

An aerial architectural rendering of a downtown city area. The scene shows a mix of multi-story brick and modern buildings, streets with cars, and green spaces. A prominent teal banner is overlaid in the center, containing the title. In the foreground, a red sign with a white arrow points left and says "FOOD HERE". A building in the lower center has a sign that says "SCHWARTZ 2017". To the right, a building has a sign for "Spark" and another says "HOUSE". A building in the middle ground has a sign that says "BOUNDLESS". A colorful, multi-colored path winds through the scene. The sky is a clear, light blue.

HIGHLAND PARK

DOWNTOWN STRATEGIC PLAN

FOOD HERE

SCHWARTZ 2017

Spark

HOUSE

BOUNDLESS

ACKNOWLEDGMENTS

TIFA BOARD

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STAKEHOLDERS & PROJECT PARTNERS

Mayor Hubert Yopp - Ex Officio

Yvette L. Robinson - Community & Economic Development

City of Highland Park

Residents

Business owners

Institutions and community groups

Wayne County

State of Michigan

APRIL 26, 2016



MKSK STUDIOS
Urban Design + Public Space

MKSK
mkskstudios.com

GIBBS
Retail Market Analysis

Gibbs
Planning Group
gibbsplanning.com

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BACKGROUND

WHAT WE'VE BEEN ASKED TO DO

The Tax Increment Finance Authority (TIFA) Board is an overseeing body of the Highland Park Tax Increment Finance (TIF) district. A TIF district is an economic development tool that captures increases in taxable property within a certain boundary from a certain base year and sends it to a separate account. The money collected is to be used for various projects, programs, and purchases to improve the overall vitality of the district. Many communities use these funds to operate façade improvement programs or special events in the district, to incentivize new development or purchase vacant properties for redevelopment, or to hire additional services (i.e. trash removal and snow plowing) for the district.

The TIFA Board is creating a Strategic Plan to map out what programs and projects they should be concentrating their efforts on. This will be a “Grand Vision” for downtown Highland Park. Through a six-month process, the team met with and interviewed local businesses, residents, and property owners to chart out an aspirational future for the area.

THE PROCESS AT A GLANCE

Understand current TIF assets

Document a snapshot of physical data, market data, and personal experiences

Uncover achievable possibilities and catalytic initiatives that improve amenities, quality of life, and wealth of Highland Park

Strengthen TIFA's capabilities

Create a strategy to pursue bigger aspirations and needs

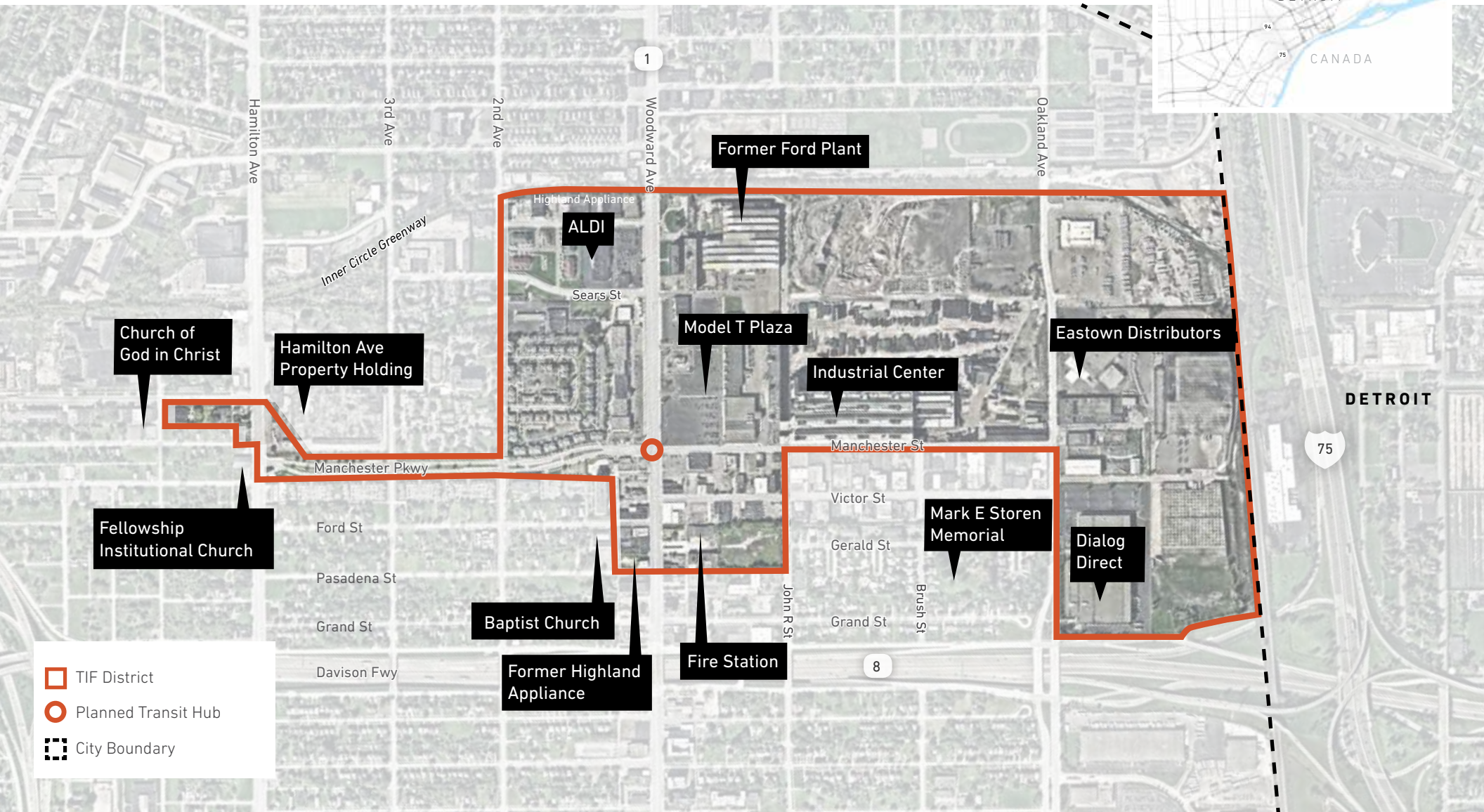
Components of the Plan:

- » A mission statement for the TIFA Board
- » A redevelopment strategy for the built environment in Downtown Highland Park
- » Drawings and diagrams of catalytic developments
- » A retail market snapshot
- » Programming recommendations that the TIFA Board may undertake to help the vision come to fruition



STUDY AREA

EXISTING CONDITIONS



Map of existing conditions.

**SECTION 1:
SUMMARY OF UNDERSTANDING**

LISTEN. SEE. LEARN.

The planning effort kicked off November 15, 2016 with a project leadership meeting to establish the over arching goals and structure for the Plan. A walking tour of the TIF district was also conducted. That set the stage for the first phase of the project in January of 2017 focused on understanding what is going on in and around Highland Park. The Understanding phase of the project entails:

- » Reviewing relevant and recent planning studies, reports, development projects, and capital improvements
- » Collecting, formatting, and assessing base information for the study area and its context
- » Understanding baseline demographic and retail real estate market data
- » Interviews with individuals, stakeholders, focus groups, and elected leaders
- » Web-based survey about how people use and interact Highland Park's downtown
- » Walking tour of key TIF district properties
- » Evaluating Highland Park relative to its competing commercial centers
- » Establishing the broad vision, mission, and action items for Highland Park to pursue over the next 2, 5 and 10 years



WHAT WE LEARNED

What follows is a summary of what was learned in the first phase of the Plan. The core components of this summary are:

1. A map of the **Study Area** that describes the existing conditions in the focus area of the Plan and its Woodward Avenue context.
2. A summary of the current **TIFA-controlled properties**.
3. A **retail market snapshot** describing what is going on in Highland Park's retail economy, its demographic forces that affect the trendline in its economy, and preliminary recommendations about the city's opportunities for growth.
4. A **Vision** for what Highland Park will be in five or ten years.
5. A **Mission** for what this Plan should accomplish.
6. **Principles** for how TIFA and its partners will implement the Plan.

Additional mapping, studies, and references are included in the Appendix of Supporting Materials.



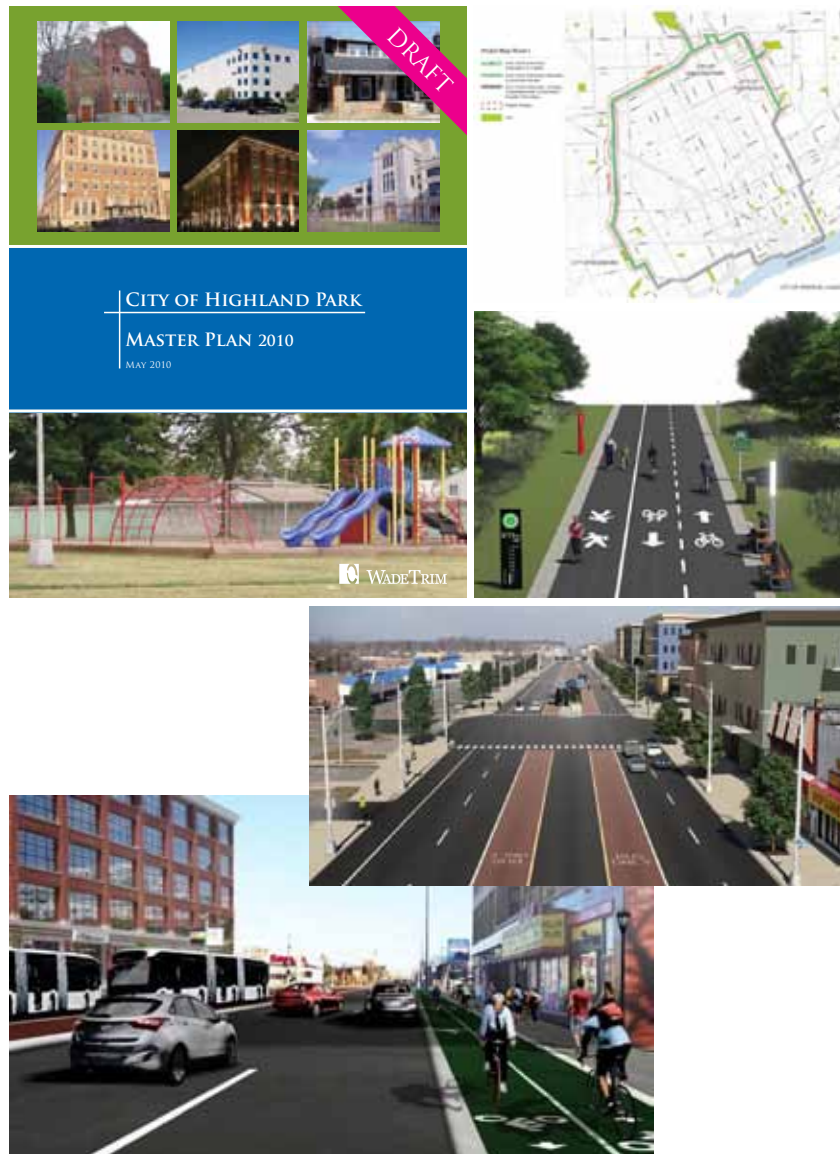
CONTEXT: WOODWARD AVENUE



TIFA - OWNED PROPERTIES



RECENT PLANNING EFFORTS



Highland Park has been the subject of several recent planning efforts, each of which have components that include the TIFA district geography. In 2010, the City completed a citywide Master Planning effort and in 2014 the Woodward Avenue Action Association released their Complete Streets Plan for the Woodward corridor from Downtown Detroit to Pontiac traveling through Highland Park. The Detroit Greenways Coalition has been planning and building the Inner Circle Greenway which will traverse Highland Park at the Rail viaduct over Woodward Avenue.

Highland Park Master Plan

The Highland Park Master Plan emphasizes bolstering the Woodward Avenue corridor as the City's "Main Street" and continuing to promote new development in this area. It also calls for Hamilton Avenue to be redeveloped as a mixed use district. A goal from this plan is to have an organized body like the TIFA Board help execute the plan.

Woodward Ave Complete Streets Plan

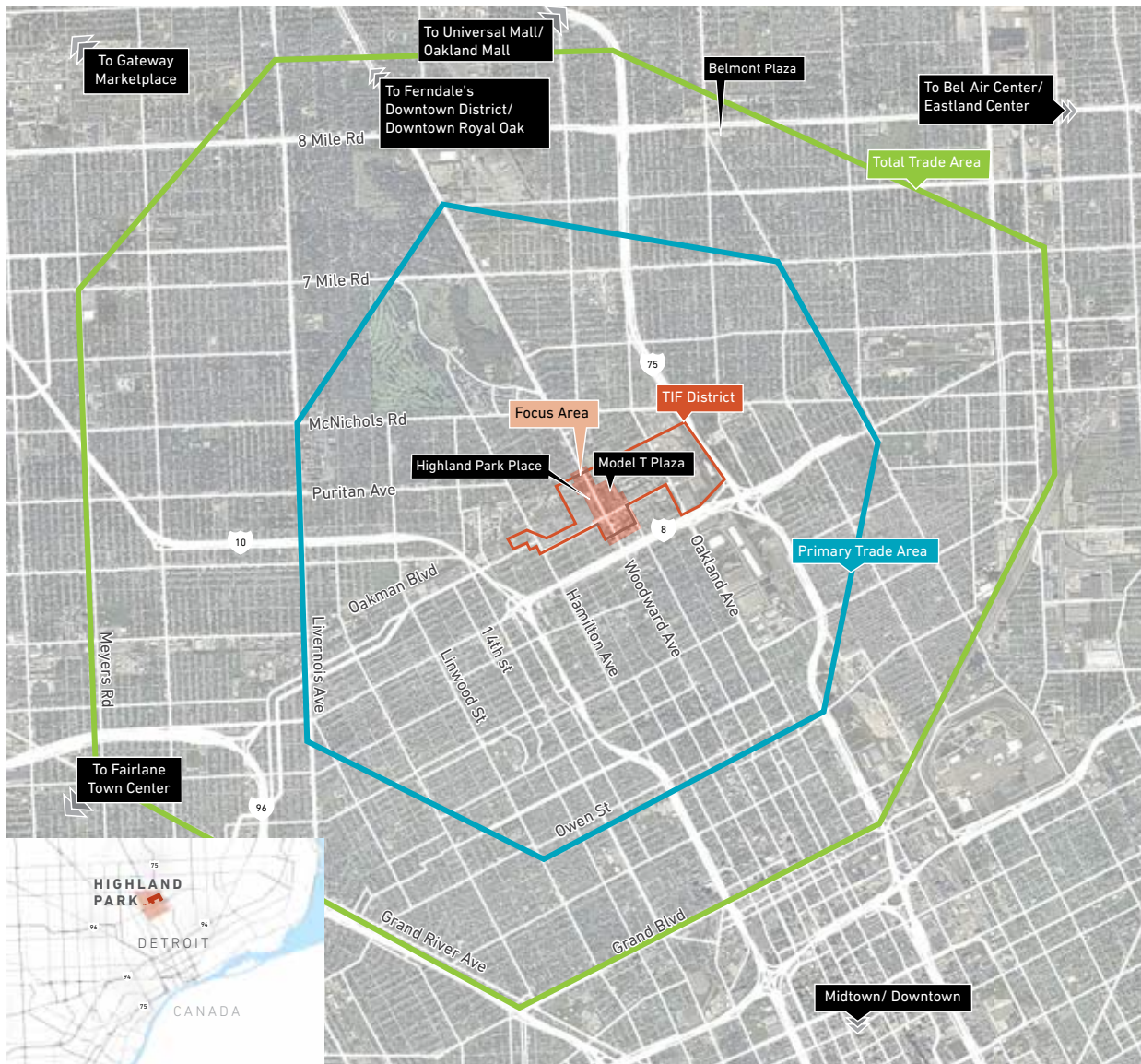
The Woodward Avenue Complete Streets Plan seeks to create a more walkable, bikeable and transit friendly environment. The plan calls for two-way cycle tracks, dedicated transit lanes, and more street amenities like crosswalks and street trees. A center island transit stop is recommended at Manchester and Woodward.

Inner Circle Greenway Plan

The Inner Circle Greenway is a 26-mile non-motorized pathway encircling Detroit and connecting the cities of Hamtramck, Highland Park and Dearborn. The portion through Highland Park is planned to travel along the Conrail railway past the former Ford Model T Plant and over Woodward Avenue. The Greenway is a multiuse path with amenities for running, walking, biking and general park use.

RETAIL MARKET ANALYSIS | TRADE AREA SNAPSHOT

DEMOGRAPHIC COMPARISON



	PRIMARY TRADE AREA	TOTAL TRADE AREA	WAYNE COUNTY	STATE OF MICHIGAN
Total Population [2017]	67,200	189,700	1,747,500	9,954,600
Total Population [2022]	63,900	182,100	1,695,600	10,067,300
Annual Population Growth Rate [2017-2022]	-1.00%	-0.81%	-0.60%	0.23%
Total Households [2017]	26,600	72,800	681,200	3,921,100
Total Households [2022]	25,400	70,100	664,000	3,975,700
Annual Household Growth Rate [2017-2022]	-0.92%	-0.75%	-0.51%	0.28%
Average Household Size	2.44	2.53	2.53	2.48
Average Household Income [2017]	\$36,000	\$39,300	\$60,500	\$68,100
Average Household Income [2020]	\$38,200	\$42,200	\$66,000	\$75,000
Median Household Income [2017]	\$24,600	\$27,000	\$42,600	\$50,700
Median Household Income [2020]	\$25,100	\$27,000	\$48,900	\$56,700
% Household Income >\$75,000	10.9%	13.1%	27.9%	32.5%
% Bachelor's Degree	8.9%	8.9%	13.8%	16.8%
% Graduate Professional Degree	7.0%	7.0%	9.3%	11.1%
Median Age	38.1	37.1	38.4	39.9

Map of demographic comparison for trade area within Highland Park

RETAIL MARKET ANALYSIS | TRADE AREAS SNAPSHOT

2017 & 2022 SUPPORTABLE RETAILERS

Retail Category	Estimated Supportable SF	2017 Sales/SF	2017 Estimated Retail Sales	2022 Sales/SF	2022 Estimated Retail Sales	No. of Stores
Apparel Stores	3,670	\$190	\$697,300	\$200	\$734,000	1 - 2
Department Store Merchandise	20,790	\$185	\$3,846,150	\$195	\$4,054,050	4 - 5
Electronics & Appliance Stores	4,530	\$295	\$1,336,350	\$310	\$1,404,300	1 - 2
Florists	1,120	\$180	\$201,600	\$190	\$212,800	1
Furniture Stores	3,010	\$215	\$647,150	\$225	\$677,250	1
General Merchandise Stores	11,460	\$180	\$2,062,800	\$190	\$2,177,400	3 - 4
Grocery Stores	26,090	\$320	\$8,348,800	\$335	\$8,740,150	1
Hardware	6,080	\$190	\$1,155,200	\$200	\$1,216,000	1 - 2
Home Furnishings Stores	2,190	\$200	\$438,000	\$210	\$459,900	1
Jewelry Stores	1,330	\$325	\$432,250	\$340	\$452,200	1
Lawn & Garden Supply Stores	1,380	\$185	\$255,300	\$195	\$269,100	1
Miscellaneous Store Retailers	5,050	\$185	\$934,250	\$195	\$984,750	2 - 3
Office Supplies & Gift Stores	1,200	\$215	\$258,000	\$225	\$270,000	1
Sporting Goods & Hobby Stores	5,200	\$225	\$1,170,000	\$235	\$1,222,000	1 - 2
Retailer Totals	93,100	\$221	\$21,783,150	\$232	\$22,873,900	20 - 27

RETAIL MARKET ANALYSIS | TRADE AREAS SNAPSHOT

2017 & 2022 SUPPORTABLE RESTAURANTS

Retail Category	Estimated Supportable SF	2017 Sales/SF	2017 Estimated Retail Sales	2022 Sales/SF	2022 Estimated Retail Sales	No. of Stores
Restaurants						
Bars, Breweries & Pubs	2,290	\$285	\$652,650	\$300	\$687,000	1
Full-Service Restaurants	6,670	\$285	\$1,900,950	\$300	\$2,001,000	1 - 2
Limited-Service Eating Places	6,600	\$265	\$1,749,000	\$280	\$1,848,000	2 - 3
Special Food Services	2,040	\$250	\$510,000	\$265	\$540,600	1 - 2
Restaurant Totals	17,600	\$271	\$4,812,600	\$286	\$5,076,600	5 - 8



RETAIL MARKET ANALYSIS | TRADE AREAS SNAPSHOT

2017 & 2022 TOTAL ADDITIONAL SUPPORTABLE RETAIL & RESTAURANTS

Retail Category	Estimated Supportable SF	2017 Sales/SF	2017 Estimated Retail Sales	2022 Sales/SF	2022 Estimated Retail Sales	No. of Stores
Retailers						
Apparel Stores	3,670	\$190	\$697,300	\$200	\$734,000	1 - 2
Department Store Merchandise	20,790	\$185	\$3,846,150	\$195	\$4,054,050	4 - 5
Electronics & Appliance Stores	4,530	\$295	\$1,336,350	\$310	\$1,404,300	1 - 2
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Special Food Services	2,040	\$250	\$510,000	\$265	\$540,600	1 - 2
Restaurant Totals	17,600	\$271	\$4,812,600	\$286	\$5,076,600	5 8
Retailer & Restaurant Totals	110,700	\$232	\$26,595,750	\$244	\$27,950,500	25 35

2017 SUPPORTABLE RETAIL

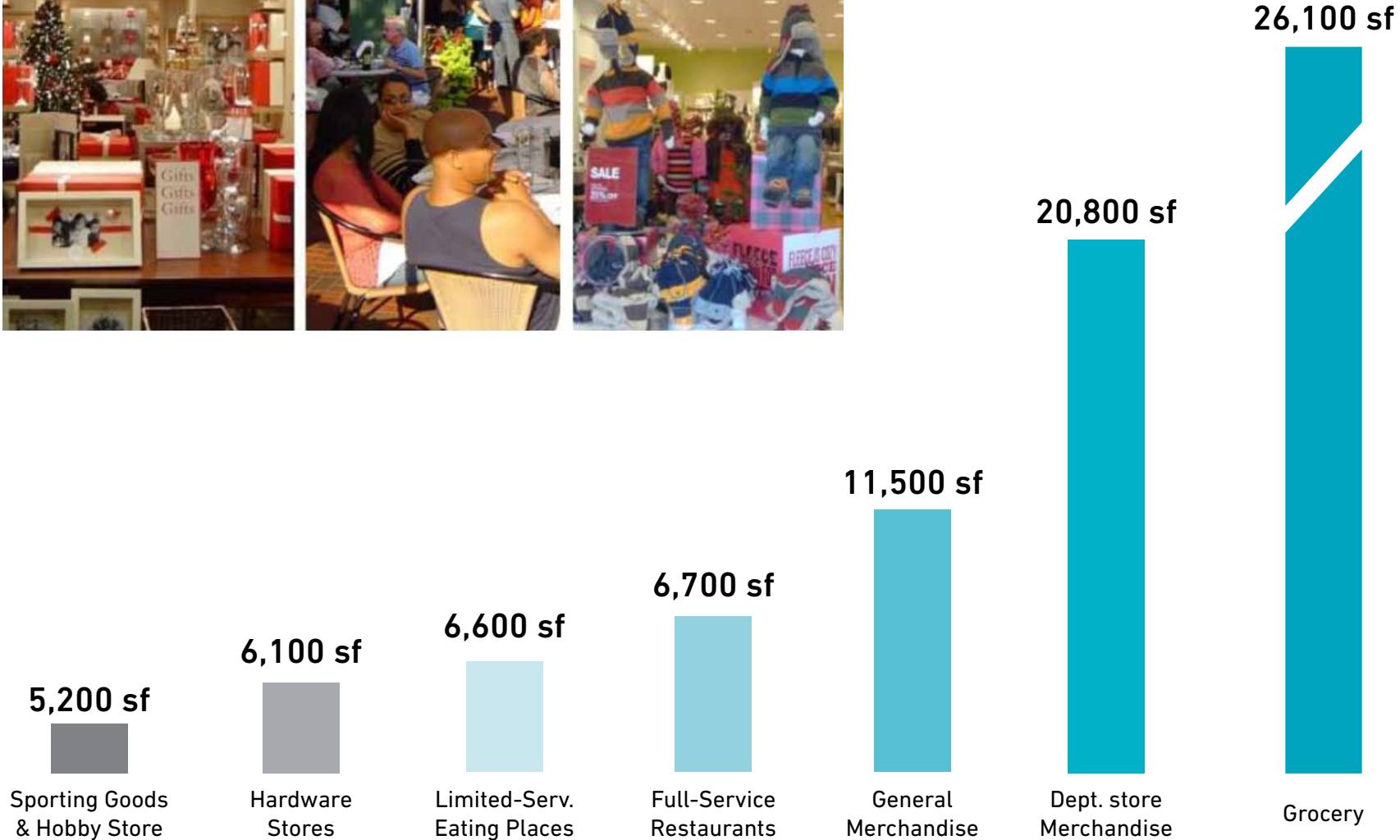
110,700 (SF) - \$26.6 MILLION IN SALES | 25 – 35 STORES



Images of retailers

RETAIL FINDINGS | SUPPORTABLE RETAIL BY 2022

\$28 MILLION IN SALES



RETAIL TAKE-AWAYS

This study finds that the Highland Park study area has an existing statistical market demand for up to 110,700 square feet (sf) of new retail development producing up to \$26.6 million in sales. By 2022, this demand will likely generate up to \$28 million in gross sales. The full report is available in the Appendix.

Please find below a summary of the 2017 supportable retail:

26,100	sf	Grocery Stores
20,800	sf	Department Store Merchandise
11,500	sf	General Merchandise Stores
8,600	sf	Miscellaneous Store Retailers
6,700	sf	Full-Service Restaurants
6,600	sf	Limited Service Eating Places
6,100	sf	Hardware
5,200	sf	Sporting Goods & Hobby Stores
4,500	sf	Electronics & Appliance Stores
3,700	sf	Apparel Stores
3,000	sf	Furniture Stores
2,300	sf	Bars, Breweries & Pubs
2,200	sf	Home Furnishings Stores
2,000	sf	Special Food Services
1,400	sf	Lawn & Garden Supplies
110,700	sf	Potential Total Additional Supportable Retail



VISION

WHAT WILL HIGHLAND PARK LOOK LIKE IN 5 YEARS?

- » Highland Park will be a distinct place with activity and investment along and just off of Woodward Avenue.
- » Highland Park will maximize the value created by the intersection of the Greenway and Woodward Avenue.
- » Highland Park will capitalize on its proximity to downtown Detroit, Midtown, Wayne State, New Center, Ferndale, Royal Oak, Livernois, and all of the region's expressways.
- » Highland Park will be a safe and enjoyable place to walk.
- » Highland Park will be a community of choice for living, working, learning, and playing.
- » Highland Park will expand its tax base to minimize fee increases and grow the number of municipal services can offer

"I know where we've been. Where are we going?"

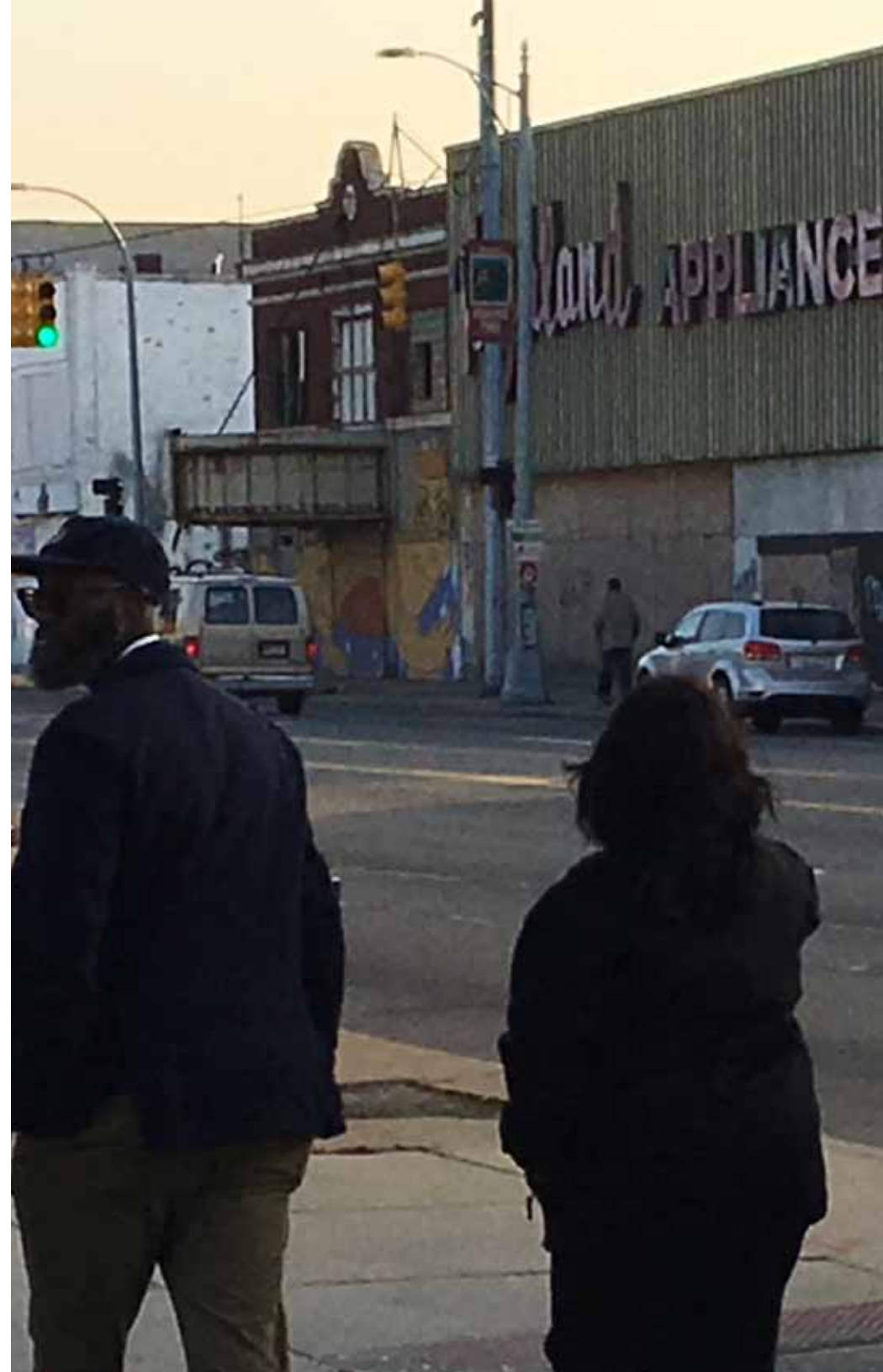
- Mayor Yopp



MISSION

WHAT SHOULD THE PLAN DO?

- » Our Strategic Development Plan (the “Plan”) will provide recommendations for TIF District development, public space, infrastructure, and programming.
- » The Plan will create a common and accessible platform for community engagement that drives programming, public investments, and the welcoming of new ideas and people while celebrating what makes Highland Park special.
- » The Plan will bolster TIFA operations to achieve the outcomes in the Plan.



PRINCIPLES

WHAT WILL WE DO TO ACHIEVE OUR VISION?

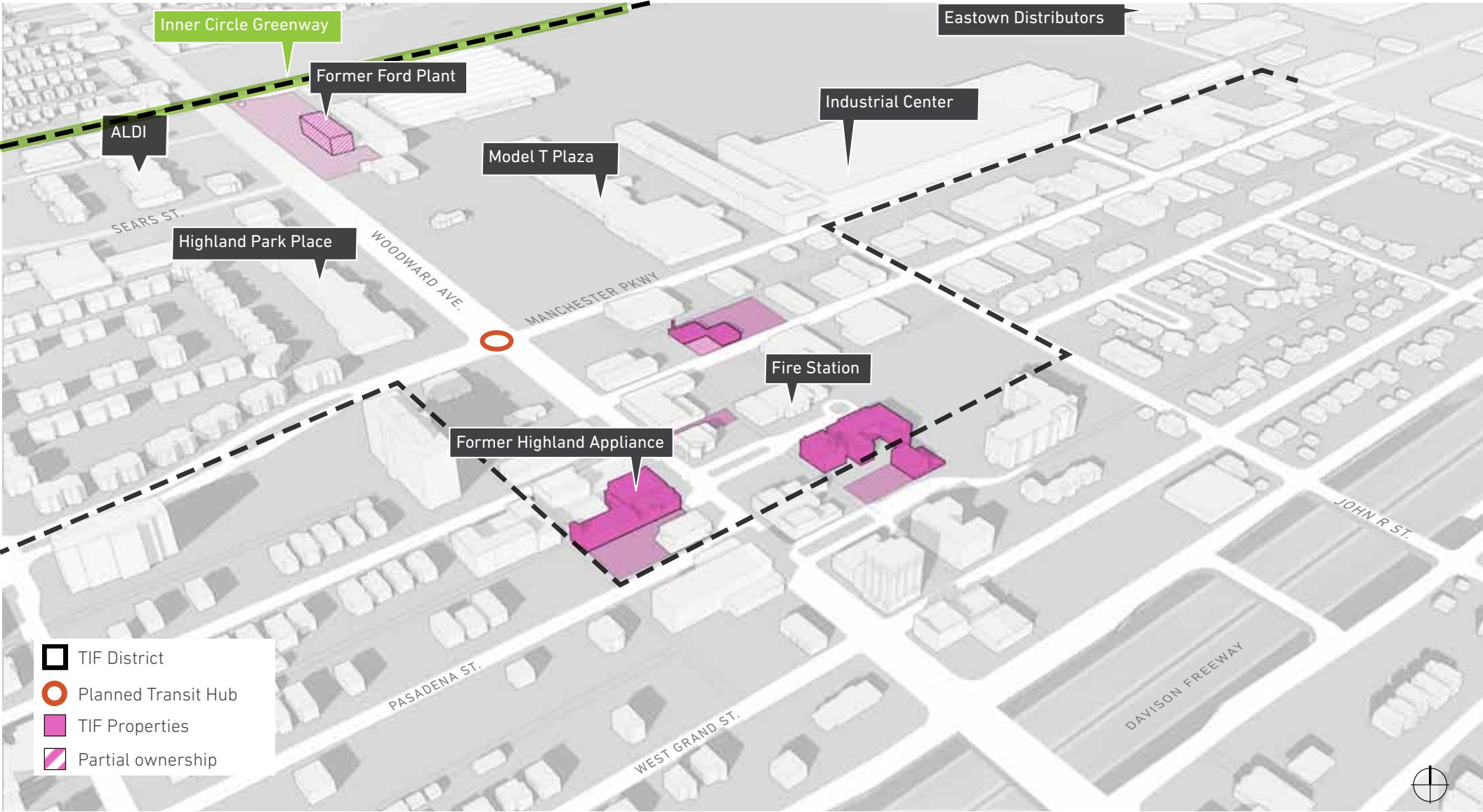
- » We will tell an authentic and proud Highland Park story.
- » We will foster more common spaces where families and friends can spend time together.
- » We will actively recruit amenities, programming, and residences that power an active and vibrant civic core.
- » We will support small entrepreneurs who create jobs and improve the quality of life.
- » We will connect Highland Park residents to all of it's history, its future, and its culture.
- » We will make pedestrian safety, not vehicular throughput or speed, the top priority.
- » We will prioritize the adaptive reuse of existing structures and thoughtfully add new ones.
- » We will right-size regulations to ensure that they are delivering what we want.
- » We will provide professional development services and resources to attract and collaborate with potential development partners.
- » We will improve Highland Park's competitiveness for grants, loans, and other development tools.



SECTION 2: ACTION ITEMS

EXISTING CONDITIONS

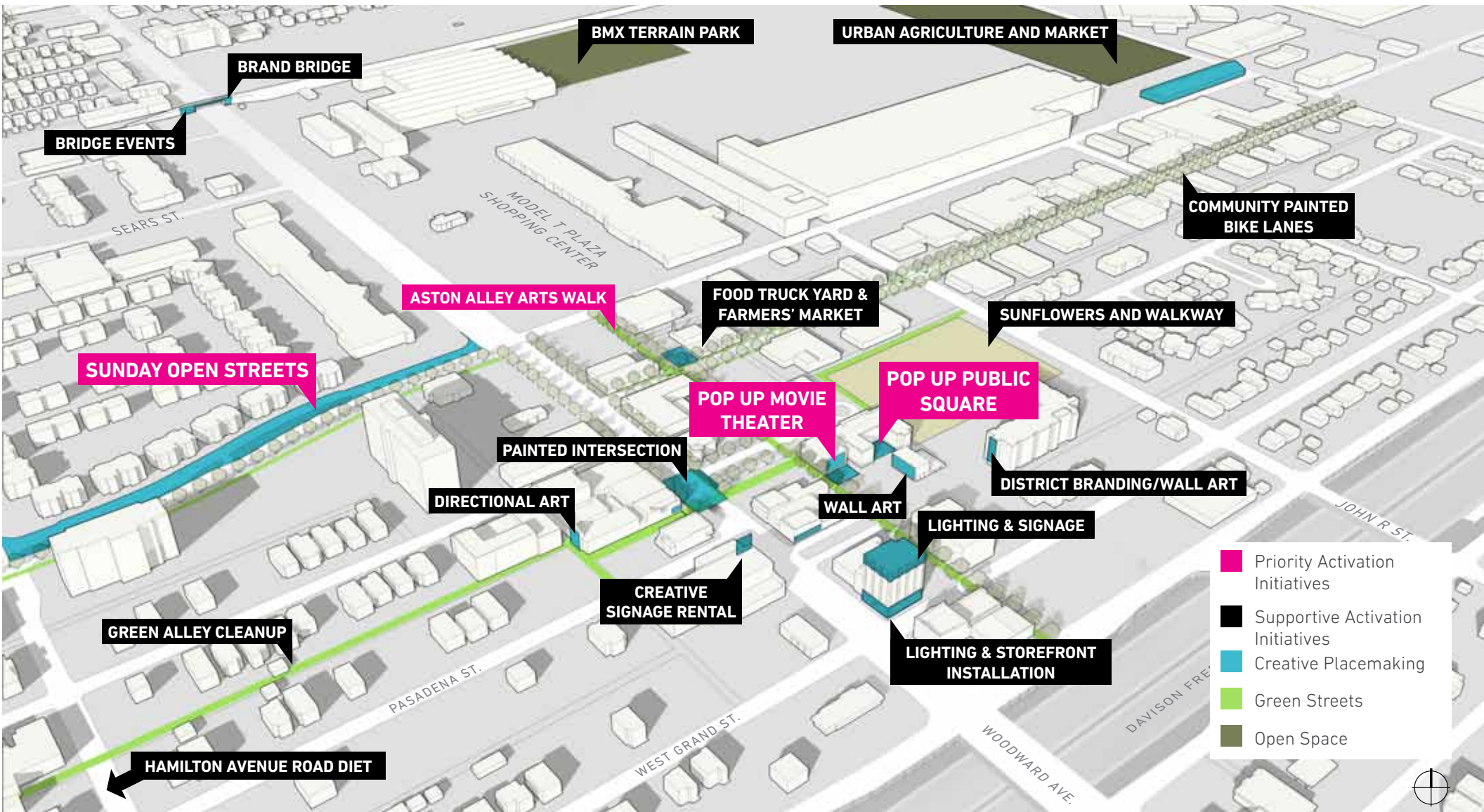
TIFA - OWNED PROPERTIES



Map of existing conditions for TIFA owned properties

0 - 2 YEARS

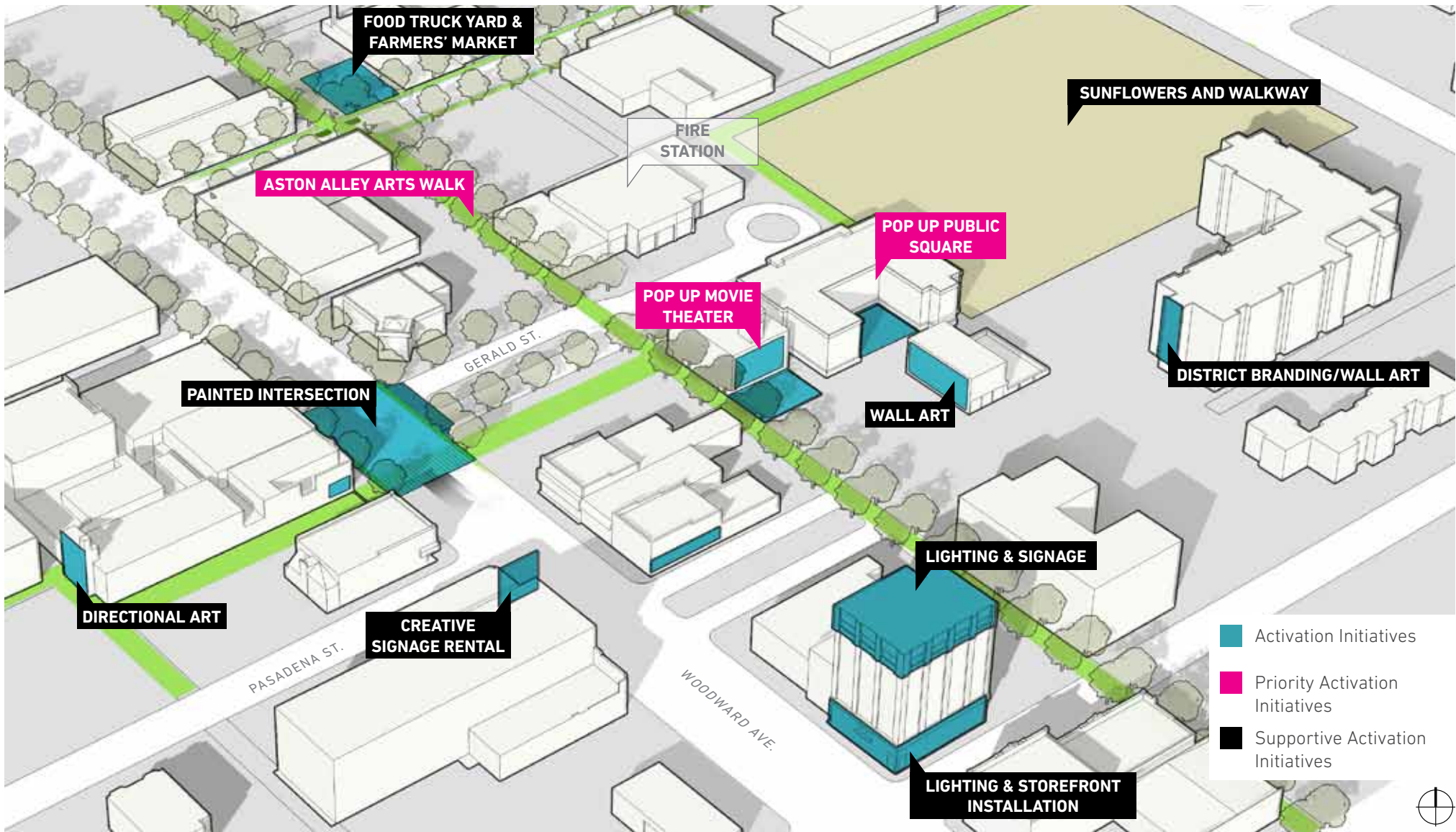
ORGANIZE AND ACTIVATE



Map of Activation Incentives for the next zero to two years

0 - 2 YEARS | ACTIVATION FOCUS

ORGANIZE AND ACTIVATE



Map of Activation Focus for the next zero to two years

0 - 2 YEARS

ORGANIZE AND ACTIVATE



COMMUNITY-PAINTED BIKE LANES



STREET ART ALLEY



MURALS



POPUP SIGNAGE



POPUP MOVIE THEATER



POPUP PUBLIC SQUARE



FOOD TRUCK RALLY



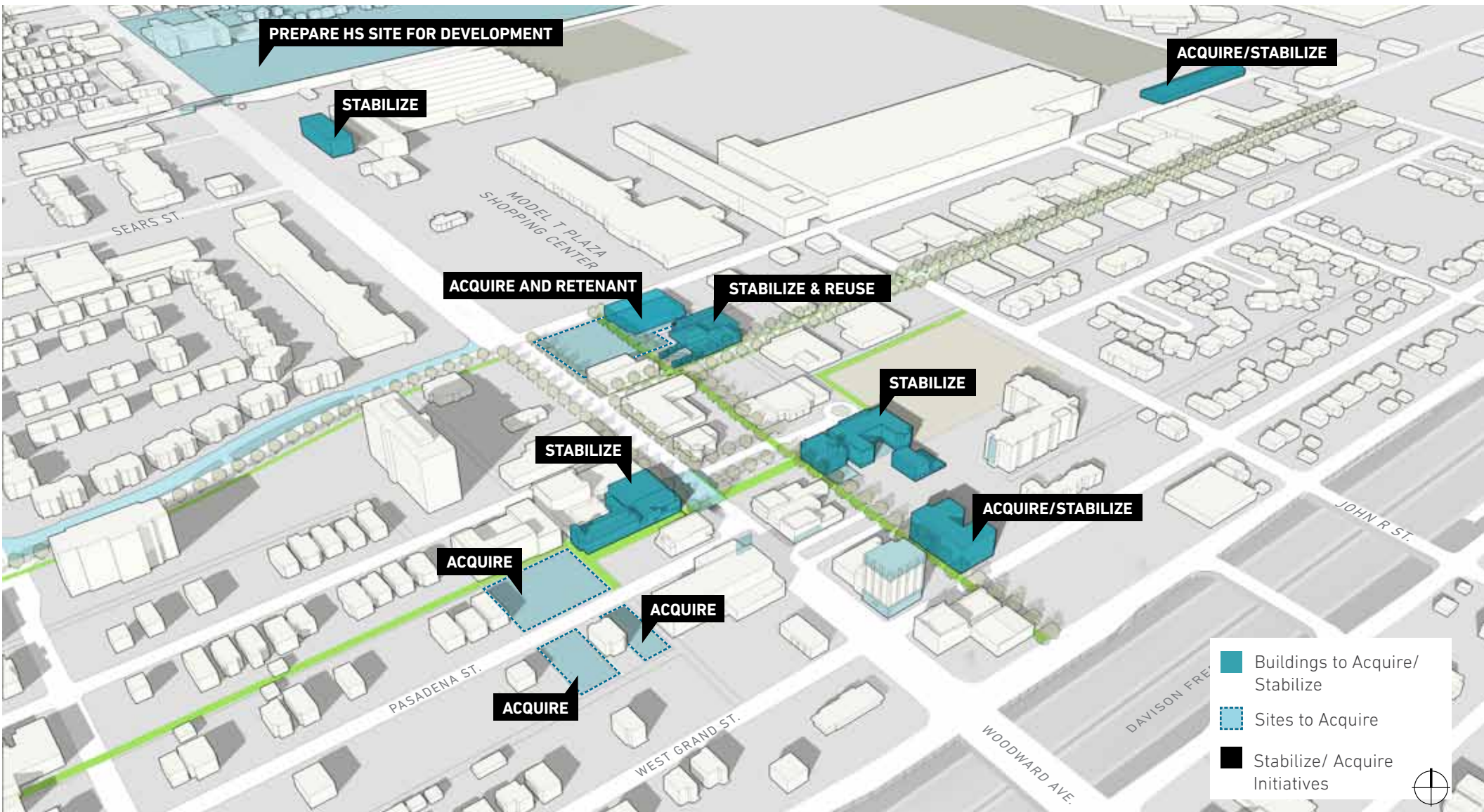
POPUP PUBLIC SQUARE



POPUP FOOD COURT

0 - 2 YEARS

STABILIZE AND ACQUIRE



Map of buildings that will be acquired/stabilized in the next zero to two years

0 - 2 YEARS

STABILIZE AND ACQUIRE

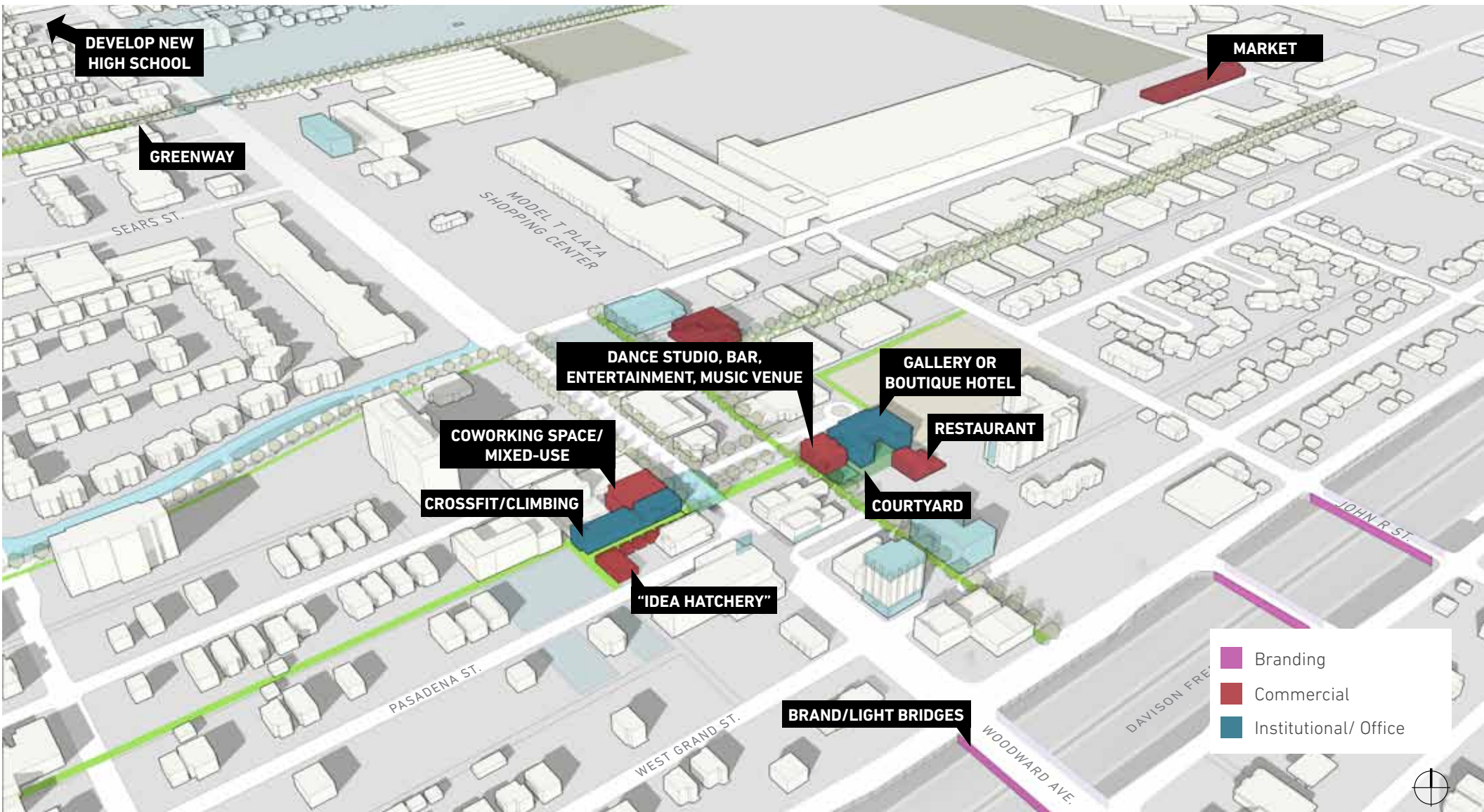


The TIFA owns and maintains several buildings and properties that are strategic assets for the reinvestment in Highland Park. Other properties within the district are of similar importance but outside the control of the TIFA and should be acquired for later reuse. Both the properties that TIFA owns and the ones that they should bring under control (either City or TIFA) need to be stabilized and protected against additional deterioration. Environmental analysis and changes to zoning or other policies may also be required to attract development.

As part of this effort, the investment in 25 Victor Street as an early phase anchor should be pursued as an initial development for the district. This may be the initial step of a larger strategy to effectively market properties and recruit development partners.

2 - 5 YEARS

RECRUIT & ANCHOR



2 - 5 YEARS

RECRUIT & ANCHOR



OUTDOOR CLIMBING WALL AND FITNESS CENTER



SMALL BUSINESS INCUBATION ("IDEA HATCHERY")



CULTURAL BRIDGE WALL



ENTREPRENEURSHIP CENTER AND COWORKING SPACE



SMALL BUSINESS INCUBATION

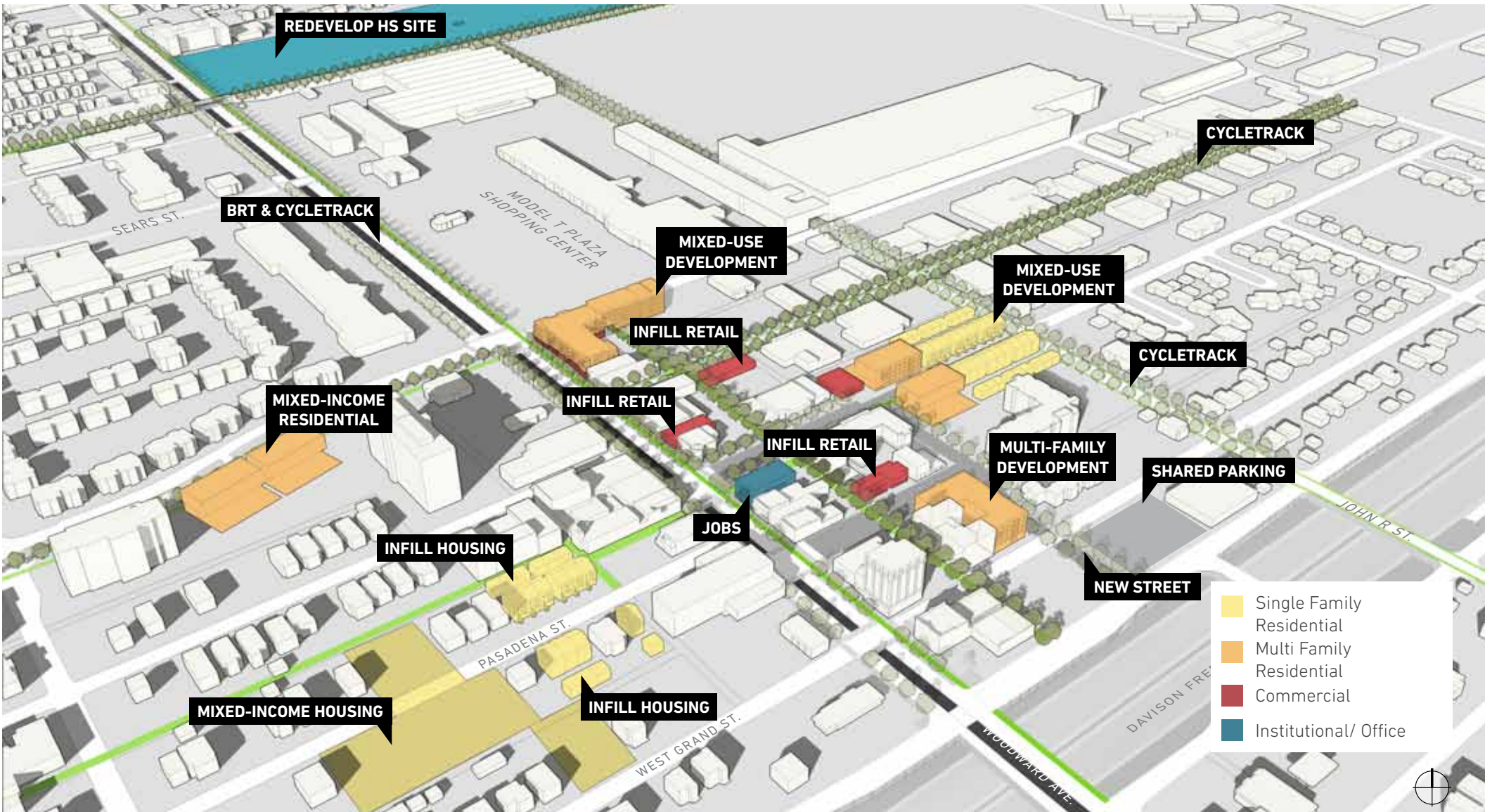
Initial investments in the TIFA organization, activation, acquisition, and stabilization will allow targeted recruitment of permanent anchors in the district. These actions will also coincide with the rebranding and missioning of the TIFA to further strengthen its position to attract and invest in these anchors.

The targeted recruitment will be focused around the intersection of Gerald Street and Woodward Ave. At this time, several of the initial popup activation may lead to a restaurant, a music and dance venue, the potential for an arts-based studio or gallery, a mixed-use coworking space in the Highland Appliance Building, and a fitness center/climbing wall in the former theater. As permanent bricks-and-mortar investment is being made, entrepreneurial opportunities can be expanded through small temporary retail structures that can be clustered to create a destination market to incubate new, small companies.

This stage of development will also focus on the gateways to the district. The most prominent one will be the Greenway over Woodward on the districts northern edge. The Davison bridges are another opportunity for creative wayfinding and gateways in line with the districts brand identity.

5 - 10 YEARS

GROW



Areas that will be grown in the next five to ten years

5 - 10 YEARS

GROW



NEW RETAIL AND SERVICES



IMPROVED MULTI-MODAL INFRASTRUCTURE



MIX OF RESIDENTIAL OPTIONS



FAMILY AND SMALL HOUSEHOLD HOUSING



MIX OF NEW AND ADAPTIVE REUSE

After five years of activating, testing the market, securing and stabilizing buildings, and bringing in key amenities, the district will have created its own center of gravity sufficient enough to attract sustained investment in mixed-income housing, commercial and social services, and a quality of life that will be attractive to employers.

The 5-10 year strategy entails strengthening the core through the adaptive reuse of buildings for housing and new construction of town houses, apartments, and small infill retail. The housing should be attainable to a wide range of income levels, with particular focus on attracting workforce and middle class households.

This time horizon will also experience upgrades to infrastructure, the most notable being the remaking of Woodward Avenue as a multi-modal regional connector.

THE FUTURE



Map of the future growth

EXISTING

The Jackie Wilson Block



0 - 2 YEARS

The Jackie Wilson Block



THE JACKIE WILSON BLOCK



EXISTING

VICTOR STREET



0 - 2 YEARS

VICTOR STREET



Image of Victor Street in the next zero to two years

THE VISION

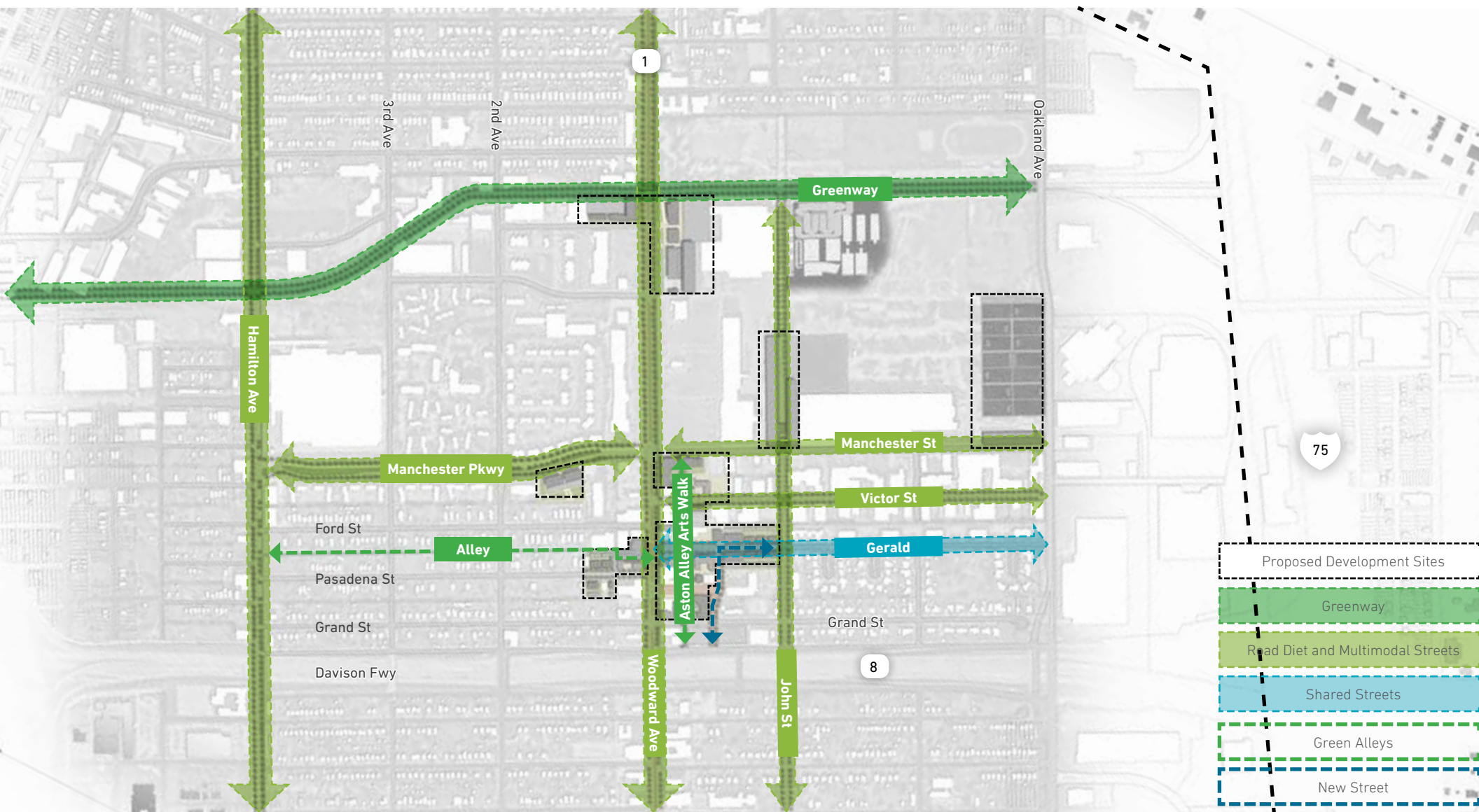
VICTOR STREET



Final image of the vision of Victor Street

SECTION 3: STREET RECOMMENDATIONS

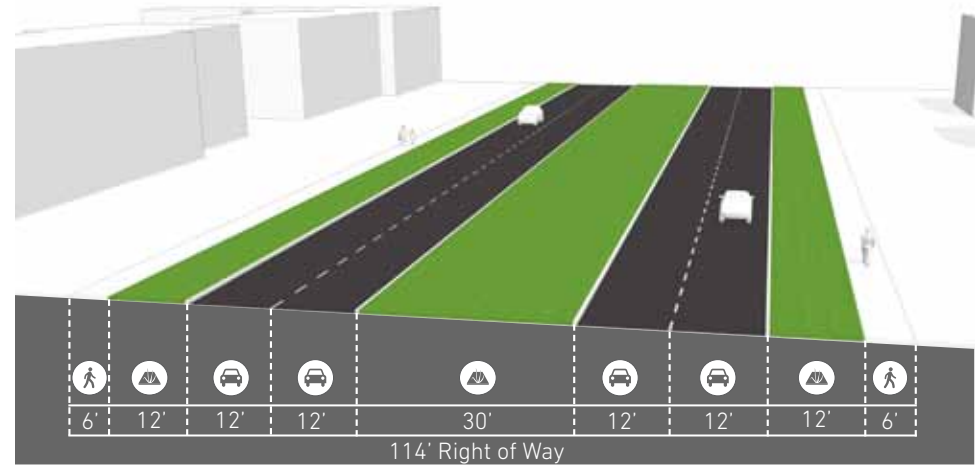
PROPOSED STREET NETWORK



MANCHESTER PARKWAY

SUNDAY "OPEN STREETS" ACTIVATION TO CAPITALIZE ON UNDER-USED RIGHT-OF-WAY

BEFORE



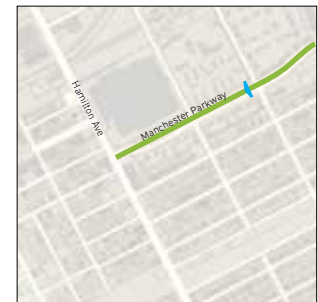
AFTER



BUILT TO ACCOMMODATE: 31,000 ADT

CURRENT ADT: 3,700

An "Open Street" configuration with a linear park on one side of the median should be tested for a future permanent solution. The north side (due to fewer access points), can be closed off on Saturdays and Sundays to be used for park activities such as youth basketball, bike riding, family barbecues, food trucks, and community events

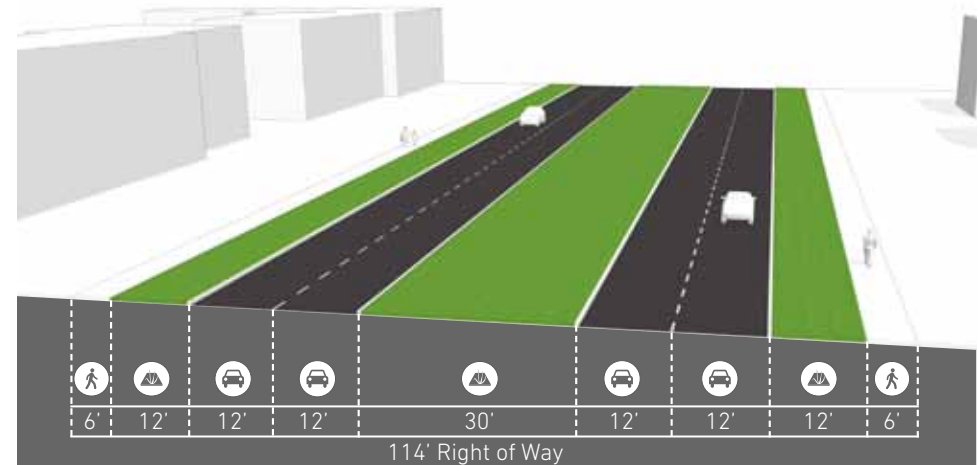


Images of proposed Manchester Parkway

MANCHESTER PARKWAY

PERMANENTLY REDUCE TRAVEL WAY AND
ADD MULTI-USE PATH

BEFORE



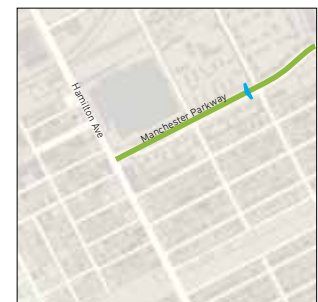
AFTER



BUILT TO ACCOMMODATE: 31,000 ADT

CURRENT ADT: 3,700

Should traffic remain consistent and the "open street" concept become a success, the City may consider a permanent linear park installation. This would require resigning and restriping the south side of the median to operate as a two-way street and adding a multi-use path on the street's south side.



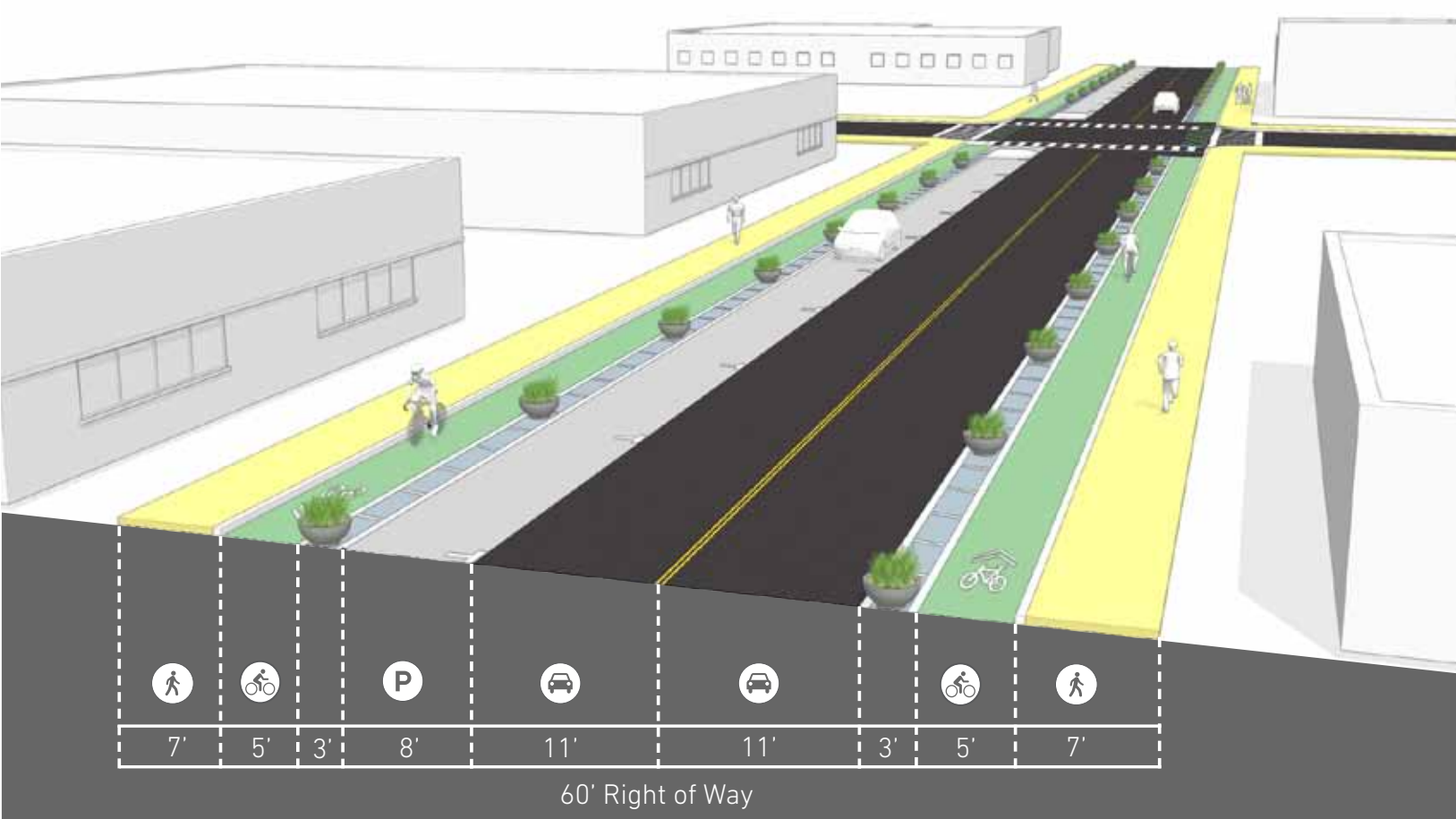
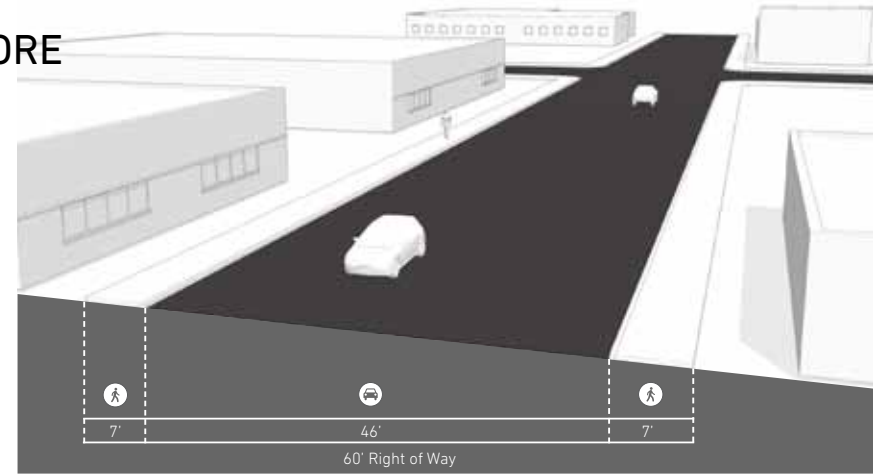
Images of proposed Manchester Parkway

VICTOR STREET

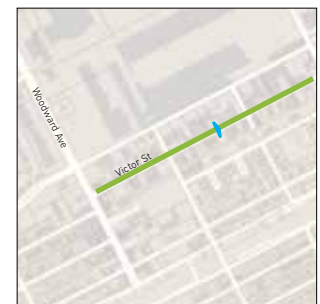
ADD BICYCLE INFRASTRUCTURE

AFTER

BEFORE



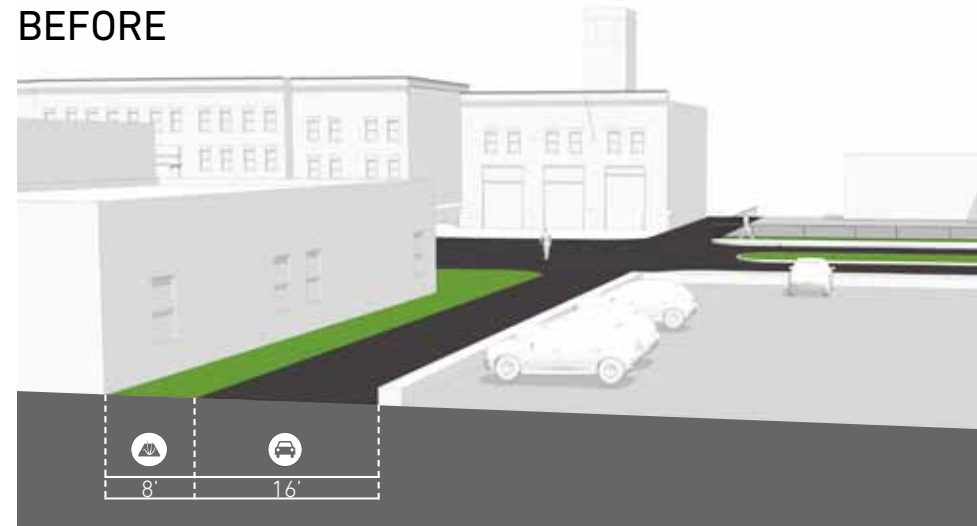
Victor should be envisioned as a "Main Street" walkable corridor. The area is currently dense with local businesses and employers. The street scene should encourage walking to lunch, socializing and better access to the heart of the district. Bike lanes, narrower travel lanes and on-street parking will slow traffic down and make it a more enjoyable place to be outdoors while maintaining the necessary parking and servicing of local businesses along the street.



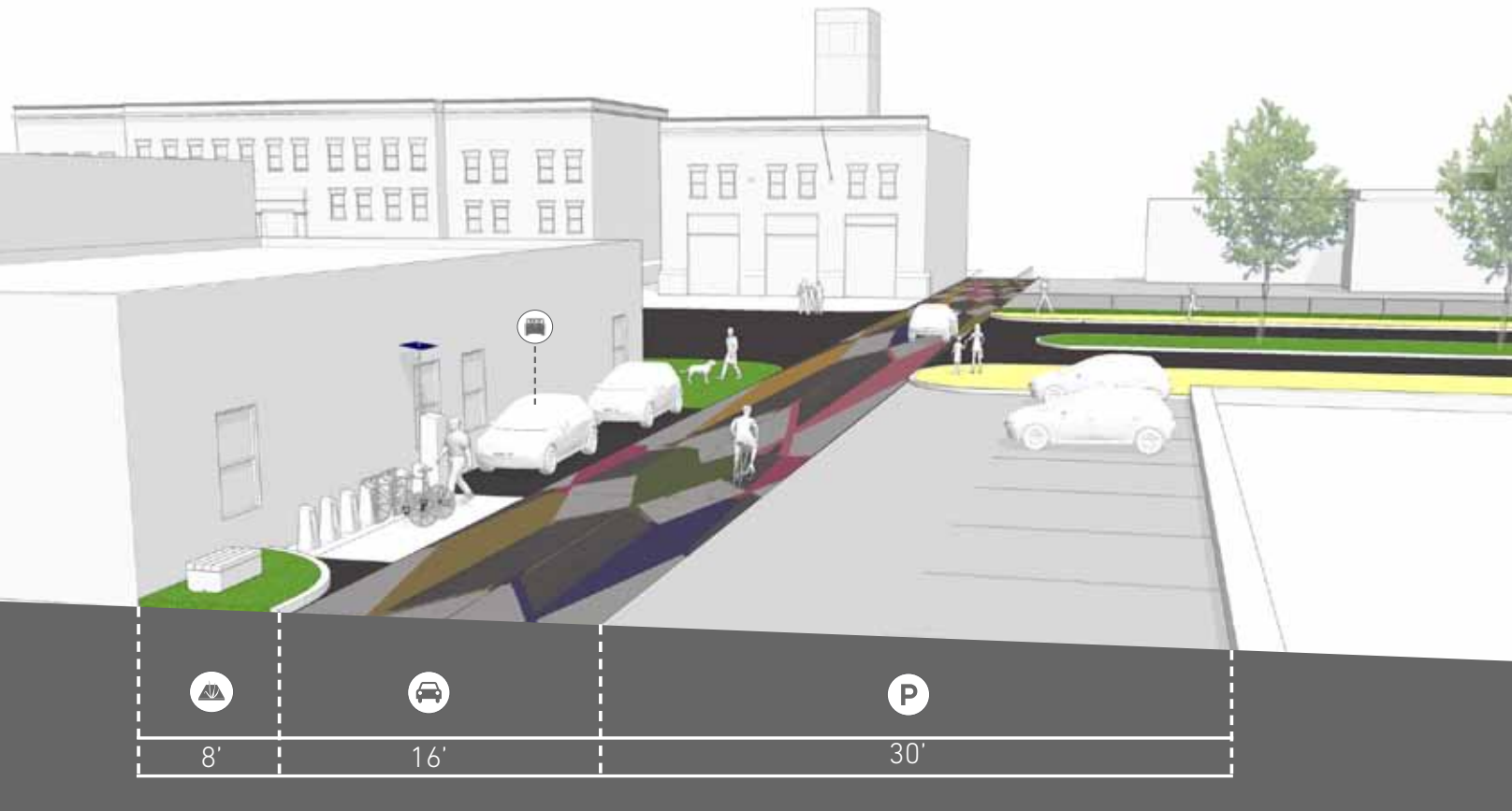
ASTON ALLEY ARTS WALK

CONNECT FUTURE AMENITIES ON A VIBRANT WALK

BEFORE

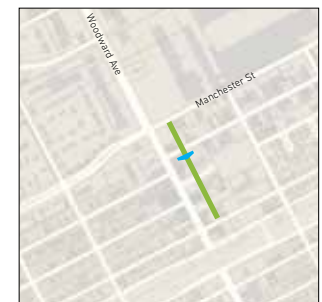


AFTER



Highland Park has a wealth of alleys that can work as connections throughout the downtown. These alleys should be cleaned up and used as opportunities to display art and work as social spaces for patrons.

These spaces, in addition to pedestrian connections and green spaces, can also be shared to serve as access to parking, ride share queues, and bicycle parking.



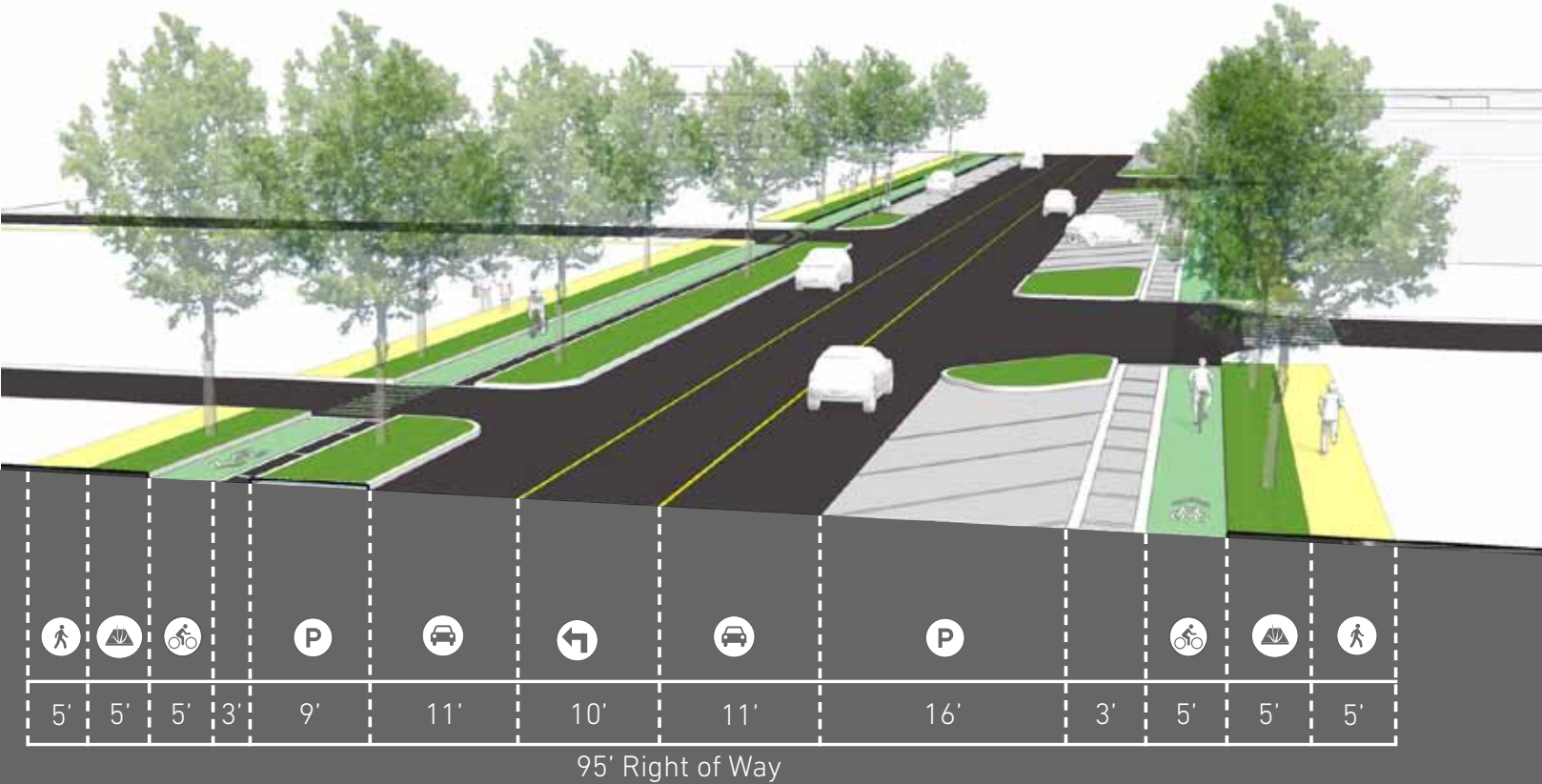
HAMILTON AVENUE

ROAD DIET

BEFORE



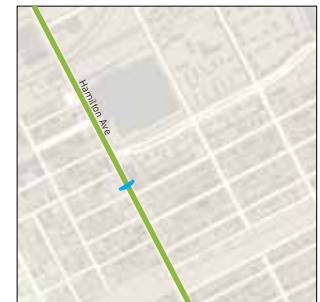
AFTER



Built to Accommodate: 31,000 ADT

Current ADT: 7,800

Hamilton Avenue was once a bustling commercial corridor known as Antique Alley for the number of antique stores located there. It is a major north/south connector and a known bike route due to its low vehicle volume. The roadway should be reconfigured to enhance the biking atmosphere, connect to the Woodward corridor and plan for future business and residential redevelopment along Hamilton.

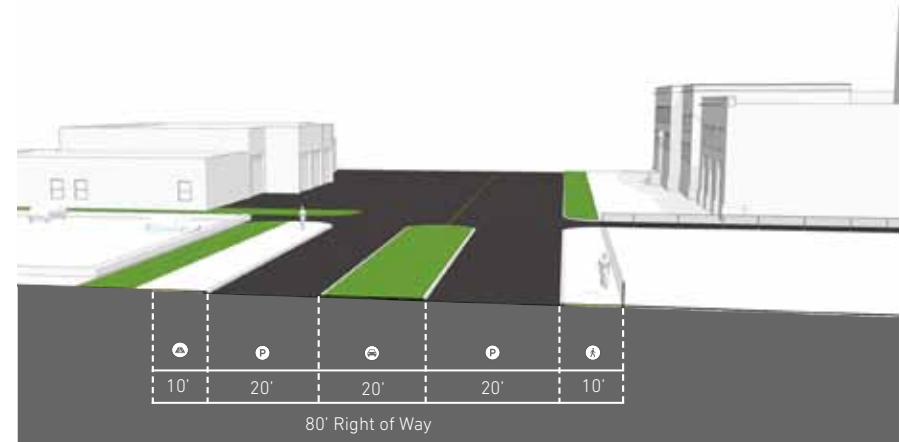


Images of Hamilton Avenue

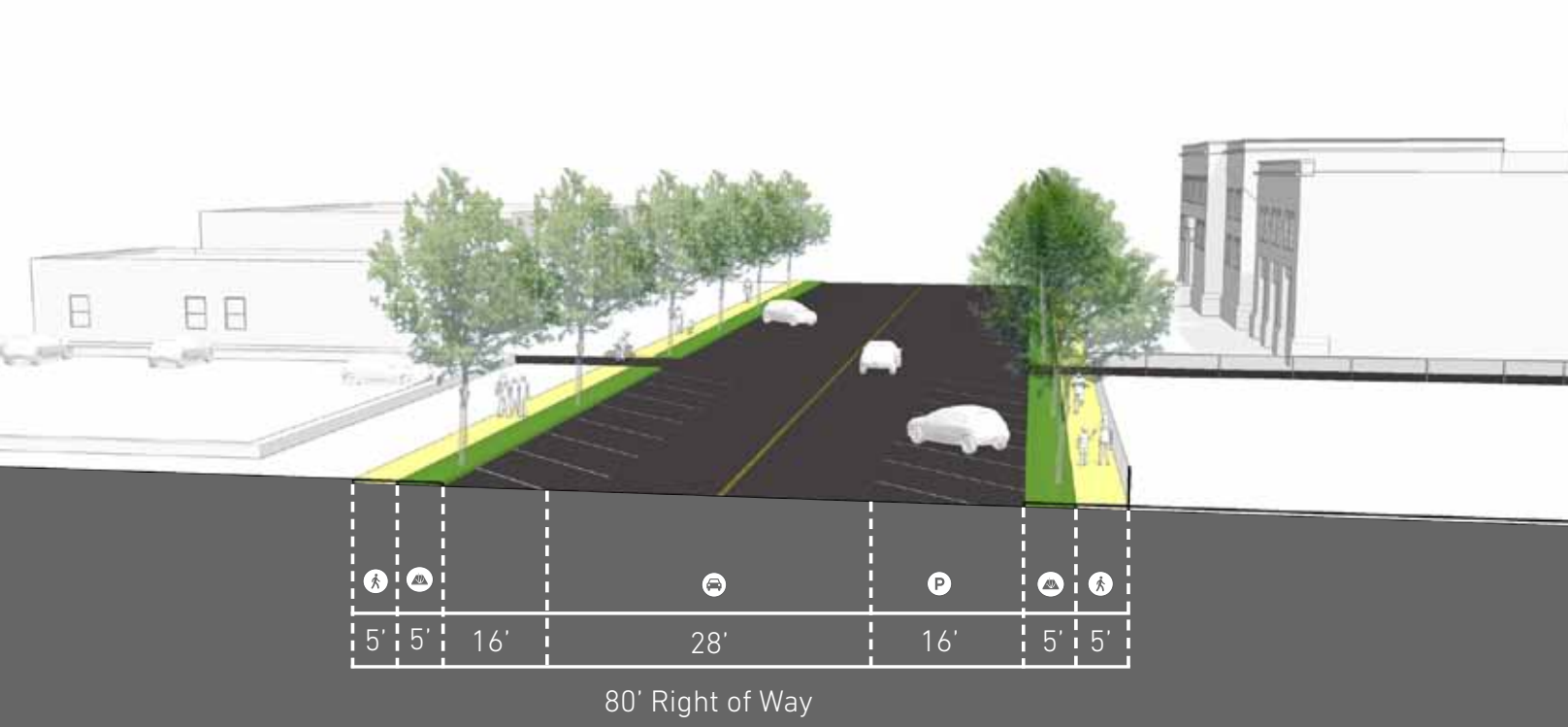
GERALD STREET

ADD PARKING AND CONVERT TO A WALKABLE STREET

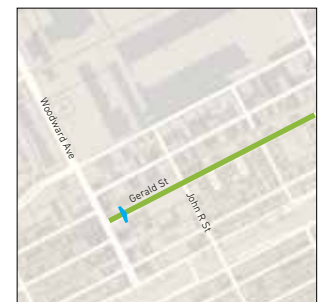
BEFORE



AFTER



Gerald Street should be reimagined as a local street and not a cul-de-sac. The Plan calls for the street to be extended through the old Holiday Inn site, now owned by the State of Michigan. This would allow for new development opportunity and would act as a catalyst to attract buyer attention to the former City hall and the fire station. This move would also support more optimal emergency vehicle circulation by not bottlenecking movement to the light at Woodward and Gerald.



GERALD ST

NEW EAST-WEST CONNECTION

AFTER



The former Holiday Inn site is a significant redevelopment site and a corridor to connect neighborhoods east of John R Street. Cut through and high-speed traffic, however, is not the desired outcome. Rather, a narrow street that supports local, slow moving, traffic can unlock the site's potential while providing a desirable east-west connection movement for all modes.



Images of Gerald Street

NEW STREET

NEW NORTH-SOUTH CONNECTION

AFTER



Increased access north into the district will become necessary as the site develops. The new street should be designed as a local street, supporting slow moving traffic into and out of the district.

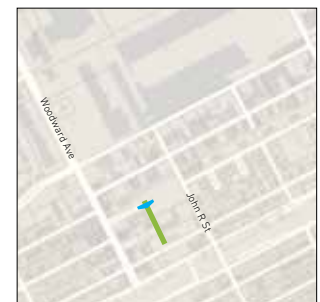


Image of New Street

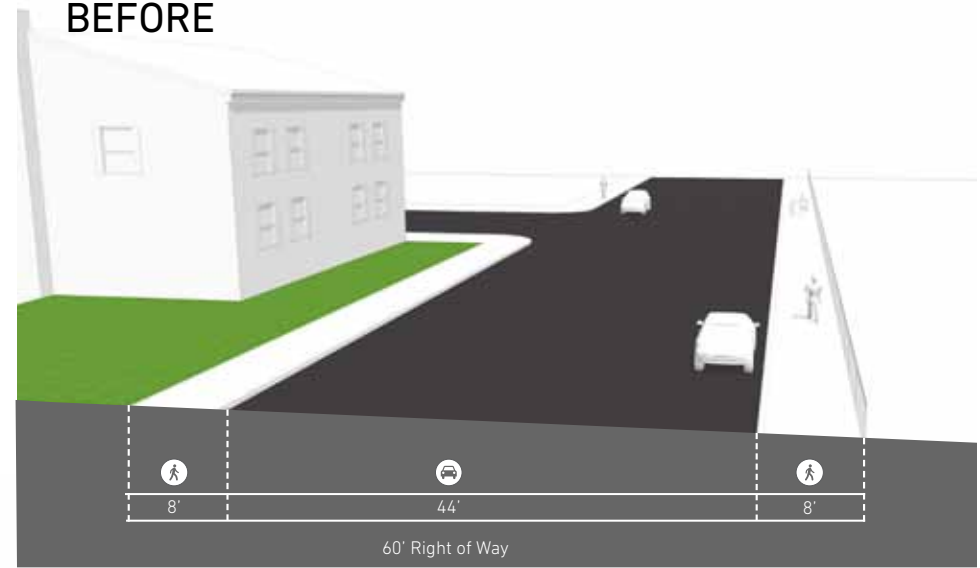
JOHN R STREET

(SOUTH OF MANCHESTER)

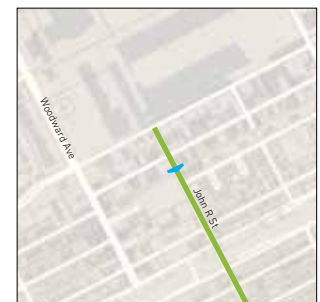
AFTER



BEFORE



John R is a major north-south regional connector that can be better utilized as a multi-modal thoroughfare by adding bike lanes and making it a more pleasant place to walk. This will connect the business along John R to Victor and the district's core, which will help to create a more complete network.

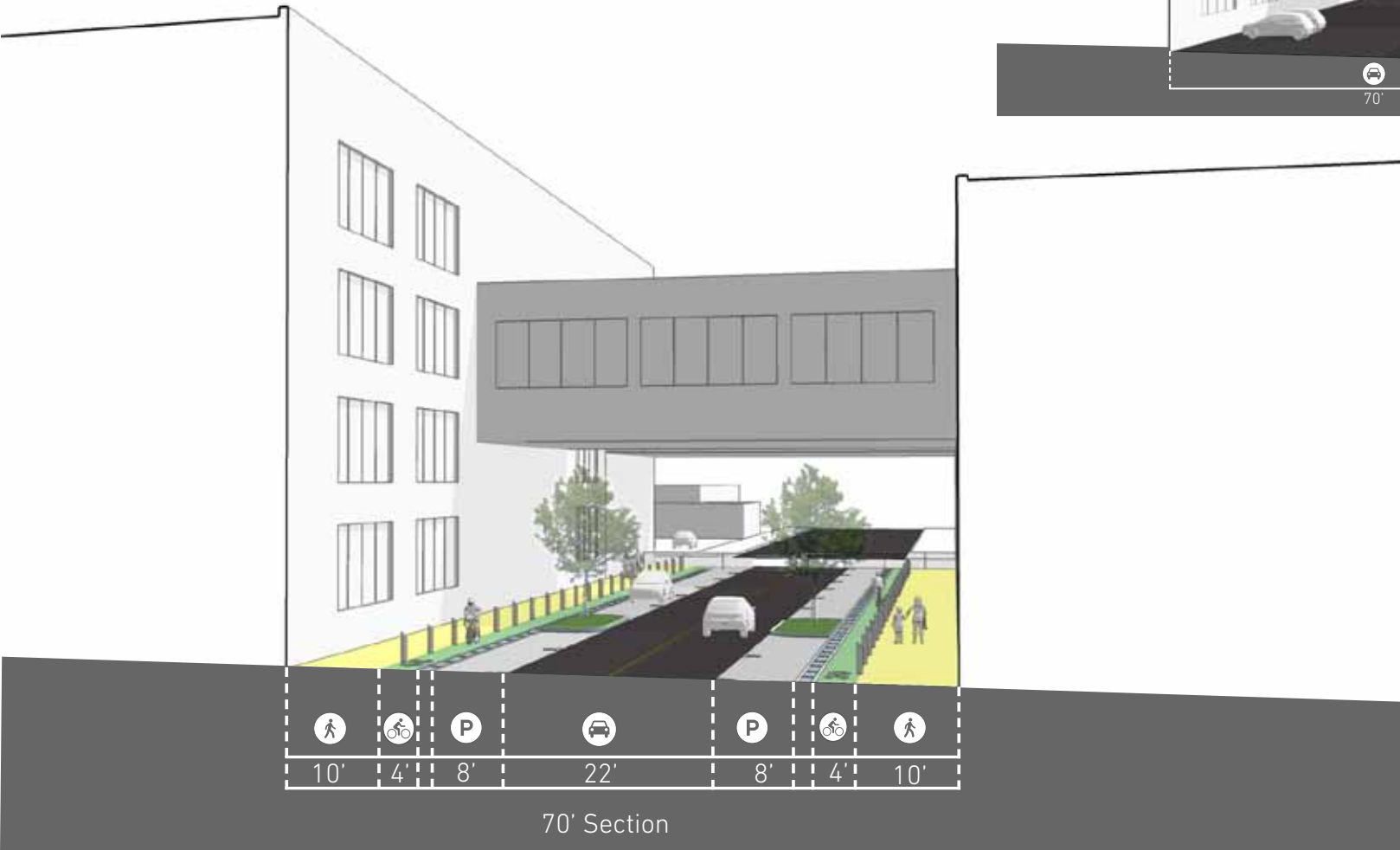


Images of John R Street

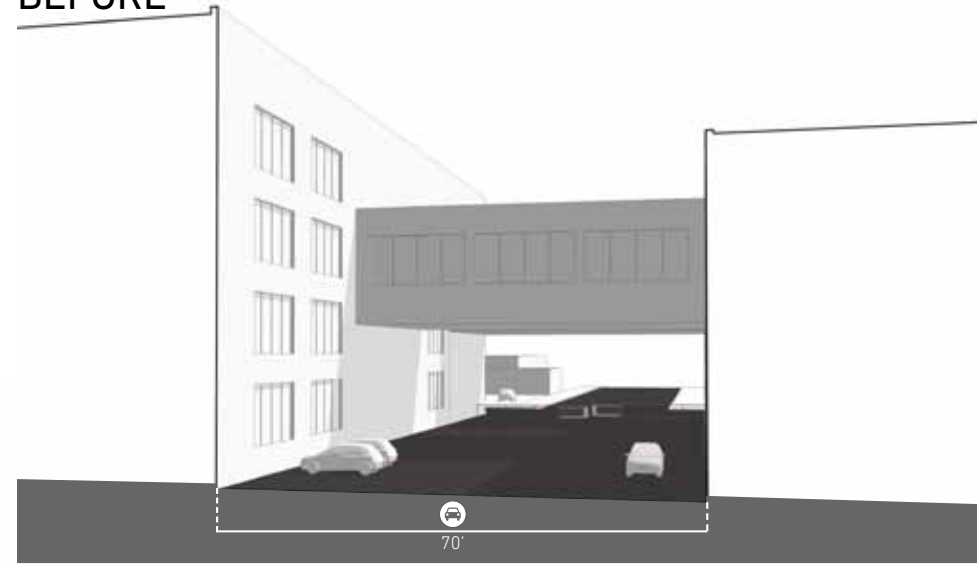
JOHN R STREET

(NORTH OF MANCHESTER)

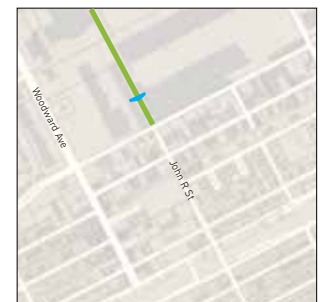
AFTER



BEFORE



The Highland Park Industrial Center presents an excellent opportunity for partial reuse as an office, light industrial, and even a residential place. The centerpiece of this place is the extension of John R Street north. This new street will be framed by the warehouse bulk and new uses in a memorable public space. This corridor can also serve as a connection north to the proposed greenway.

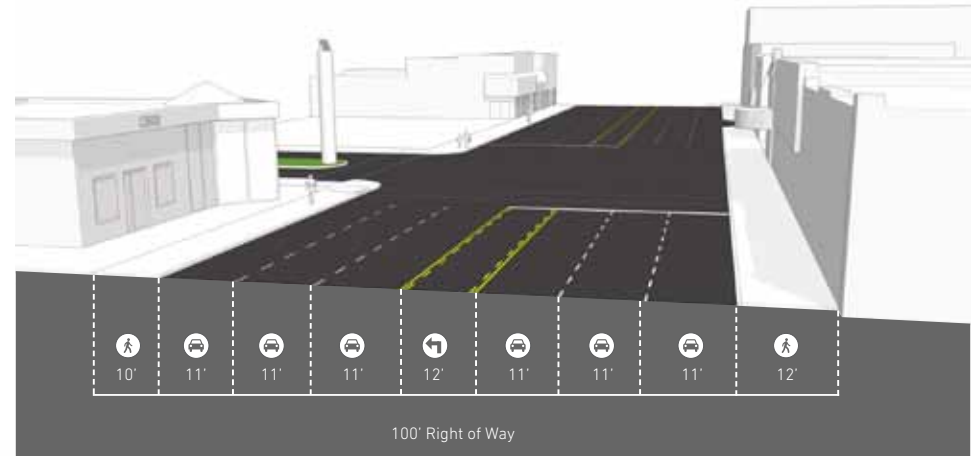


Images of John R Street

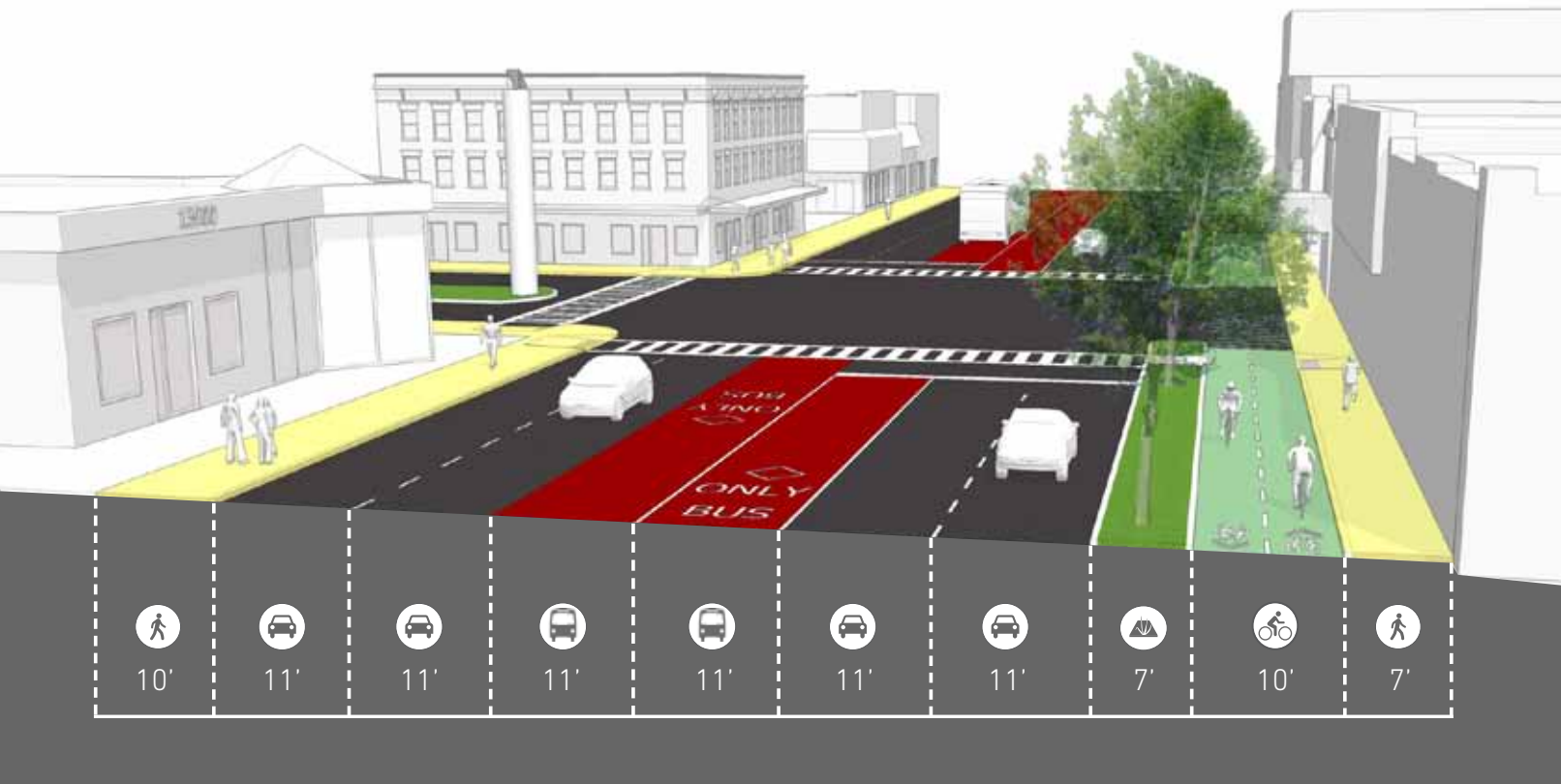
WOODWARD AVENUE

NEW REGIONAL MOBILITY OPTIONS

BEFORE



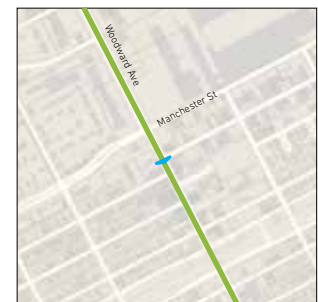
AFTER



BUILT TO ACCOMMODATE: 44,000 ADT

CURRENT ADT: 24,000

Using some of the information and concepts from the Complete Streets plan along with national manuals such as ASSHTO and NACTO, the right-of-way should be reconfigured to allow for and promote a more multi-modal environment. Sidewalks should be widened where possible, dedicated transit lanes will aid in efficiency and a two-way cycle track, buffered by curbs and greenery, should be considered to link with the regional network.



Images of Woodward Avenue

SECTION 4: OPERATIONAL RECOMMENDATIONS

OPERATIONAL RECOMMENDATIONS | TIFA

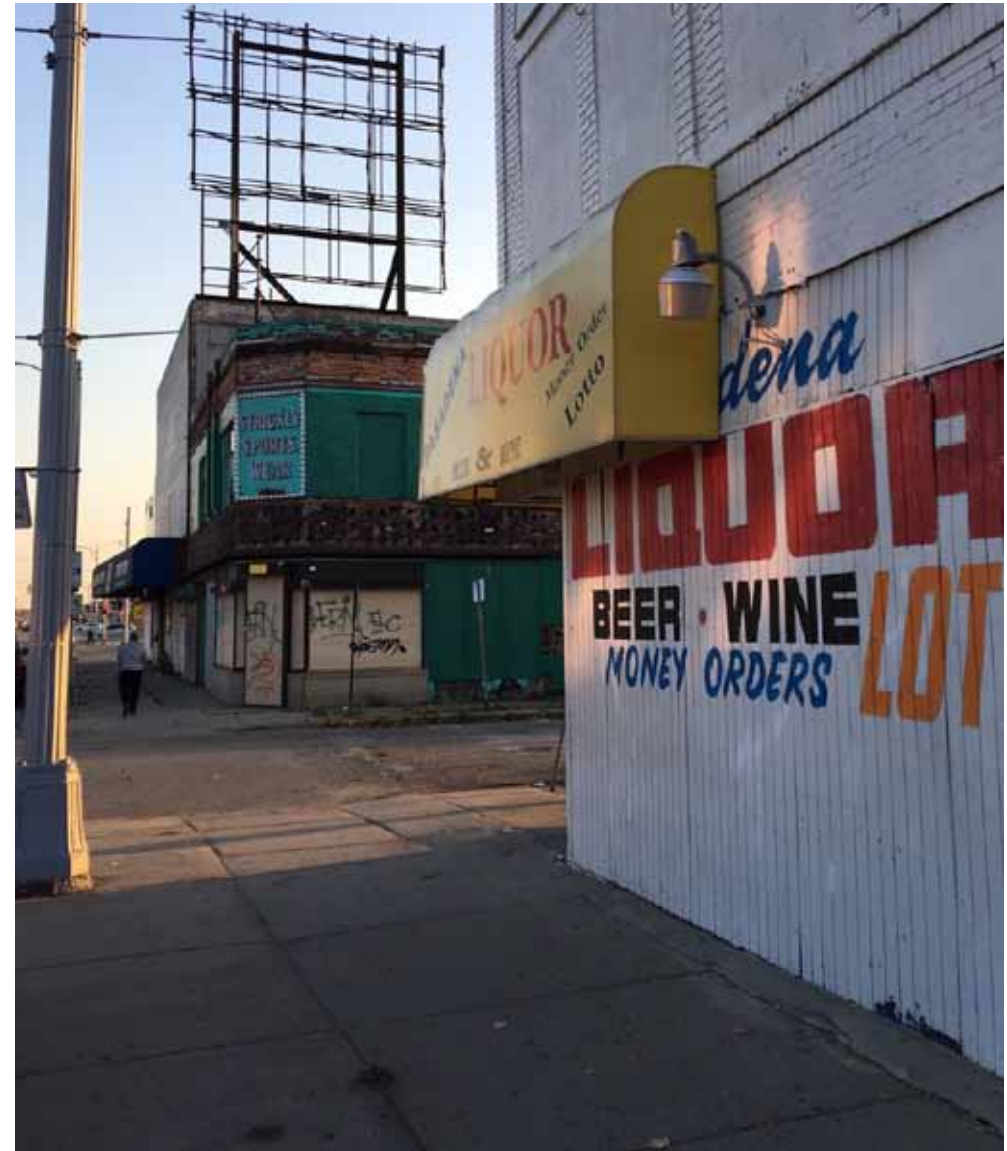
The primary job of the TIFA is to attract investment to the TIF district. The impact of that investment should service the greater common good of Highland Park, allowing it to afford the services and functions of a liveable and equitable city. This is a full time job. Adequate staffing and resources will be critical to the implementation of the initiatives presented in this plan. To accomplish this job, the following roles and duties of TIFA are recommended:

NORMAL ACTIVITIES

- » Safe and clean programs
- » Code enforcement requests
- » Programming and placemaking
- » Entrepreneurship
- » Property acquisition, stabilization, management, marketing, and development
- » Partnership development
- » Fundraising

DATA MANAGEMENT

- » Current and updated mapping and data about TIF District properties and buildings
- » Clear accounting to understand revenues from tax increment, debt, and expenses
- » Implementation and regular updating of the Plan



OPERATIONAL RECOMMENDATIONS | TIFA (CONT.)

DEVELOPMENT SERVICES AND PARTNERSHIPS

- » Create a brand
- » Website and social media:
 - » Marketing material
 - » Mission statement
 - » Contact information
 - » Available properties
- » Establish an office location
- » Broadcast how TIFA partners on development:
 - » Role in development
 - » Development capabilities
 - » Investment types
- » Strategic partnerships with City, employers, etc

ADVOCACY AND RESOURCE BUILDING

- » Public engagement
- » Create and manage investment fund (crowd sourced and conventional)
- » Pool common costs to lower rates for insurance, water, internet, etc
- » Advocate for adjusting base year for TIF to be more in line with current market

- » Support the creation of a craft guild for the building trades that:
 - » Builds skills across building trades
 - » Focuses on youth, low income, and minority opportunity building and skill development
 - » Provides quality skills bank that can be paired with development projects
 - » Works to establish local sourcing of building supplies and materials

STAFF AND LEADERSHIP NEEDS

- » Executive director
- » Director of real estate
- » Program director
- » Intern(s)
- » Volunteers and committees

OPERATIONAL RECOMMENDATIONS | TIFA BOARD

The Highland Park TIFA Board will be a leading champion of the Strategic Plan. The Board will use this Plan to inform decisions regarding the district and they will be responsible for holding each other and other government bodies accountable for the implementation of the plan. In order to achieve success in this area, the following are principles the Board should adopt:

- » All Board members will regularly attend and contribute to Board meetings and hold each other accountable
- » All Board members will read board packets and research agenda items before attending the board meetings in order to make educated decisions and bring forward relevant questions
- » The Board will actively recruit amenities, programming, and residents that help achieve Plan goals. This may include:
 - » Marketing TIFA owned properties
 - » Supporting small entrepreneurial business that create jobs and improve quality of life
 - » Encourage common spaces for Highland Parkers and their family and friends
 - » Create an event calendar to help draw in patrons to the district year round
- » The Board will work with the City of Highland Park staff to ensure city plans and policies support the TIFA Plan. This includes:
 - » Regularly meeting with the City to discuss plans and projects
 - » Being involved in planning and economic development projects at a local and regional level
- » Helping to outline policies, ordinances and regulations that are causing a hindrance to the district, businesses and development
- » Collaborating on grant applications and development funding through local foundations and government sponsored programs to achieve goals
- » The Board will organize and provide professional development services and resources for current and future district businesses
- » The Board will support its members' development through training and regular engagements with other development agency Boards of Directors in the region.
- » The Board will be composed of a diverse mix of experience and contribution types:
 - » Development expertise
 - » Businesses
 - » Residents
 - » City leadership
 - » Fundraising
 - » Marketing
 - » Arts, culture, and creative industry
 - » Strategic partnerships

NEXT STEPS

ACTIVATION OF MANCHESTER AND POPUP PUBLIC SQUARE/ MOVIE THEATER

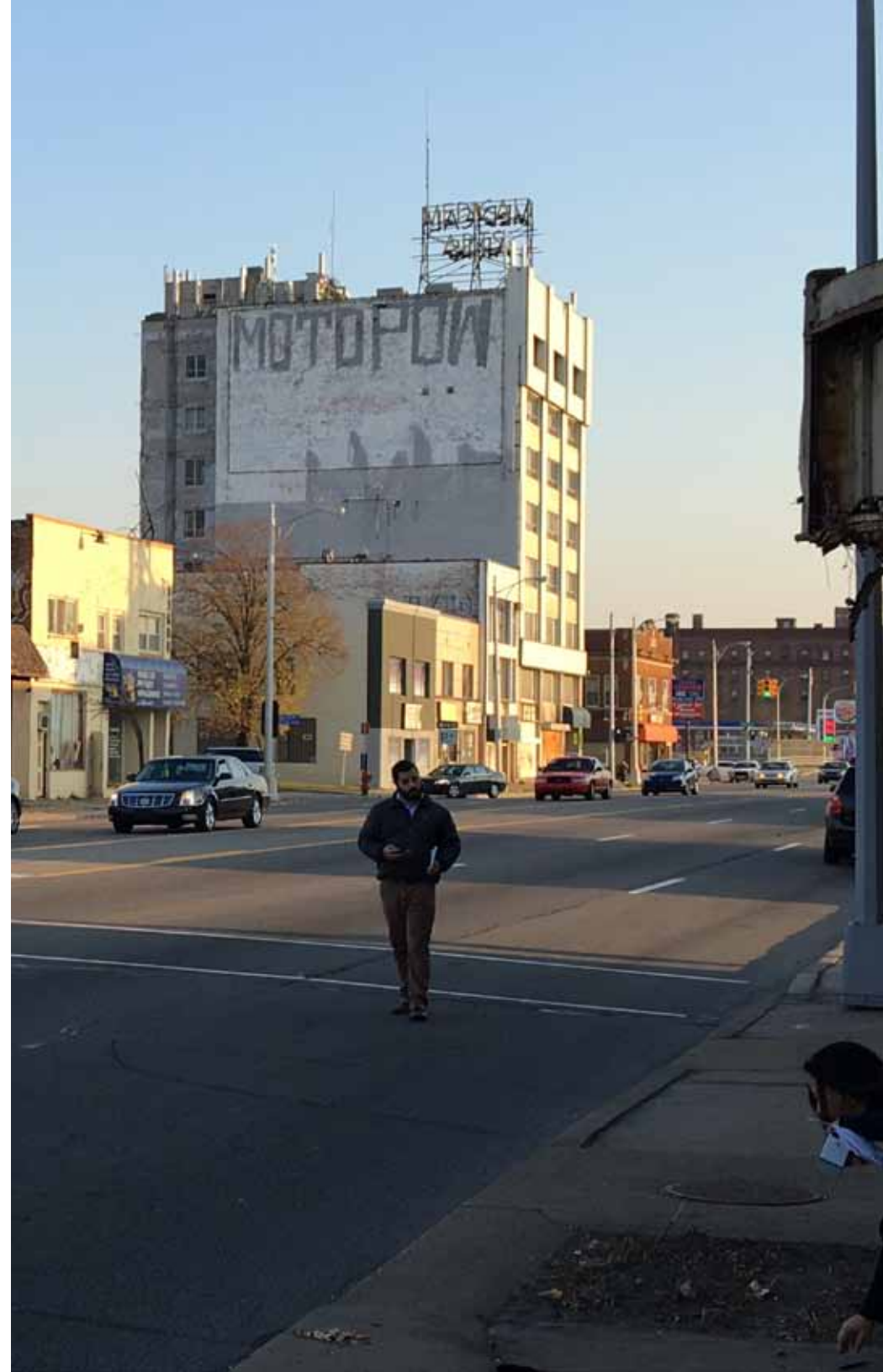
INCORPORATE OPERATIONAL GUIDELINES INTO TIFA CULTURE

LEVERAGE POTENTIAL FUNDING PARTNERS TO IMPLEMENT EARLY ACTION ITEMS

In order to achieve success with the implementation of this plan TIFA will need to seek funding through local partners and organizations. Below is the beginning of a list of potential partners. Working with the City and other local advocacy agencies to plan for grant applications early and often will be the key to succeeding:

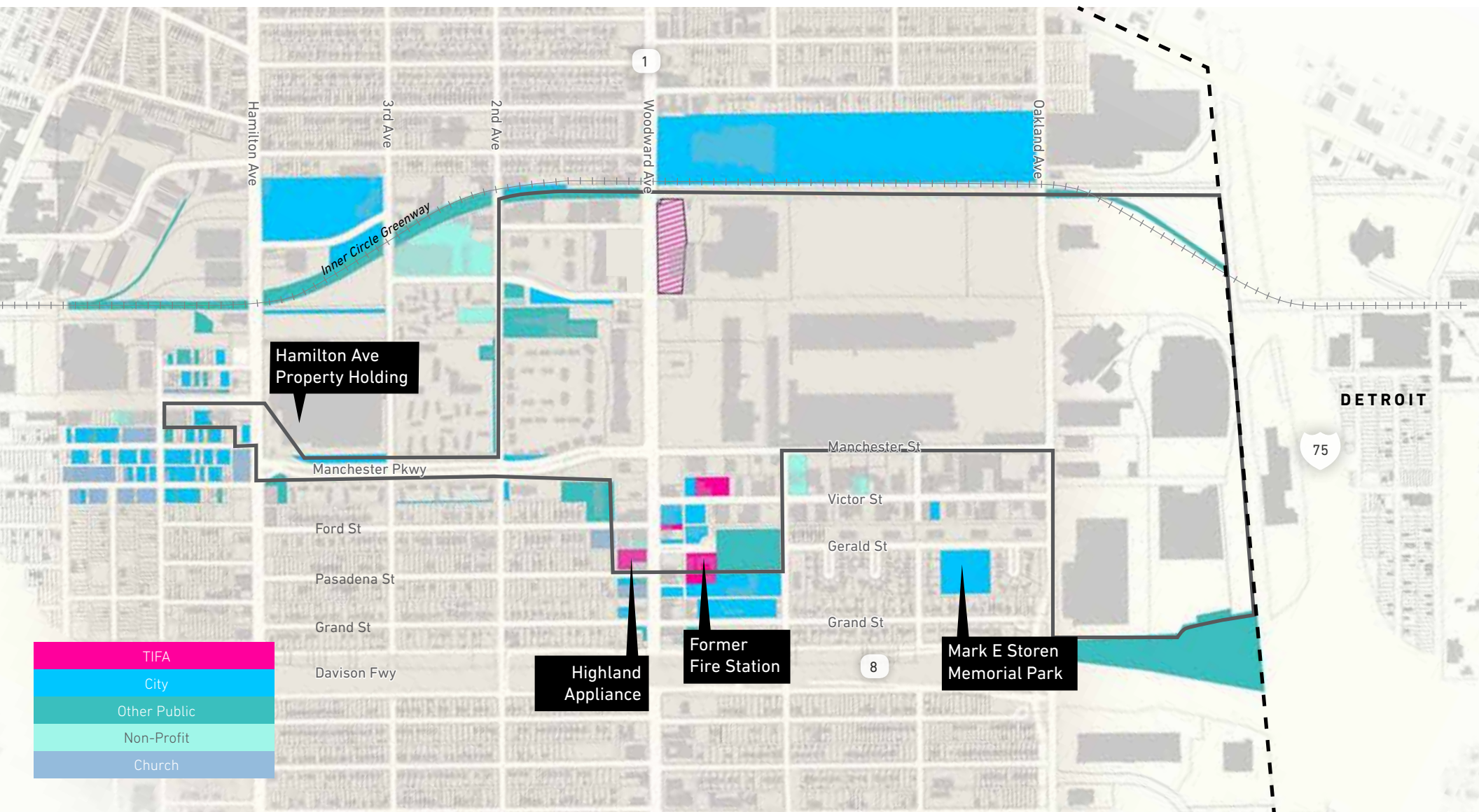
- » Michigan Economic Development Corporation
 - » Redevelopment Ready Communities program and others
- » Michigan State Housing and Development Authority
- » Michigan Department of Natural Resources
- » Transportation Alternatives Program Grants through the South East Michigan Council of Governments and the Michigan Department of Transportation
- » Foundations:
 - » Community Foundation of Southeast Michigan
 - » Kresge Foundation
 - » Ford Foundation
 - » Ralph Wilson Foundation

FOCUS DEVELOPING PLANS AND STRATEGIES FOR HIGHLAND APPLIANCE, 25 VICTOR, AND THE FORMER HIGH SCHOOL SITE



**SECTION 5:
APPENDIX OF SUPPORTING MATERIALS**

TIFA - OWNED PROPERTIES



Map of TIFA owned properties

ILLUSTRATIVE PLAN



Image of the illustrative plan

THE GREENWAY

Project Map: Phase 1






-  Inner Circle Greenway - Proposed (15.2 miles)
-  Inner Circle Greenway Alternative or Extension Routes
-  Inner Circle Greenway - Existing, Completed/Under Construction/ Funded (10.8 miles)
-  Project Phases
-  Park



Image of The Greenway

PROPOSED LAND USE

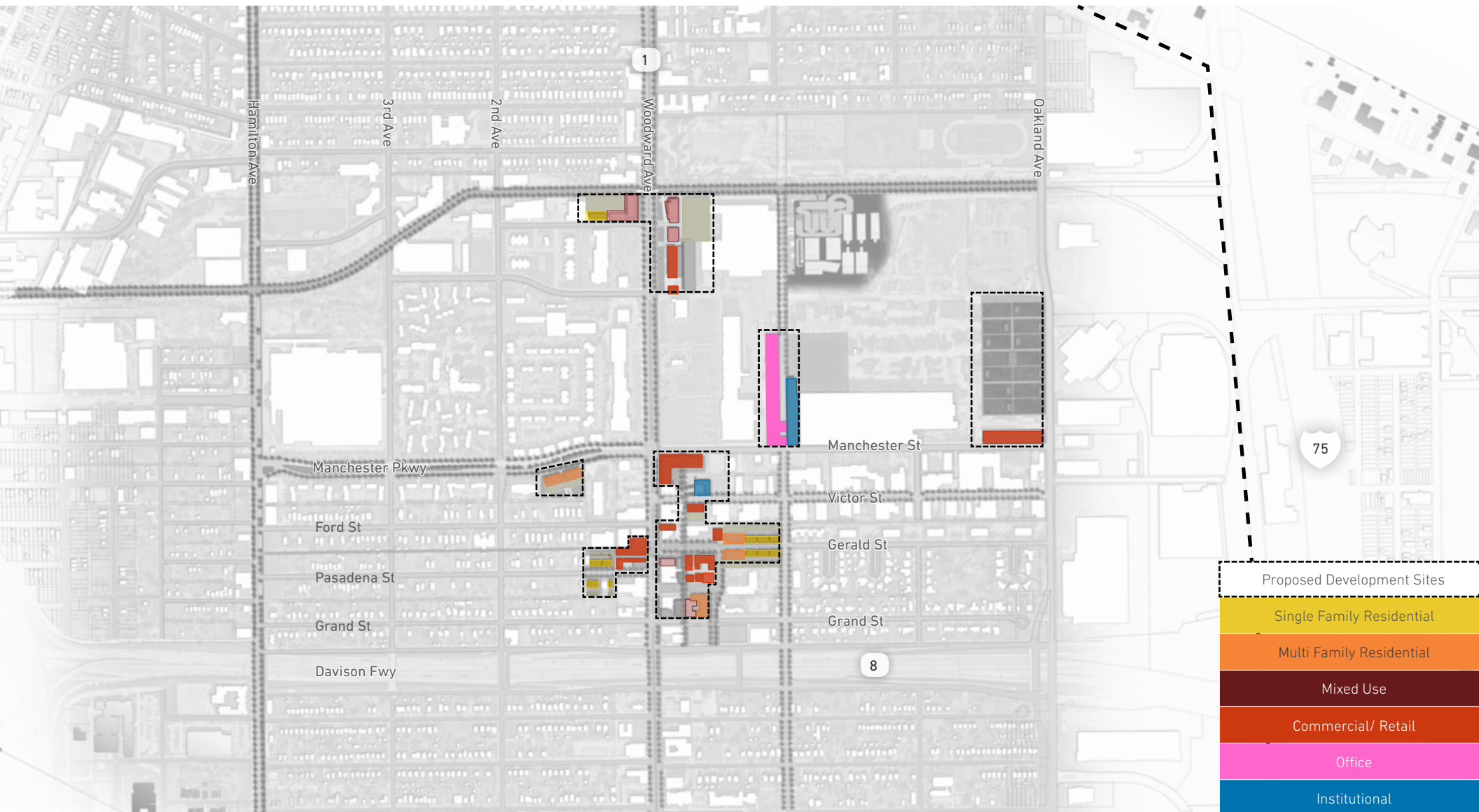
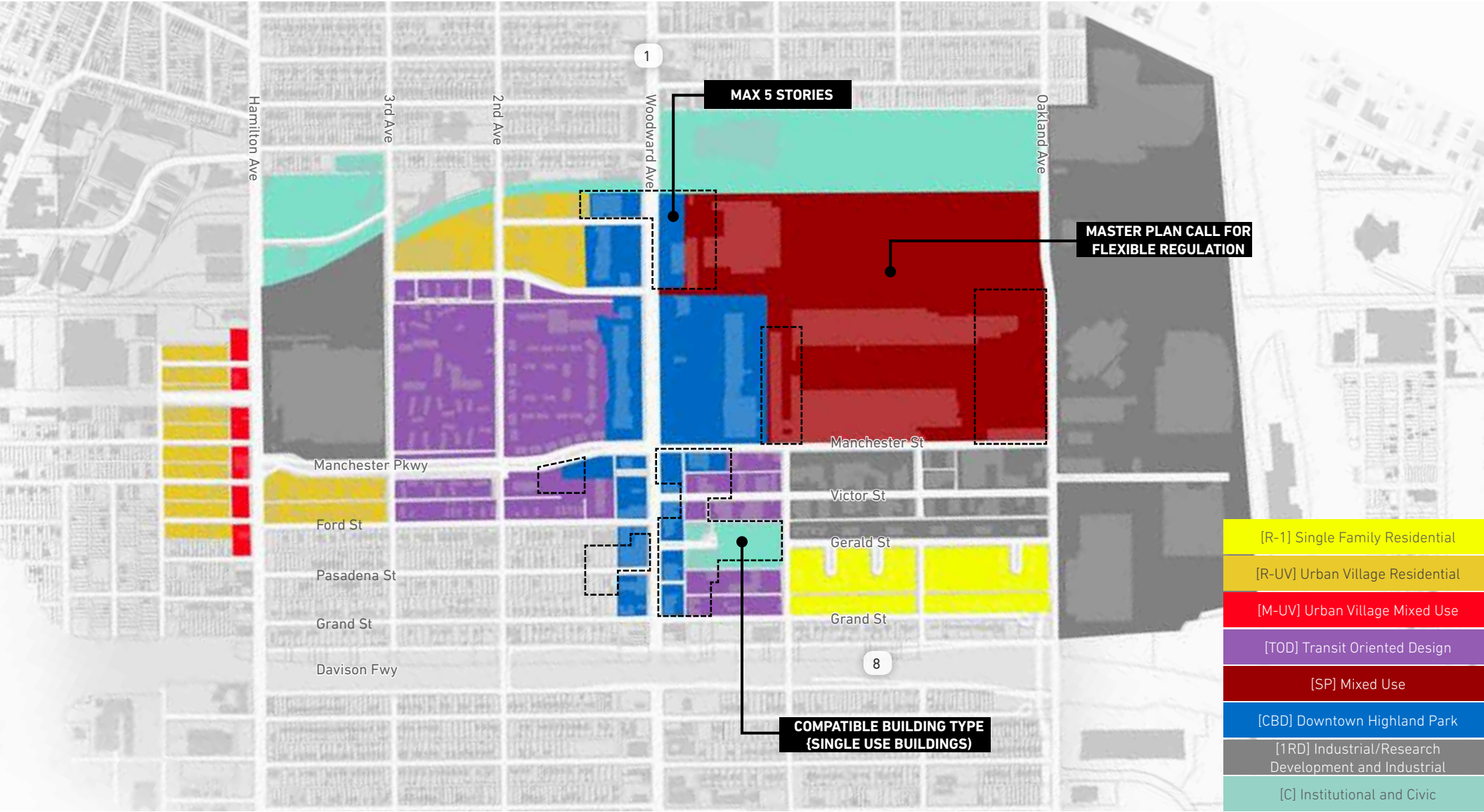


Image of the proposed land use

EXISTING ZONING



[R-1] Single Family Residential
[R-UV] Urban Village Residential
[M-UV] Urban Village Mixed Use
[TOD] Transit Oriented Design
[SP] Mixed Use
[CBD] Downtown Highland Park
[1RD] Industrial/Research Development and Industrial
[C] Institutional and Civic

Image of the existing zoning

PROPOSED ZONING

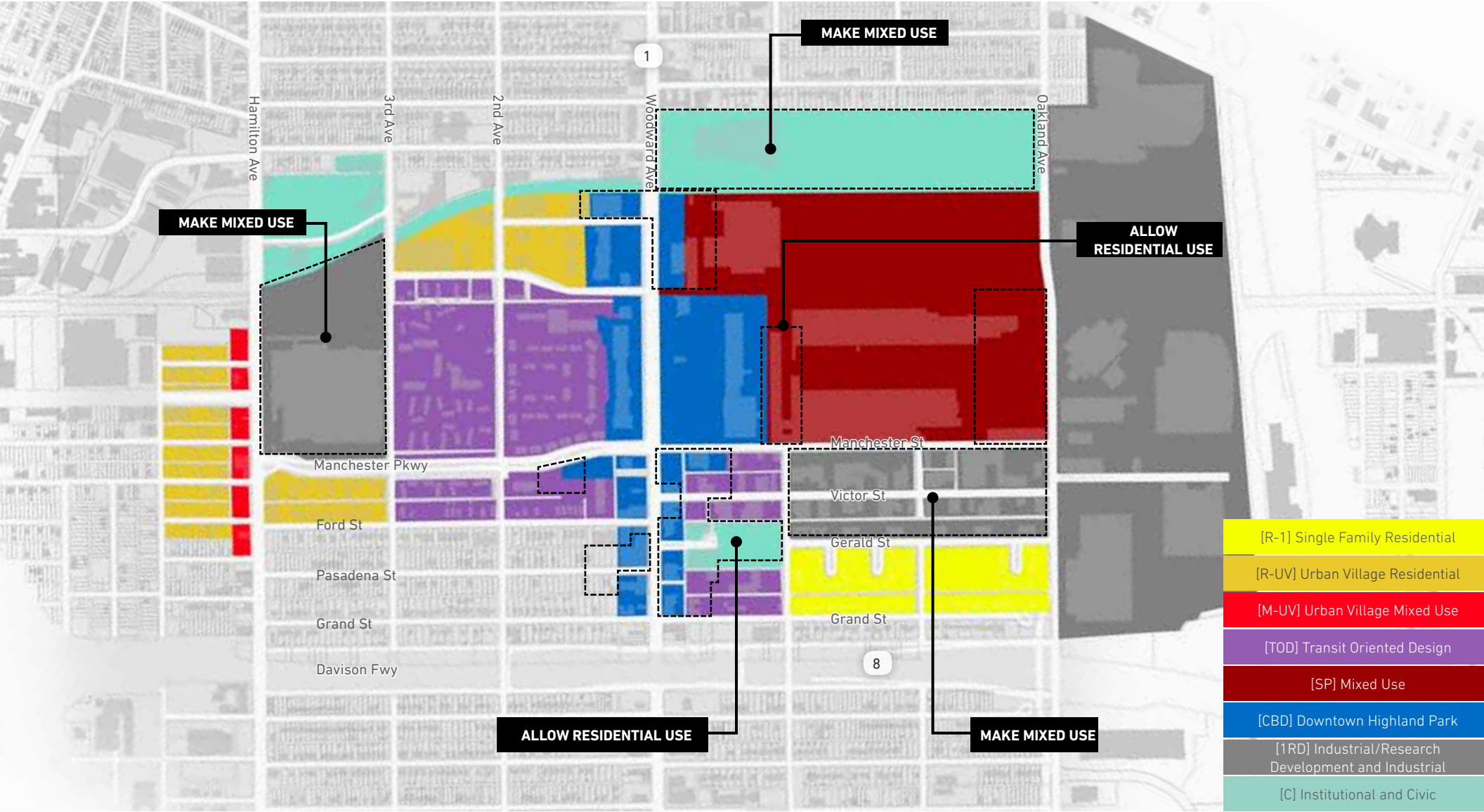


Image of the proposed zoning