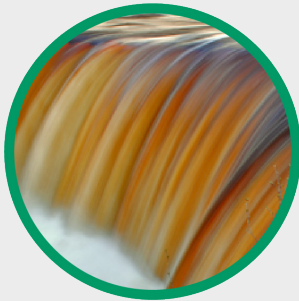


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# rising tide



NEWBERRY



CENTRAL LAKE



GRAYLING



EVART



HARRISON



SANDUSKY



CHARLOTTE



PAW PAW



HILLSDALE



RIVER ROUGE

## 2017 PROJECT OVERVIEW

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Prosperity Region: 9

# THE CITY OF HILLSDALE

## Hillsdale Received the Following Forms of Technical Assistance

Economic Development Strategy  
Form-Based Code  
Zoning Audit

Branding  
Communications Plan  
Target Market Analysis

The city of Hillsdale was a well known railroad center in the 1950s, with as many as 26 passenger trains a day going in and out. Today, over 8,000 people live in the city, with an anticipated population increase of 0.1% per year. The city of Hillsdale is a county seat with a historic downtown core, and enjoys the advantages of having Hillsdale College in town.

### ECONOMIC DEVELOPMENT STRATEGY

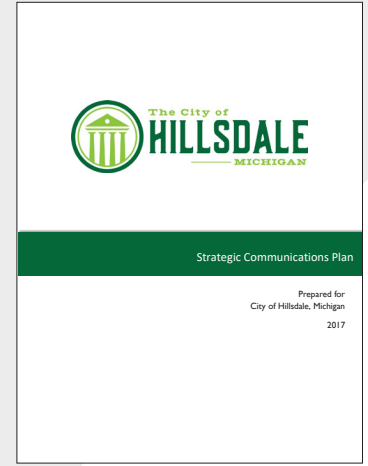
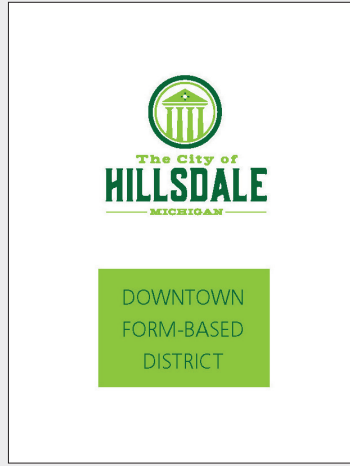
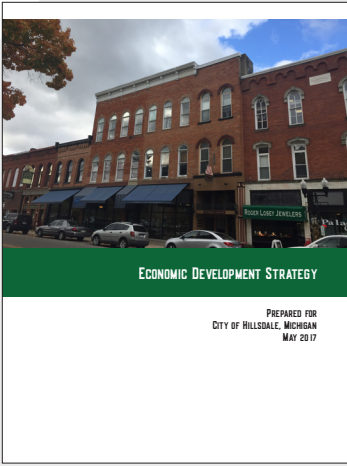
Local stakeholders identified employment opportunities leaving the area as a major weakness. The recommendations paired this weakness with the city's greatest opportunities: building a stronger connection to the College, increasing vocational training centers, and teaming with MichiganWorks! to train youth for available jobs and encourage businesses to stay. The strategies also identify sites that would benefit from mixed-use redevelopment and possible ways to finance their repair to enliven the downtown, in addition to a facade improvement program and creating more upper floor housing.

### FORM-BASED CODE

A form-based code departs from traditional zoning in that it does not regulate by use but rather by features that preserve the community's character. In Hillsdale, the form-based code updates the zoning for the downtown core and the downtown edge with a focus on key elements such as architectural style, diverse modes of transit, mixed uses by right, and parking organized by district rather than by parcel. The intent is to create more flexibility within districts to re-create the already successful and beautiful downtown form by addressing intensity of use and the quality of the public realm instead of focusing on separating uses.

### ZONING AUDIT

At the start of Project Rising Tide, Hillsdale was in the process of revising several sections of its zoning code. A review was conducted of proposed changes to parking and loading regulations, intended to reduce the overall land area dedicated to parking within the city and to fine-tune the match between a development and its parking requirements. General guidance was also given with regard to a new ordinance regulating medical marijuana establishments.



## BRANDING

Hillsdale's branding strategy strives to preserve its personality and to help the community reach its vision. A photo catalogue of the city's assets helped to inform the final image: a neoclassical building that represents the city's beautiful architecture and important civic institutions. The branding package lays out the color palette, spacing, typeface, and variations that can be used for different agencies to create a cohesive brand.

## COMMUNICATIONS PLAN

The Communication Plan strategically outlines the best media outlets for Hillsdale to use as a platform to introduce its new image. Hillsdale wants to share its picturesque downtown and show that it supports entrepreneurs. The Plan also notes that storytelling unites a community and builds pride, along with boosting awareness

to potential visitors. Planning succeeds best when a wide variety of community stakeholders is involved, which then contributes to broad dissemination of the city's message. The strategy also includes customized traditional and social media outlets that can support Hillsdale.

## TARGET MARKET ANALYSIS

The city of Hillsdale's TMA shows 91% of new households are renters. Most of the demand from new households is for single-family homes, but lifestyle data on the incoming residents show that many also prefer structures with at least four units. The TMA compares demand with existing housing stock, showing where there are gaps in the housing supply and noting whether any housing formats can be converted to become more desirable to incoming residents.





Prosperity Region: 10

# THE CITY OF RIVER ROUGE

## River Rouge Received the Following Forms of Technical Assistance

Master Plan  
Communications Plan  
Downtown Revitalization Strategy

Target Market Analysis  
Branding

The city of River Rouge is one of the 17 communities known as Downriver Detroit. The small city of 2.65 square miles is home to major industrial giants such as National Steel Corp., Texaco, and Amoco Petroleum Products. The city is linked to Detroit in many ways: in addition to sharing a border, they are connected via Jefferson Avenue, River Rouge's principal thoroughfare, and the Detroit River. River Rouge is also bounded on its northern side by an artificial channel around wholly industrial Zug Island. River Rouge is a part of the most populous county in the state, with nearly 2 of every 10 Michiganders living in Wayne County. Community input represented many different groups of residents within the city.

### MASTER PLAN

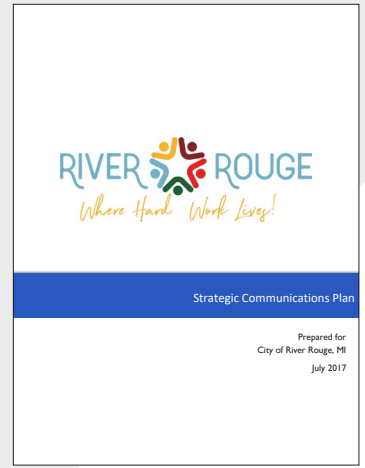
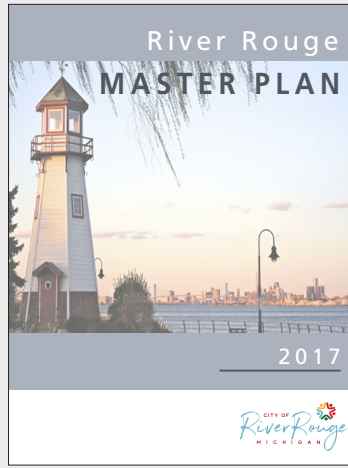
The Master Plan acknowledges River Rouge's long and rich industrial history as well as its transition toward a more modern economy. In the context of the re-opened Bascule bridge through downtown River Rouge, and the forthcoming construction of the new international Gordie Howe bridge to Canada, the plan tries to prepare the city for the possibility of an influx of workers, residents, and new economic opportunity. The plan also includes a housing inventory, an extensive community survey, a map of potential redevelopment sites, and several engagement sessions to ensure resident buy-in on planning for imminent change.

### DOWNTOWN REVITALIZATION STRATEGY

The Downtown Revitalization Strategy centers on addressing high vacancy rate across the city. After a tour of downtown to evaluate the building stock, and an analysis on strengths, weaknesses, opportunities, and threats with local leaders, the strategies tackle modernizing the marketing of properties. Collecting basic site data and sharing it online is a proactive, city-led approach that helps to ensure that sites are filled with development that meets the needs of the residents, such as a grocery store and a credit union identified by the community.

### TARGET MARKET ANALYSIS

The residential Target Market Analysis tracks which "lifestyle segments" of the population are moving to River Rouge. The city has high vacancy rates and a gap between market potential for housing and the existing building stock. The biggest gap lies among new households seeking townhomes with 5 to 9 units. The analysis also shows that there is an oversupply of single-family housing units resulting from shrinking demand.



## BRANDING

Through an intensive three-day process, the city of River Rouge brainstormed how to capture the city's essence in a logo. The iterative process includes meetings with the community and revisions to ensure that the colors, image, and text reflect the city's ethos. It is a powerful visual, with variations for different occasions, that River Rouge can use to promote "where hard work lives" for the decades to come.

## COMMUNICATIONS PLAN

The communication strategy is built around communicating River Rouge's mission-based message as a place of industry and entrepreneurship. To reach a wider audience, the plan lists different media outlets as well as a detailed guide to maximizing social media's efficiency at delivering news. This plan goes hand in hand with the new branding, as a platform to showcase its colorful and inviting new logo.

