritize low impact stormwater design to minimize runoff into stormwater infrastructure and reduce flooding

Culture

Showcase the diverse cultural, historic, artistic amenities as a destination for tourists, students, and residents.

- Leverage Dearborn's multi-cultural heritage through art, storytelling, and experiences
- Build and strengthen the college town culture
- Strengthen awareness of Dearborn's authentic vibe as a destination for history, education, business, technology, cuisine, and family
- Be known as an outdoor, all-season hotspot for dining, entertainment and recreation
- Build upon Dearborn's assets with creative placemaking that are quicker, lighter and cheaper (QLC)
- Invest in art in public spaces that connects Michigan Avenue

VISION IN ACTION

FOUNDATION FOR THE FUTURE

Dearborn's downtowns have been busy working toward key transformational strategies that have resulted in these recent accomplishments - the foundation for future implementation of this vision.





East and West DDAs Collaborative Partnership





Building Design

Workforce





Mobility

Unify East and West











Culture



















Historical Museum

Ethnic Food Hub

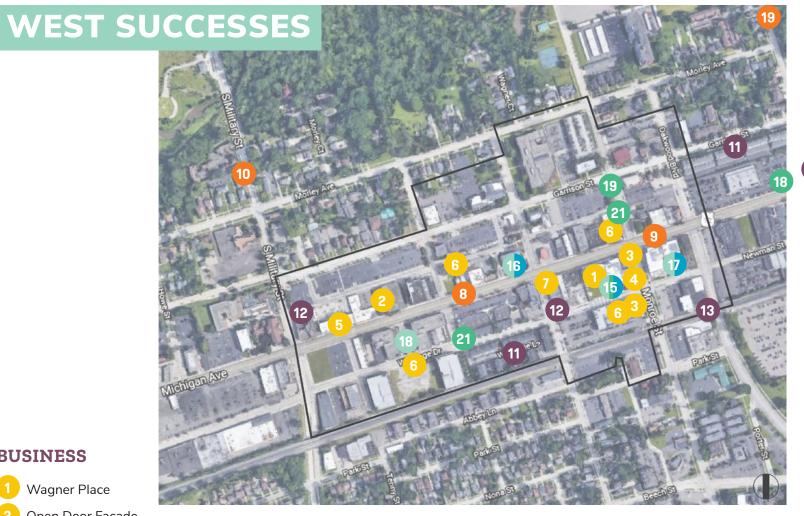








Open Space



BUSINESS

- Wagner Place
- Open Door Facade Improvement
- Outdoor Platform Dining
- Open Door Facade Improvement
- Downtown Hotel
- **New Social District**
- Open Door Facade Improvement

STREETSCAPE

- Michigan Ave
- Wagner Place
- North Connector

RESIDENTIAL

- Townhouse development
- 12 Mixed-Use Development
- Form-Based Code
- **Brady Street** Redevelopment Site

CULTURAL

- 15 Wagner Park Mural
- Muirhead Plaza 16 Mural
- 17 Pocket Park Mural

PUBLIC SPACES

- W. Village Commons Plaza
- Wagner Park
- Muirhead Plaza
- Pocket Park

TRANSPORTATION

- 18 Multi-Modal Station
- 19 New Bike Share Lanes
- 20 North / South Streetscape connector
- Winter Outdoor Seating in Wagner Park



BUSINESS

- Open Door Grant Recipient
- 2 Major Retail Renovation
- 3 Strategic Facade Block Study Program

STREETSCAPE

- 4 City Hall Park Redesign
- 5 M Cantina Outdoor Dining Parking Lot
- 6 Platform dining location
- 7 LED Lighting Improvements

RESIDENTIAL

- 8 Georgetown Condos
- 9 Dearborn Town Center/Public Parking

CULTURAL

- 10 ArtSpace
- Arab-American
 Museum
- 12 City Hall Park Mural
- 13 Fish Market Mural
- 6 Platform Dining mural

PUBLIC SPACES

- City Hall Park
- 13 Fish Market

IMPLEMENTATION ROADMAP

The Route

Five key Transformational Strategies were identified in 2016 by the community to kick-start and achieve the Downtown Dearborn vision, including Image, Mobility, Cohesive Community, Innovative Retail and Next-Gen Appeal. A five-year action plan was then put in place by the DDA Boards, stakeholders and volunteers that has generated many successes along the way. By staying focused on these five key transformational strategies the community has been able to prioritize investment of time, energy and funds. There are still some actions to complete and should continue to be implemented to achieve transformational success. A wider net of volunteers, funding and supporters will make it possible, while setting up a long-term organizational structure for Downtown Dearborn, Downtown Dearborn, Inc., will assure that the vision and strategies carry on as the community evolves.

The next step is for the DDA Boards, stakeholders and committees to update the strategy and action plan based on this refined Vision Plan. Annually, the DDA Boards should assess the action plans and priorities to inform budgets, projects, programs and capital improvements. Also, updating the strategic plan should be completed every 3-5 years, depending on market dynamics, trends and benchmarking, to assure continued growth, as well as to identify gaps and hurdles. It is also important in reminding each other of the successes along the way and provides an opportunity to include new community members on the overall vision plan as the downtown evolves.

Areas of improvement in the current strategic plan include innovative ways to be more green and SMART, more inclusive engagement of businesses and volunteer force, leveraging partnerships to achieve goals, and an actionable plan for connecting east to west and key centers of activity. The DDAs have invested heavily in its image and branding over the last five years, now use that knowledge to grow awareness of the brand and inspire others to elevate the first impression.

Recommended transformational strategies for 2022-2025:

- Inspire focus on building design, and showcasing the Dearborn history, culture and vibe
- Connect focus on mobility, connecting east/west, activity hubs and open spaces, diversify living options, partnership and inclusive engagement
- Innovate focus on SMART improvements, sustainability, and talent attraction



The Mode

The DDDAs have had great success by using the Main Street Approach to revitalization. In its early stages of working together in 2016, the DDDAs jointly formed the following standing committees that should continue to be a driving force for its community engagement, planning and implementation of action plans. Below are some of the areas of focus for each committee over the next few years.

Design and Economic Vitality Committee

- continue the strategic focus and increase funding for the Open Door Dearborn Grant program;
- utilize the Initiate online business training tool in conjunction with the Business Assistance Team (BAT) and enhance outreach;
- increase and enhance open spaces;
- define plans for connecting east/west;
- develop action plans around SMART improvements, upper story development, green and sustainability improvements, talent attraction and utilizing market research to guide business development.

Promotions/Organization Committee

- continue to evaluate, improve and expand the events and promotions to showcase the vibe of Downtown Dearborn including its college town and multi-cultural experiences;
- enhance community outreach and engagement with multi-lingual marketing;
- reduce printing and move to more digital or mobile options to reduce carbon footprint;
- continue to diversify social media and do not rely on one mode of communication;
- host merchant meetings and increase face-to-face interaction with businesses to improve engagement;
- develop an action plan for student volunteer involvement.

Steering Committee

- continue the formation of the Downtown Dearborn, Inc., 501C3 organization;
- expand community outreach to assure broad-based community support and engagement;
- increase fund and friend raising;
- finalize the service agreement between the DDDAs and DDI for organizational best management of roles, practices and processes.

Once the non-profit 501C3 organization, Downtown Dearborn, Inc. is operational, it should focus on:

- Vision and Strategic Plan Implementation
- Fundraising
- Stakeholder Engagement

Advisory Committees

Advisory Committees were also formed to focused on key transformational strategies and projects that required significant focus, including:

■ Mobility:

- focus on the implementation of the MMTP;
- continue expanding modes of transportation to be more equitable, sustainable and accessible for all.

■ Branding:

- launch the new Downtown Dearborn website that is tourism focused;
- Grow usage of brand across all City departments, marketing and outreach;
- develop a wayfinding action plan and art connections east/west.
- City Hall Park Redesign:
 - complete design and fundraising plans to complete project in 2023;
 - determine event and art programming;
 - develop community rentals and use plans.

These committees should continue through the completion of their action plans and/or projects. They should also be used as a resource after completion if other issues or needs arise.

New Advisory Committees occasionally should be formed to ensure collaboration with key organizations, assets and broad-based community engagement or upon request of the standing committees where deemed necessary. Several potential Advisory Committees:

- Farmers Market Facilities focused on the location selection and development of an all-seasons facilities and community-wide access.
- SMART focused on green, technology, sustainable infrastructure and programs.
- EDDDA Form-Based Code to review and recommend a Form-Based Code similar to that in the WDDDA.
- Historic Preservation supporting local and national historic district programs, incentives, advocacy and city ordinances and policies.

All committees should look at new ways to recruit, retain, and activate committee members. This means activation beyond the committee meeting, creating more mobile and remote interactions, and being open to flexible involvement. Recruitment should focus on skills, talent and ideas that individuals can bring to the table, as well as broadening social circles to understand the diversity of perspectives and needs of the community as it transitions.

Ordinances that will be imperative for Downtown Dearborn to advocate, inform and either assist or lead are:

- EDDDA Form Based Code
- Local Historic District Ordinance
- Scooter Mobility Ordinance

Streamlining processes to be more business friendly is a high priority. Programs such as the Social District can be made easier for businesses to participate, and the annual Outdoor Seating Program so that Downtown Dearborn can become a premiere outdoor dining destination. Better coordination between City and DDDA on monitoring and assisting small businesses through start-up and development, extending business retention efforts, while maintaining current property data, market data, GIS interactive mapping and trends for benchmarking and success stories.

Physical Improvements Toolkit

See how these tools will continue to be priorities for both East and West Downtown on the next two pages.







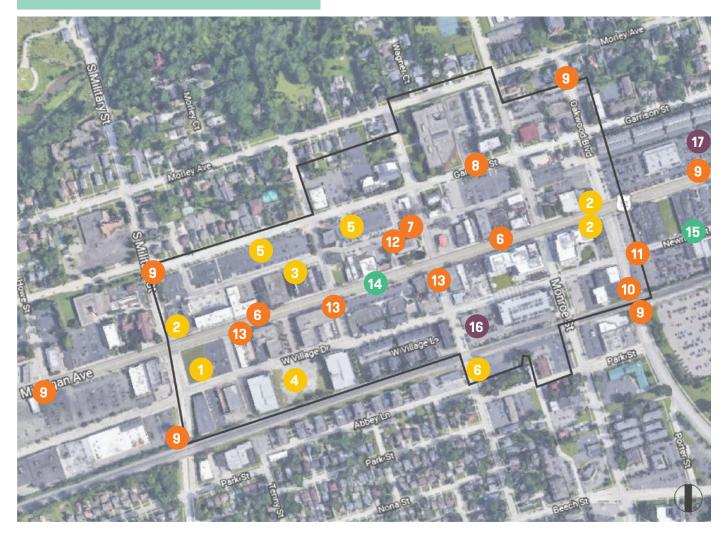








WEST PRIORITIES Toolkit in Action



West Downtown Vision

An entertainment destination In West Downtown Dearborn, historic charm meets the buzz of new restaurant and entertainment venues, gracious homes meet cosmopolitan lofts and condos, and new retail and office spaces add to the energizing mix. Just blocks from the activity of Michigan Avenue, parks and tree-lined streets as well as a scenic stretch of the Rouge River take the pace from revitalized to relaxing. A compact yet fullservice downtown for all seasons.

REDEVELOPMENT

- Infill Development: Bank-owned vacant lot
- Office / Retail / Residential Redevelopment
- 3 New Residential Development
- Infill Development land
- City-owned parking lots redevelopment potential

STREETSCAPE

- Michigan Avenue Streetscape/ Mid-block Crossing/New Lighting
- New Library Landscape / Parking
- Bike Sharrows
- Gateway Signage
- 10 Rail Overpass Art Project
- Public Art/Gateway Entry
- Mobility Hub
- South Connector Streetscape Improvement

TRANSPORTATION

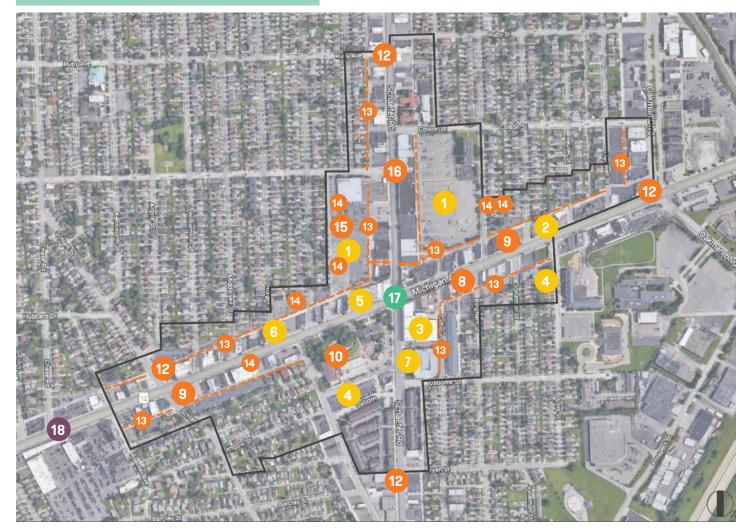
- Cavnue Autonomous Vehicle/ Transit Corridor
- 15 Living Street Design to Train Station

OTHER

- Farmers Market Shelter
- Expand DDA/TIF boundary east

EAST PRIORITIES

Toolkit in Action



East Downtown Vision

A hub for arts and culture Community-minded, creative and multicultural, Downtown East Dearborn is centered on several walkable blocks of Michigan Avenue extending both east and west from the Smithsonian-affiliated Arab American National Museum and the nationally recognized City Hall Artspace Lofts across the street. With art showings, galleries and events in City Hall Park such as each summer's free Jazz on the Ave concert series, Downtown East Dearborn's vision of arts and culture is catching on.

REDEVELOPMENT

- Redevelopment Site: Sustainable parking lot project)
- 2 Redevelopment Site: former
 Pizza Hut
- 3 Vacancy/Redevelop: Dearborn
 Town Center
- 4 Infill Development Site
- 5 Vacancy/Redevelop: Manufacturers Bank
- 6 13850 Commercial Building
 Redevelopment
- 7 Redevelopment Site: Mixed-Use

STREETSCAPE

- 8 Block Facade Design Study
- Potential New Pocket Park
- City Hall Park Redesign
- Streetscape/Road Diet/Mid-Block Crossing
- 12 Gateway Entry Signage
- Pedestrian improvements to the alleys
- 14 Parking Lots Improvements
- 15 Mobility Hub
- Schaefer Streetscape Improvements

TRANSPORTATION

17 Cavnue Autonomous Vehicle/ Transit Corridor

OTHER

Align DDA and TIF Boundary and expand west

DEARBORN 2040 Downtown Vision

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www.downtowndearborn.org info@downtowndearborn.org 313-943-3141







INNOVATIVE

From Henry Ford to today and beyond, Dearborn has been a magnet for people who want to do something different and make their ideas happen.

