



DEARBORN 2030 | MASTER PLAN EXECUTIVE SUMMARY

Dearborn, Michigan

**The complete Dearborn 2030 Master Plan can be accessed on the City's website (www.cityofdearborn.org)*

DEARBORN 2030 | MASTER PLAN

Executive Summary

This Executive Summary can be utilized to easily familiarize oneself with key points contained within the Dearborn 2030 Master Plan. It presents an overview of the visions, goals, objectives and implementation plans for future growth and development within the City. The entire Dearborn 2030 Master Plan can be accessed at the City of Dearborn's website (www.cityofdearborn.org).

The Dearborn 2030 Master Plan represents a vision for the future of the City of Dearborn – a vision to preserve and enhance the best characteristics for the City while making the most of opportunities that come with new development. The Master Plan integrates economic, social, cultural, recreational, environmental and physical development components to position the City for long-term sustainability.

The Master Plan will help guide the policy making decisions of elected officials, City administration, the Planning Commission and Zoning Board of Appeals. As Dearborn looks to the future, it is important to remember that the type, location, density and design of the community's land uses impact the people who live here and the businesses the City will likely attract.

The basis for the Dearborn 2030 Master Plan's guiding principles, visions, goals, and objectives were established through various public outreach efforts. The figure, on the right, represents the community participation visions for the most significant assets.

Residents ASPIRE to:

- Increase walkable and bikeable connections
- Create appealing, walkable neighborhood retail districts
- Expand recreational opportunities

Residents want to KEEP:

- Libraries, parks and pools
- Neighborhood character, especially trees
- Well-maintained businesses and homes

Residents saw the following as items to FIX:

- Enforcement of building and zoning codes
- Filling vacant properties with residents and businesses
- Parking issues

Community Overview

Dearborn has been a full service community, visitor and tourist destination, and regional employment center for all of its eighty-five year history. In 1928, the Ford River Rouge Factory was completed and became the largest integrated factory in the world. The factory drew a work force from around the globe and reinforced the melting pot that is such a prevalent component of Dearborn today.

The City of Dearborn is a multi-cultural hub of the metro Detroit area. Dearborn, rich in automotive history, has a heritage that includes great neighborhoods and many corporate, educational, religious, civic, cultural, recreational, commercial and industrial uses that contribute to the unique fabric of the City.

Dearborn's location is also a significant asset, bound by Detroit, Dearborn Heights, Melvindale, and Allen Park and within a 30 minute drive of Ann Arbor and Windsor, Ontario, Canada. Dearborn is at the center of or in very close proximity to major transportation networks, including the Detroit Metropolitan Airport, institutional, cultural, economic and natural assets across Southeast Michigan.

GUIDING PRINCIPLES AND LAND USE VISIONS

CITY PLANNING.

The City of Dearborn will manage change in the community through effective city planning guided by a consistent vision for the future. Future planning efforts should ensure the results reflect the aspirations and core values of the community.

UNIFIED. This stands for that shared sense of community driven by Dearborn's history that gives us our unique identity. The plans we make for the community must eliminate those physical, cultural and institutional barriers that divide us; improving that dedication to the community which encourages continued investment in homes, businesses, and institutions.

DIVERSE. The plans we make for Dearborn must accommodate the spectrum of people, businesses and institutions that contribute to the community by providing a variety of choices in housing, transportation, recreation, education, and other quality of life issues. The immigration of over 80 different cultures to Dearborn provides the spirit of innovation and entrepreneurship that sustains the community's competitive edge.

SUSTAINABLE. Dearborn's plans must preserve, conserve and enhance the environmental, economic and societal viability of the City and region. No community can thrive that lives solely on the investments made by past generations or wastes the assets it has at hand. Although plans must consider near-term issues, solutions to immediate problems must consider the consequence of actions on future generations.

Great Neighborhoods



Main Street Michigan Avenue



Destination Commercial District



Knowledge Economy



Advanced Manufacturing & Logistics



Natural Resources



Regional Collaboration



VISION Great Neighborhoods



GREAT NEIGHBORHOODS. A great neighborhood is like a small town or village; it has defined boundaries, a diverse, high quality housing stock, schools, parks, and commercial areas that provide necessary goods and services convenient to home.

UNIFIED. The sense of home has much to do with the physical layout of the area and amenities featured within these areas to ease stress of everyday tasks. Strengthening the fabric of the neighborhoods increases that dedication to the community which encourages social interaction and continued investment in homes, businesses, and institutions.

DIVERSE. Each neighborhood is and should remain physically and functionally unique. It is important to identify what is working well and what solutions would improve and enhance each. Neighborhoods should accommodate walkers, bicyclists, and cars as well as residents of varying ages and capabilities on nearly equal terms. Providing a range of choices in housing types, settings and amenities will keep the community robust in the face of change.

SUSTAINABLE. Constant vigilance is the key to preserving Dearborn's great neighborhoods. Issues must be identified and resolved early to prevent problems from spreading throughout the neighborhood.



Ford Homes Historic District

GOALS

Ensure housing stock meets the needs of residents and potential residents

- Diversify the housing stock to respond to the community's demographic changes in age, income, job mobility and household composition
- Preserve and upgrade viable existing housing to meet present and future demands

Improve connections between community amenities within and between neighborhoods to create a greater sense of unity in Dearborn

- Improve connections between and within neighborhoods
- Promote knowledge and availability of community amenities citywide

Encourage better sustainability of neighborhoods through energy and water efficiency upgrades and innovative storm water improvements

- Promote transportation efficiency
- Promote household energy, water and recycling improvements
- Make neighborhoods as a whole more sustainable

VISION

Main Street Michigan Avenue



MAIN STREET MICHIGAN AVENUE. Unify east and west Dearborn and the two historic downtowns by transforming Michigan Avenue into a true main street for the entire community and create a strong regional attraction through the amenities and sense of place it offers.

UNIFIED. The purpose of unifying Michigan Avenue is to provide a common, identifiable and functional Main Street for the City as a whole.

DIVERSE. The diversity and intensity of uses along Michigan Avenue include cultural, residential, commercial, transportation, and natural elements which need to be blended into a unique local and regional attraction with a distinctive sense of place.

SUSTAINABLE. The long-term sustainability of Dearborn is inextricably linked to the success of Main Street Michigan Avenue as the heart of the community.



GOALS

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

- Further develop the two downtowns as community centers giving each a unique identity

Physically transform Michigan Avenue into a local arterial street to connect key centers of activity to the rest of the community

- Slow traffic to create a sense of place that is safe, has a lot of activity and encourages social interaction
- Support and encourage alternative transportation options

Improve the area between the downtowns to reinforce Michigan Avenue as the main artery of the City

- Strengthen the core of the City
- Increase accessibility and visibility for all modes of travel between neighboring educational, residential, commercial, and mixed uses

VISION

Destination Commercial Districts



DESTINATION COMMERCIAL DISTRICTS. Improve our commercial centers by ensuring they have a clear hierarchy and defined role in the community. Their function should be supported by their form (location, scale, size, site design, etc.).

UNIFIED. A clear and well planned hierarchy of commercial centers provides an understandable pattern that defines commercial development while protecting and enhancing surrounding land uses.

DIVERSE. Each commercial center should be unique and convenient for citizens, offering a variety of retail and services. Commercial centers that are designed to fit their context and function will provide strong and distinctive centers and serve as bridges between neighborhoods. At a larger scale, such as the downtowns or the mall, commercial activities can provide distinctive community centers and regional draws.

SUSTAINABLE. Since commercial activities function and have better long-term viability when they have some level of concentration, centers should be synergistic, adaptable to market demands and consumers' ever changing needs.

GOALS

Right size Dearborn's supply of commercial properties

- Enhance areas of high viability and repurpose low viability areas
- Develop a clear hierarchy of commercial centers

Encourage the development of distinctive commercial centers, supported by marketing and wayfinding

- Develop a clear identity for each center to help marketing and business wayfinding

Encourage better sustainability of commercial centers through innovative energy, water and storm water efficiency improvements

- Assist businesses in finding solutions to reduce operating and long-term capital cost



Fairlane Town Center – Bravo Cucina Italiana



Alcamo's Market

VISION

Knowledge Economy



KNOWLEDGE ECONOMY. Diversify our economy by growing and attracting businesses and institutions that are shaping special knowledge or information sectors. The knowledge economy is built on the intellectual capital of the people who are already living here or can be attracted to locate here. This is vital to Dearborn's future well-being.

UNIFIED. Expansion of the number and range of opportunities for employment and entrepreneurship will help retain existing talent and recruit new talent to Dearborn. In addition, offering great community amenities will entice new employers and their employees.

DIVERSE. The quality of life experienced in a community is the greatest indicator of why people choose to live there. People working in the knowledge sector of the economy are highly mobile and select where they live based on the availability of features and amenities, while their employers select location based on the ability to attract and retain talent.

SUSTAINABLE. The knowledge economy is expanding at the national, state and local levels and needs to grow to support a healthy, diverse economy in Dearborn. The intellectual products that are exported to other parts of the nation and world bring wealth into the community that sustains a strong local economy.

GOALS

Preserve, improve and expand the quality of life factors that act to attract and retain an educated, skilled workforce

- Improve quality of life factors important to this sector and its workers
- Build on access to regional attractions in Detroit and other surrounding communities based on the City's central location

Promote the City as a center of medical service, research and education based upon premier location in the biomedical corridor between Wayne State, University of Michigan, Henry Ford and Oakwood Healthcare facilities

- Increase the range and amount of medical service facilities, research and education centers within the City

Provide a more nimble governmental regulatory and procedural framework for responding to growth and changes in this highly dynamic sector of the economy

- Lower the threshold for entry of start-up knowledge economy companies, turning the whole city into a business incubator
- Promote specific knowledge economy sector clusters that complement existing industries and institutions

Boost image and role as a college town

- Provide additional student housing options near the campuses, train station and West Dearborn Downtown
- Improve non-motorized and transit options for getting around the City
- Improve the range of retail, entertainment and other amenities to support the college town atmosphere

VISION

Advanced Manufacturing & Logistics



ADVANCED MANUFACTURING & LOGISTICS. Building on Dearborn's strategic location and strength as an industrial powerhouse, this plan promotes Dearborn as a regional center for advanced manufacturing, "green" industry and supply chain logistics.

UNIFIED. The legacy of Henry Ford has driven an entrepreneurial and innovative culture in Dearborn. The community has been and should remain a place where things are made by the skilled labor of a highly productive workforce.

DIVERSE. Studies have shown that Dearborn's location in national, regional and international transportation networks creates a strong opportunity to expand logistics and supply chain management as a significant element diversifying our economic base. It also strengthens our position in attracting other advanced manufacturing and continuing to provide high quality jobs for a skilled labor force.

SUSTAINABLE. While industry has been declining at the national, state and local levels, it remains an essential component of a healthy and diverse economy. The production of goods that are exported to other parts of the nation and world brings wealth into the community that will sustain a strong local economy.

GOALS

Right size Dearborn's supply of industrial properties to attract, retain and accommodate growth of modern industrial, manufacturing and logistic/supply chain uses

- Encourage efficient provision of support services and supply chains
- Seek adaptive reuse of industrial locations that are obsolete and not positioned for high quality industrial uses

Continue to work on local, regional and state efforts to develop the area as an international logistics and supply chain management hub

- Continue to encourage modernization of existing manufacturing facilities to attract support services and supply chain companies
- Develop a strategy that identifies potential industries to attract
- Link to international markets through our diverse population

Expand clean industrial uses such as recycling and alternative energy

- Address environmental and remediation issues related to the transformation of particular industrial properties
- Develop an identity as a clean industry cluster for hydrogen, fuel cell and electric vehicle technologies
- Develop the commercial use of the appropriate portions of the Rouge River



VISION

Natural Resources

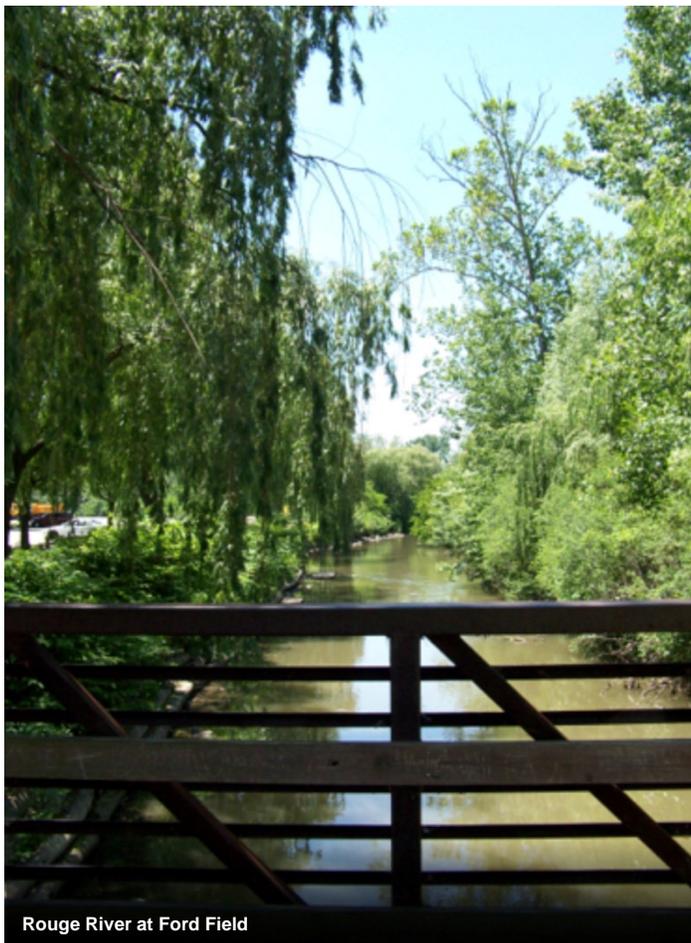


NATURAL RESOURCES. Preserve and improve the quality of and access to our natural resources for recreation, tourism and commerce. Particular focus should be paid to conserving the Rouge River corridor as a recreational and aesthetic asset to the community and in its vital role as a deep-water port connecting us to the maritime trade and transportation network.

UNIFIED. The Rouge River and its floodplain link to our past, neighboring communities and the natural world. Providing environmentally sensitive access to the river, through greenways and blueways, allows for recreational use and appreciation of these assets. Connecting with the Detroit River will bring people together and strengthen the links across the length of the community and region.

DIVERSE. Change the orientation toward the Rouge River and its floodplain from a primarily industrial waterway to a shared aesthetic and recreational asset for Dearborn's residents, businesses and visitors.

SUSTAINABLE. The Friends of the Rouge succinctly describe sustainability within their mission statement: "To promote restoration and stewardship of the Rouge River ecosystem through education, citizen involvement and other collaborative efforts for the purpose of improving the quality of life for the people, plants and animals of the watershed". All natural resources in Dearborn need to be protected and preserved.



Rouge River at Ford Field

GOALS

Create and enhance natural features and ecosystems throughout the City

- Plan habitat improvements in the community
- Define and promote backyard habitats (modeled on the National Wildlife Federation's program)

Reduce the community's environmental footprint by increasing efficiency in resource use and reducing emissions & pollution

- Promote the community as an electric vehicle friendly place

Reclaim the Rouge River and allow for greater accessibility

- Increase the physical and visual access to the river and its floodplain forest, enhancing Dearborn's recreational identity
- Develop the Rouge River for sustainable "trade-related infrastructure"

VISION

Regional Collaboration



REGIONAL COLLABORATION. Dearborn is an integral part of a large metropolitan area, surrounded by several cities, and the borders are frequently not obvious. The opportunity exists more than ever before due to financial distress in local government to coordinate planning and share services with surrounding cities to be more efficient and cost effective.

UNIFIED. Issues of regional scope such as public safety, information systems, recreation, libraries, transportation systems, utility systems, and larger scale planning and economic development initiatives should be pursued and supported to improve the competitiveness of the entire region relative to the local, national and global economy.

DIVERSE. Dearborn should leverage its strengths along with those of its neighbors and work together to advance prosperity in the region. Specifically, we will work collaboratively with our adjacent communities to avoid economically unsustainable investments.

SUSTAINABLE. This region has historically functioned as municipally independent, isolated units. Given the current economic climate, this is no longer economically, environmentally or socially a sustainable model. Consideration should be given to consolidating duplicative services in adjacent communities. The sharing of services and coordinating of planning activities with surrounding cities may be more efficient and effective than isolated efforts in many areas. It may even prove that consolidation with all or a portion of one or more neighboring communities may eventually be the best and most effective option.



Dearborn Police Officers



Dearborn Firefighters

GOALS

Pursue coordination or consolidation with neighboring municipalities and local school districts

- Share resources to reduce redundancy and waste in local government
- Build community and a sense of place

Participate fully in larger initiatives by SEMCOG, Wayne County, the State of Michigan, and other entities intent on improving the competitiveness of the region

- Build knowledge and understanding
- Provide input and advice

FUTURE LAND USE

An individual's experience and their lasting impression in any community is derived from the combination of neighborhoods, districts and corridors.

While land use is one of the most important determining factors of the City's character, it is not the only factor. The built environment - how a building is positioned on a lot, what that building looks like, and how it is accessed by vehicles and pedestrians - make similar land uses "feel" very different, making it imperative to consider these elements when determining land use decisions.

FUTURE LAND USE DESCRIPTIONS

Future land uses are classified into the following categories:

// NATURAL FEATURES

Recreation & Natural Features. Parks, land and buildings where active and passive recreational activities take place are included in this category. Also encompassed are low lands near a watercourse which have been, or may be, covered by water of a flood of 100-year frequency as determined by the Federal Emergency Management Agency (FEMA) and natural tree areas.

Rouge River. The river serves to unify the community through recreational and economic development uses, and also serves a role as an industrial powerhouse in areas adjacent to Ford Motor Company's Manufacturing Plant and the Severstal facilities.

// GREAT NEIGHBORHOODS

Low Density. Ideal neighborhoods feature tree-lined streets with sidewalks, on-street parking, and well-maintained landscaping. Appropriate land uses include: detached single family residential dwelling units, duplexes, schools, cemeteries, parks, places of worship and civic buildings.

Medium Density. Appropriate land uses include: attached single family residential units, condominiums, and townhouse style developments that have limited access to the surrounding neighborhoods and roadways. Apartment dwellings may be appropriate provided they are developed in a character consistent with the existing fabric and future vision for the surrounding neighborhood.

High Density. Appropriate land uses include: high rise apartment and condominium complexes, dwelling units and compatible accessory land uses such as community centers and parks.



Children at Play

// MIXED USE CENTERS

Town Center. Town centers are vibrant, dense, mixed use destination areas. Each town center will have its own identity, a human scale, planned pedestrian orientation and minimized automotive uses (such as on-street and shared parking). A mix of land uses including civic spaces, amenities and multiple modes of transportation (bus, rail and non-motorized) are appropriate in these areas.

Vehicle Oriented. Local, community and regional commercial areas of the City where buildings and parking are arranged to place an emphasis on customers arriving via automobile. Characterized by larger, single-use, retail buildings with abundant front and side yard parking and buildings setback, appropriate land uses include: general retail, food service, and office and service type uses. Automobile oriented uses such as gas stations, auto repair, and drive-through facilities may be appropriate in these areas when designed in relationship to the area's character.

Shopfront. Local and community commercial and office service areas that typically have parking in the rear or side yards and buildings are built to the front property line, placing an emphasis on pedestrian and automobile customers. Appropriate land uses include: general retail, food service, office and service type uses. Gas stations, auto repair and drive-through facilities are generally inappropriate in these areas.

Artisan & Innovation. A flexible category which allows for a combination of small and medium-sized artist, artisan and other-related creative businesses. Spaces include a live-work environment and a mix of supporting uses.

TOD (Transit Oriented Development). Development located within a 1/4 mile to a 1/2 mile of a transit facility. This area will be promoted as a compact, mixed used development with a pedestrian orientation and attention to public spaces.

// KNOWLEDGE SECTORS

Employment, Research & Development. Allows for a flexible range of innovative business types for changing and emerging economic trends and business preferences.

Civic, Cultural, Medical, Higher Education & Tourism. Allows for flexibility between a variety of uses. Areas planned for this use include City Hall and other City-owned properties, the Henry Ford, Oakwood and Henry Ford Hospitals, the University of Michigan–Dearborn and Henry Ford College.

// INDUSTRIAL

Logistics. Supply chain uses related to the receipt of goods, processing, storage, packaging, shipping and disposal with an emphasis on connections to arterial roads, highways and rail. Appropriate uses include: transport and trade logistics of shippers and freight carriers, and the management of necessary information and communication processes.

Manufacturing. Manufacturing, fabricating and assembly uses are encouraged, but must consider the effect of noise, vibration and other potential nuisances on adjacent uses. Other complementary uses such as related office space and support functions may be appropriate.



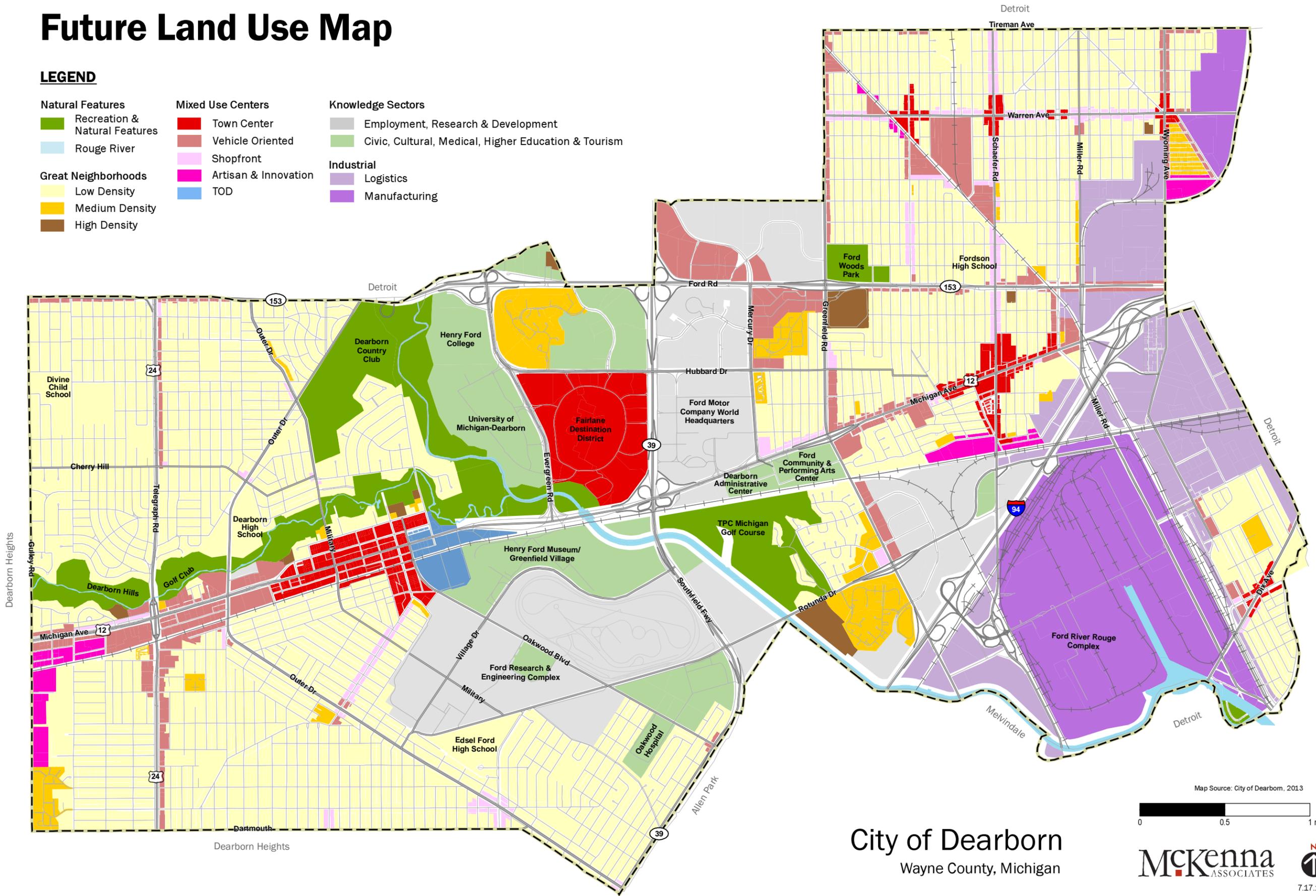
Ford Rouge Plant

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Future Land Use Map

LEGEND

- | | | |
|-------------------------------|--------------------------|--|
| Natural Features | Mixed Use Centers | Knowledge Sectors |
| Recreation & Natural Features | Town Center | Employment, Research & Development |
| Rouge River | Vehicle Oriented | Civic, Cultural, Medical, Higher Education & Tourism |
| Great Neighborhoods | Shopfront | Industrial |
| Low Density | Artisan & Innovation | Logistics |
| Medium Density | TOD | Manufacturing |
| High Density | | |



Map Source: City of Dearborn, 2013



City of Dearborn
Wayne County, Michigan



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IMPLEMENTATION

SUMMARY OF RECOMMENDATIONS

Actions and tools available to implement the visions created in the Dearborn 2030 Master Plan are as follows:

// PLANNING AND ZONING

Evaluate the City's Zoning Ordinance, and if necessary, make amendments to City regulations as necessary to implement the recommendations of this Plan. Continuous evaluation of the recommendations of this Plan must occur at regular intervals to ensure that the overall vision for the future development of the City remains relevant.

// CIVIC IMPROVEMENTS

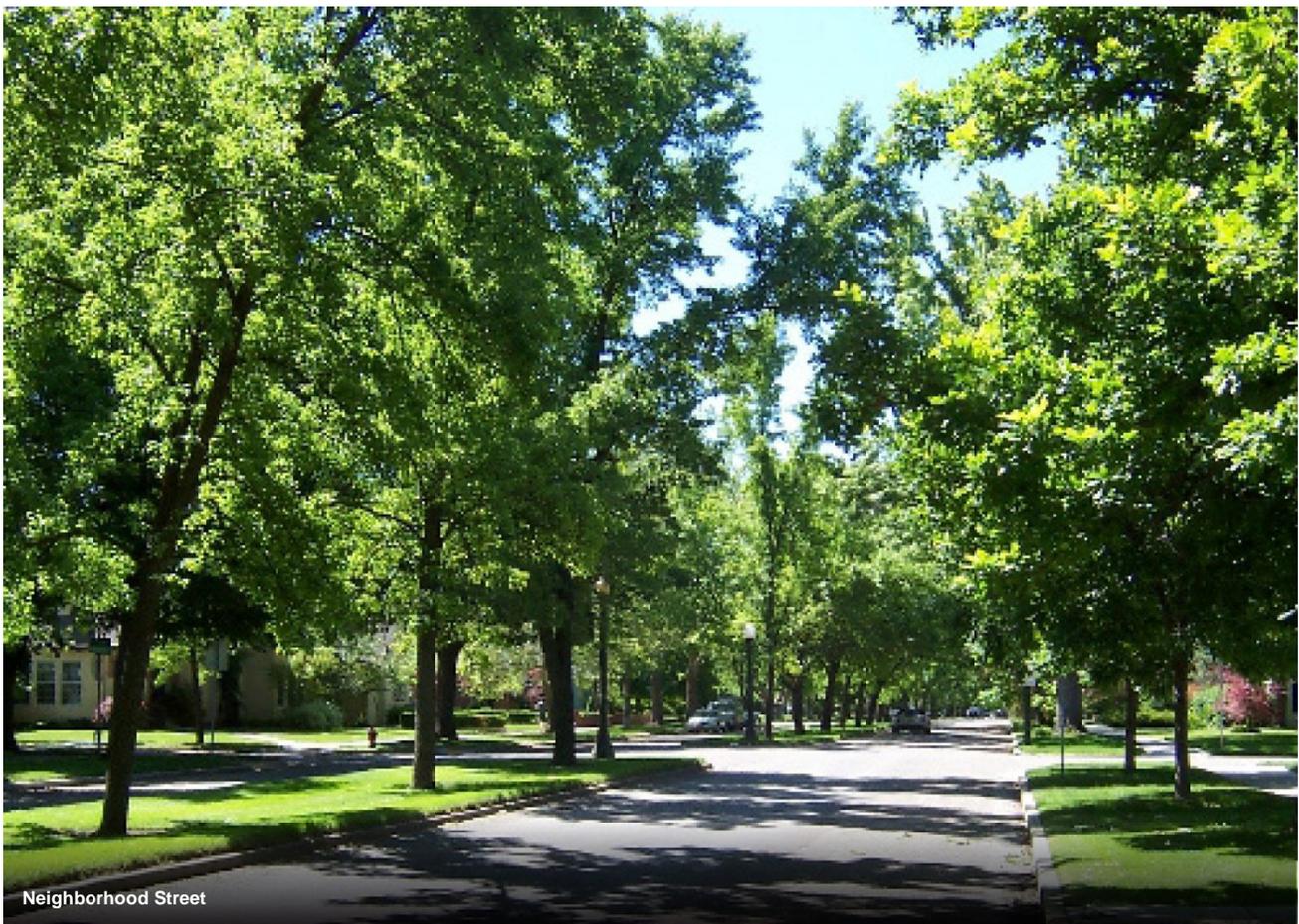
Improvements such as parks, public spaces, and utility systems fall into this category. Civic improvements are generally funded through public funds and are tangible "bricks and mortar" projects.

// CIRCULATION IMPROVEMENTS

Improvements to the City's motorized and non-motorized circulation system fall into this category.

// ECONOMIC DEVELOPMENT

This category includes the economic and physical development of the City. These improvements include a wide range of activities from physical development activity to promotion and marketing, and may be completed by public or private entities, or some combination thereof.



// SMART GROWTH

All development, especially future land uses, is intended to conform to the Principles of Smart Growth as defined by Smart Growth Online. (www.smartgrowth.org). All of these principles have been addressed throughout the Dearborn 2030 Master Plan. Consideration to each of the Smart Growth Principles should be given to any proposed development in coordination with the Dearborn 2030 Visions.

1. **Mix Land Uses**
Neighborhoods need to have a mix of homes, retail, business and recreational opportunities.
2. **Take Advantage of Compact Building Design**
Well-designed, compact neighborhoods allow residents to live, work, shop and play in close proximity. Local business is supported by neighborhoods and viable transit.
3. **Create a Range of Housing Opportunities and Choices**
Allows for people in different family types, life stages and income levels to afford a home in the neighborhood of their choice.
4. **Create Walkable Neighborhoods**
Utilize Complete Streets, among other techniques, to make non-motorized transportation such as bicycling or walking a viable transportation option.
5. **Foster Distinctive, Attractive Communities with a Strong Sense of Place**
Continue enabling neighborhoods to keep their individual identity while maintaining what makes them unique, vibrant, diverse and inclusive.
6. **Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas**
Ensure that development respects and protects natural landscape features and ecosystems.
7. **Strengthen and Direct Development Toward Existing Communities**
Encourage growth in existing neighborhoods, ensure investments in infrastructure such as roads and schools are used efficiently and developments do not take up new land.
8. **Provide a Variety of Transportation Options**
Neighborhoods are attractive and have safe, accessible infrastructure for walking, biking, transit and automobiles.
9. **Make Development Decisions Predictable, Fair and Cost Effective**
Define and refine the development review process clearly and concisely so both the City and developer can meet or exceed expectations. Keep communication consistent and open.
10. **Encourage community and stakeholder collaboration in development decisions**
Nurture engaged citizens so that they participate in community life and decision making. Places belong to those living, working and playing in them.

Implementation Program

Finishing and adopting the Dearborn 2030 Master Plan is not the end of the process. Stakeholders in the master planning process have chosen a future that signifies the importance of traditional, walkable neighborhoods; sustainable mixed-use commercial districts and a range of viable transportation choices. Maintaining cultural diversity, preserving our history, and enhancing the best characteristics of the City while making the most of opportunities that come with new development, are also integral components of the visions for the future.

The chart that follows summarizes the recommended actions or strategies along with the entities primarily responsible for implementing each action or strategy. The actions/strategies have been organized into three categories: high priority from 1-5 years; 2nd priority within 10 years and long-term priorities within 10-15 years. The fact that the Master Plan will be updated every 5 years means that, over time, the priorities may change.

FIGURE 3.1 : IMPLEMENTATION CHART

RESPONSIBILITY		LAND USE VISIONS	
A	Administration	GN	Great Neighborhoods
CC	City Council	MSM	Main Street Michigan Avenue
PC	Planning Commission	DCD	Destination Commercial Districts
CP	City Plan	KE	Knowledge Economy
ECD	Economic & Community Development	AML	Advanced Manufacturing & Logistics
PR	Parks and Recreation	NR	Natural Resources
PW	Public Works	RC	Regional Collaboration
EDDDA	East Dearborn Downtown Development Authority		
WDDDA	West Dearborn Downtown Development Authority		
WBDIA	Warren Business District Improvement Authority		
DVBDA	Dix-Vernor Business District Improvement Authority		
MDOT	Michigan Department of Transportation		
HA	Homeowners Associations		
NA	Neighborhood Associations		
SEMCOG	Southeast Michigan Council of Governments		
COD	City of Detroit		
S	Schools (Public/Private)		
WC	Wayne County		
RP	Regional Partners		
NC	Neighboring Communities (Allen Park, Dearborn Heights, Detroit, Melvindale)		

FIGURE 3.1 – IMPLEMENTATION CHART CONT.

HIGH PRIORITY (1-5 YEARS)

PROJECT	RESPONSIBILITY			VISION
	City	Other Gov't	Private	
Zoning Ordinance/Map Update Form Based Codes	ECD CP PC		NA	All visions
Sub Area Plans Corridor Plans Downtowns/Mich Ave. TOD Fairlane Area	CP ECD PC EDDDA WDDDA ECD WBDIA DVBDIA		NA	MSM DCD KE AML
Housing/Neighborhood Revitalization Strategy	ECD CP PC		HA NA	GN
Intermodal (including Non-Motorized Transportation) Plan	ECD CP PC	MDOT WC SEMCOG		MSM DCD KE AML NR RC
Strategic Plan for Detroit Intermodal Freight Terminal (DIFT)/Supply Chain	ECD CP PC	MDOT WC COD SEMCOG		KE AML RC
Rouge Corridor Study	CP PR PC	RP	NA	NR RC
Economic Development Strategy	ECD CP	RP		MSM DCD KE AML RC
Master Plan Evaluation and Amendment	CP PC			All visions

FIGURE 3.1 – IMPLEMENTATION CHART CONT.

2ND PRIORITY (10 YEARS)

PROJECT	RESPONSIBILITY			VISION
	City	Other Gov't	Private	
DIFT	ECD CP PW PC	MDOT WC COD SEMCOG		KE AML RC
Regional Collaboration and Potential Consolidation	A CC	WC NC		RC
Neighborhood Plans	CP PC			GN NR
Planning, Development and CIP Alignment	CP ECD PC			All Visions
Knowledge Based Economy Analysis	CP ECD PC			KE
Right-Size Commercial Sector	CP ECD EDDDA WDDDA WBDIA DVBDIA PC			MSM DCD KE AML
Develop Quality of Life Model	CP ECD PC			All Visions
CIP Process Improvements	CP A PC			All Visions
Joint City/School Parks and Recreation Planning	CP PR A S			GN NR

FIGURE 3.1 – IMPLEMENTATION CHART CONT.

LONG-TERM (10-15 YEARS)

PROJECT	RESPONSIBILITY			VISION
	City	Other Gov't	Private	
Industrial Repositioning	ECD CP PC			KE AML
Urban Storm Water Management Strategy	PW A			NR
Natural Resources Management Plan	CP PR A			NR
Reform Capital Improvement Plan Process	CP A PC			All Visions
Urban Tree Canopy Management Plan	CP A PR PW			NR

HIGH PRIORITY: 1-5 YEARS

// ZONING ORDINANCE / MAP UPDATE / FORM-BASED CODES

The Zoning Ordinance and accompanying Zoning Map are essential tools in the implementation of the Dearborn 2030 Master Plan. Dearborn's current Zoning Ordinance went through its last major overhaul in 1997 and was recodified in 2006. Since that time, both rezoning and text amendments have occurred allowing staff to identify areas that may need to be addressed. A comprehensive technical audit of the Zoning Ordinance needs to be performed to compare it with the objectives of the Dearborn 2030 Master Plan prior to making appropriate text and zoning district map amendments.

Incorporating flexibility in the zoning regulations should be given particular attention as well as considering the application of form based codes in districts where they would be most advantageous to guide development.

// SUB AREA PLANS

The Dearborn 2030 Master Plan is essentially a plan of plans in that it will dictate the requirement to perform additional studies to make determinations of the most appropriate actions in a specific area. Among the initial sub areas that were identified for more comprehensive planning endeavors are:

Corridor Plans: Warren Avenue and Dix-Vernor

Downtowns/Michigan Avenue: Exploring the concept of linking the east and west downtowns and creating an integrated and coordinated gateway and wayfinding signage plan

TOD: In addition to the new Intermodal Passenger Rail Station, explore the potential for another station in the east end of the City and the surrounding development that will follow

Fairlane Area: Address the potential transformation of the mall as a more inclusive part of the overall community

// HOUSING / NEIGHBORHOOD REVITALIZATION STRATEGY

The recent surge of rental properties have caused great concern among established traditional neighborhoods. A study to determine the effects of rental properties and the condition of Dearborn's housing stock overall needs to be performed. Dearborn also needs to continue to address the consequences of an aging housing stock. Desired residential densities should be determined through examining recent home sale prices on a square foot basis and contrasting how design influences value in Dearborn and other similar communities.

// INTERMODAL (INCLUDING NON-MOTORIZED) PLAN

A separate plan for the area surrounding the new Intermodal Passenger Rail Station will need to be developed in conjunction with Dearborn's Non-Motorized Transportation Plan and corresponding financing methods. The Non-Motorized Transportation Plan should include a natural resources component.

// STRATEGIC PLAN FOR DIFT / SUPPLY CHAIN

There is a current lack of adequate intermodal capacity in Southeast Michigan. The purpose of the Detroit Intermodal Freight Terminal (DIFT) project is to support the economic competitiveness of Southeast Michigan and the State by improving intermodal freight transportation opportunities and efficiencies to benefit business, industry and residents. The location of the DIFT directly affects Dearborn as a portion of the project is in East Dearborn.

The goal of the DIFT is to develop a regional intermodal facility with sufficient capacity to provide for existing and future demand and that supports the residential neighborhoods and businesses of Southwest Detroit/East Dearborn consistent with both terminal and community development objectives.

Terminal development objectives include: stimulating economic development and redevelopment through job creation, increasing the tax base and lowering the price of consumer goods; reducing truck "vehicle miles traveled" which saves lives, reduces pollution and conserves highway capacity; provide infrastructure to support current and future distribution needs of auto manufacturing and other Southeast Michigan businesses; and focus federal, state, local and private investments and resources at a single, world-class intermodal freight terminal district.

Community development objectives focus on Southwest Detroit and East Dearborn and include: strengthening the communities by reducing the impact of intermodal terminal expansion on residents and businesses; stimulating economic redevelopment with an associated increase in jobs for local residents; investing in infrastructure that improves safety by eliminating rail crossings and correcting drainage problems at a number of streets passing under rail lines; removing intermodal truck terminal-related truck traffic from local streets of the nearby neighborhood so that quality of life issues, such as air pollution and safety, are addressed; buffer the intermodal facility from nearby neighborhoods through improvements that reduce noise and utilize trees, vegetation and other enhancements to improve the terminal's exterior appearance.

As the DIFT moves towards construction, Dearborn will need to develop a strategic plan that addresses its impact on the community and allows for opportunities for related intermodal and supply chain management growth.

// ROUGE CORRIDOR STUDY

An inventory of land uses and conditions surrounding the Rouge River needs to be conducted to ascertain future development prospects. Specifically, Dearborn would like to consider utilizing this corridor not only as a recreational advantage, but as another community gathering place with the potential for a light commercial component.

// ECONOMIC DEVELOPMENT STRATEGY

Dearborn must continue its cooperative and constructive interaction with federal, state and neighboring communities to ensure growth as a region.

// MASTER PLAN EVALUATION AND REVISION

As mandated by Michigan's Municipal Planning Act, the Planning Commission must review the Master Plan at least every five years. Procedures to determine how progress toward meeting objectives will be developed as regular review meetings become standard practice to keep the Master Plan up to date.

It is important to note that as the City prepares additional studies and analyses, they should be officially adopted as amendments to the Master Plan. Individual studies adopted as part of the Master Plan shall be referenced appropriately.



Rouge River at Ford Field

2ND PRIORITY: WITHIN 10 YEARS

// DIFT

Allow for opportunities for related intermodal and supply chain management growth within the community based upon the strategic DIFT/Supply Chain Management Plan.

// REGIONAL COLLABORATION AND POTENTIAL CONSOLIDATION

Continue to investigate and implement mutually beneficial service consolidation with adjacent municipalities to reduce repetitiveness and costs.

// NEIGHBORHOOD PLANS

Much like the community profiles that are a part of this Master Plan, neighborhood plans that take individual characteristics into account are essential to determine the feasibility of development and redevelopment within each neighborhood. Components of these plans should include: historic preservation, housing, transportation, public safety, education, neighborhood livability and commercial development.

// PLANNING, DEVELOPMENT AND CAPITAL IMPROVEMENT PLAN (CIP) ALIGNMENT

One of Dearborn's planning goals is to achieve an alignment between master planning objectives, public infrastructure, needs and improvements, and capital funding for those activities as specified in phased CIP approvals. While each of these elements tends to function independently today, a coordinated planning approach will be a more effective and efficient way to plan for future community investment.

// KNOWLEDGE BASED ECONOMY ANALYSIS

Conduct an analysis and develop a Knowledge Economy Profile. Review, modernize and potentially revise the Zoning Ordinance, Capital Improvement Plan, Recreation Master Plan operating budget and other City functions to eliminate barriers to growth and determine how they can best support amenities that will attract and retain knowledge economy entrepreneurs and workers. Perform market analysis relating to college towns to determine the demand for student housing and other amenities and incorporate findings into the overall housing and development plan for the City.

// RIGHT-SIZE COMMERCIAL SECTOR

Inventory commercial districts and uses, clarify desired role and form for each district, perform a market analysis and determine areas prime for redevelopment as something other than commercial. Review density limitations, allow for mixed uses with a residential component and develop marketing programs and guidelines for addressing sustainability issues.

// DEVELOP QUALITY OF LIFE MODEL

Promote understanding of the Master Plan as it relates to maintaining and retaining a sense of place within the community. Identify metrics and promote changes that improve quality of life.

// CIP PROCESS IMPROVEMENTS

Increase the influence of the Planning Commission in the current CIP process. Ensure that all projects are directly tied to an objective within the Dearborn 2030 Master Plan.

// JOINT CITY / SCHOOL / RECREATION PLANNING

Partner with the schools to ensure that park and recreation planning is more cost effective and not duplicative in nature.

LONG-TERM: 10-15 YEARS

// INDUSTRIAL REPOSITIONING

Historical industrial development patterns of the 20th Century are changing, and becoming obsolete. As modern manufacturing and supply chain needs are met within the former industrial districts, other more varied and flexible uses will be accommodated through an industrial repositioning strategy for Dearborn.

// URBAN STORM WATER MANAGEMENT STRATEGY

In conjunction with the Natural Resources Inventory and utilizing BMP's (best management practices) and LID (low impact development) standards, develop a plan to more effectively and efficiently manage stormwater.

// NATURAL RESOURCES MANAGEMENT PLAN

Following the completion of a Natural Resources Inventory, a plan must be devised to determine the most appropriate actions for preserving and protecting these resources for future generations.

// REFORM CIP

Based on the information obtained from the Planning, Development and CIP Alignment study, additionally ensure that the Planning Commission continues and strengthens its participation in the process; there is appropriate staff training; and that Dearborn's Capital Improvement Plan is directly tied to the Master Plan as the reference for proposal, prioritization and implementation of projects.

// URBAN TREE CANOPY MANAGEMENT PLAN

An urban tree canopy (UTC) is defined as the layer of leaves, branches, and stems of trees that cover the ground when viewed from above. Trees provide a stormwater management function by intercepting rainfall and reducing surface runoff. After completing a tree inventory, the City needs to develop a plan to determine funding for areas defined as lacking appropriate coverage while ensuring that the existing canopy is well maintained and preserved.

Zoning Plan

A “Zoning Plan” is required by the Michigan Planning and Zoning Enabling Acts. Section 33(d) of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, and requires that the plan prepared under this act serve as the basis for this zoning plan. The Michigan Zoning Enabling Act, PA 110 of 2006, as amended, requires a zoning plan be prepared as the basis for the Zoning Ordinance. It must be based on an inventory of conditions pertinent to zoning in the municipality, such as vacant land available and/or underutilized land by zoning category, and the purposes for which zoning may be adopted (as described in Section 201 of the Michigan Zoning Enabling Act).

The [Zoning Plan](#) is a key implementation tool to achieve the vision of the Master Plan. In order to realize that vision, the City must ensure that ordinances and regulations permit and direct the type and style of development recommended by the Master Plan.

// RELATIONSHIP TO THE MASTER PLAN

The Dearborn 2030 Master Plan establishes the vision, goals, objectives, and strategies for the City of Dearborn for the next twenty years and beyond. It includes specific strategies for managing change in land use and infrastructure over this period as well as the physical character of development. This zoning plan is intended to guide the implementation of these strategies through future changes to the City's Zoning Ordinance.

// FUTURE LAND USE DESIGNATION CORRELATION TO ZONING DISTRICTS

The following table summarizes the existing zoning districts that most closely correspond with each of the future land use designations found in the [City Character Plan](#) chapter of this plan. Specific recommendations for changes to height, area, bulk, or location requirements for various areas of the City are described in the [Yesterday and Today](#) chapter.

The City will need to reconcile the future land use designation descriptions with the existing zoning districts. This may include amendments to uses allowed within the existing zoning districts as well as development standards for specific uses.

// ZONING DISTRICTS WITH NO CORRESPONDING LAND USE DESIGNATIONS

The Residential Preservation (RP), Vehicular Parking (VP) and Vehicular Parking- Class A Auto Dealer (VPD) Districts do not have corresponding future land use designations. The RP district is intended to be a transitional use between more intensive land uses and less intensive residential uses. The RP district was formed to protect a particular architectural character, allowing added flexibility of uses while retaining the existing residential façade therefore preserving the character of the area. The RP District permits the construction or conversion of structures for combined office and residential use, provided the residential character of the structure and the parcel is maintained.

The VP District provides areas used solely for off-street parking as an incidental use for an abutting commercial, office, or industrial use. It is intended to supplement the parking needs of businesses that do not have adequate parking, due to initial site limitations or business growth. The VPD District is intended to accommodate storage of new and good-condition used vehicles for sale, but VPD Districts do not allow any activities that negatively impact adjacent residential property.

FIGURE 3.2 : ZONING PLAN

Current Zoning District	Great Neighborhoods			Main Street Michigan Avenue & Destination Commercial				Knowledge Economy		Advanced Manufacturing & Logistics		Natural Resources		
	Low Density	Medium Density	High Density	Town Center	Vehicle Oriented	Shopfront	Artisan	T.O.D.	Employment, Research & Development	Civic, Cultural, Medical, Higher Education and Tourism	Logistics	Manufacturing	Recreation & Natural Features	Rouge River
R-A, One Family Residential	X												X	
R-B, One Family Residential	X													
R-C, Multiple Family Residential		X												
R-D, Multiple Family Residential		X		X										
R-E, Multiple Family Residential			X	X				X						
R-P, Preservation														
O-S, Business Office						X								
B-A, Local Business						X								
B-B, Community Business		X	X		X	X				X				
B-C, General Business		X	X	X	X	X	X	X	X	X				
B-D, Downtown				X		X	X	X	X	X				
I-A, Light Industrial							X		X		X			
I-B, Medium Industrial							X		X		X	X		
I-C, Intensive Industrial									X		X	X		
I-D, General Industrial									X			X		
T-R, Technology Research							X		X					
PUD, Planned Unit Development/Mixed Use		X	X	X		X	X	X		X				
FP, Floodplain													X	X
VP, Vehicular Parking														
VPD, Vehicular Parking – Class A Auto Dealer														

FINANCING TOOLS

Grants and private donations are always sources to be pursued to generate project funds. However, in a tough, competitive economy, they cannot always be relied upon as resources to complete necessary projects. There are a number of different financing tools that may be available to implement various portions of the Dearborn 2030 Master Plan involving physical improvements.

// TAX INCREMENT FINANCING

Tax Increment Financing (TIF) is a funding method that authorized bodies may use for public purposes. This tool is often implemented through the creation of a TIF district with the goal of improving infrastructure. The City currently has two DDA's and two CIA's that utilize this tool.

// DOWNTOWN DEVELOPMENT AUTHORITY (PUBLIC ACT 197 OF 1975)

A Downtown Development Authority (DDA) is a non-profit development corporation which exists for the purpose of promoting a desirable environment for businesses and residents as well as implementing economic development projects and preventing blight. A variety of financing techniques are available to DDAs, including bond issues, Tax Increment Financing (TIF), and public and private contributions.

// CORRIDOR IMPROVEMENT AUTHORITY (PUBLIC ACT 280 OF 2005)

This is a relatively new method of improving older commercial corridors. The Corridor Improvement Authority Act allows local governments to create one or more Corridor Improvement Authorities (CIA) to address established, deteriorating commercial corridors located outside their downtown areas. This tool gives local governments the option to use TIF for improvements in the district and to undertake a wide range of activities to promote economic development and redevelopment in commercial areas.

// BROWNFIELD REDEVELOPMENT AUTHORITY (PUBLIC ACTS 381, 382, AND 383 OF 1996)

Communities are authorized to create one or more Brownfield Redevelopment Authorities (BRA). BRAs may be used to finance the cleanup and reuse of contaminated property. A BRA may cover some costs of redevelopment including the demolition of buildings necessary to remove hazardous substances and new construction if needed to protect against exposure to hazardous substances that are to remain.

OTHER FINANCING TOOLS

// PRINCIPAL SHOPPING DISTRICT / BUSINESS IMPROVEMENT DISTRICT (PUBLIC ACT 120 OF 1961)

A Principal Shopping District (PSD) or Business Improvement District (BID) provides for the implementation of certain activities within these districts. Municipalities may implement street and pedestrian improvements, acquire property for and construct parking lots or garages, and other facilities that "serve the public interest." Through a Downtown Management Board, the community may assist in ongoing activities including initiatives to promote economic development (i.e. market studies, public relations campaigns, and retail and institutional promotions). The maintenance, security, and operation of the principal shopping district may be carried out through this board. PSD's do not, however, possess the authority to conduct broad redevelopment or public infrastructure development activities. They do not have access to a dedicated property tax millage or the ability to undertake TIF. The implementation of a PSD/BID may be used in conjunction with a DDA or CIA as each tool can achieve different goals within a commercial area. A PSD/BID may be funded through a special assessment within the district, grants, and/or public/private donations.

// COMMERCIAL REHABILITATION ACT (PUBLIC ACT 210 OF 2005)

The Commercial Rehabilitation Act enables local units of government to create one or more rehabilitation districts in which rehabilitated commercial property may receive property tax reductions for one to 10 years from the municipality (excluding personal property and the land upon which the rehabilitated facility is located). These tax reductions or abatements may be used to encourage redevelopment in the community; however, they do reduce the amount of tax revenues collected by the City and other taxing entities that would approve the reductions or abatements. Therefore, this tool should be used judiciously.

// LOCAL DEVELOPMENT FINANCING AUTHORITY (PUBLIC ACT 281 OF 1986)

A Local Development Financing Authority (LDFA) is intended to assist industrial development, promote economic growth, and prevent conditions of unemployment. Eligible activities include the support of business investment in districts where the primary activity is the manufacture of goods or materials, agricultural processing, or high-tech activities such as product development, engineering, product testing, or research and development. An LDFA may also use a TIF.

// NEIGHBORHOOD IMPROVEMENT AUTHORITY (PUBLIC ACT 61 OF 2007)

A Neighborhood Improvement Authority (NIA) is intended to assist communities correct and prevent deterioration in residential neighborhoods and certain other areas. Eligible activities include the support of neighborhood investment in and growth including the construction, renovation, repair, remodeling, rehabilitation, restoration, preservation, or reconstruction of a public facility, an existing building, or a multiple-family dwelling unit in the district. An NIA may also use a TIF.

CURRENT INITIATIVES

// TRANSIT ORIENTED DEVELOPMENT (TOD)

Development that may occur around the new train station is typically called Transit Oriented Development or TOD. In many cases around the country, TOD has resulted in a great deal of development activity related to the proximity to the rail transit systems. The Washington Metro system is a great example, where each place a transit stop has been added, significant housing, retail and mixed-use development follows.

In Dearborn's case, we are hopeful that the new transit center will attract additional development that will enhance, not supplant our existing downtown district. In most TOD areas, the improved pedestrian linkages and proximity to transit systems increase property values and therefore demand for improving the "place" we call downtown.

// PLACE PLANS

The City received a grant from the State of Michigan to look at Place Making, per the Governor's MI Place Partnership program. Technical experts from the Michigan Municipal League, the Michigan State Housing Development Authority and a design team from Michigan State University worked on the TOD project. Through extensive community participation, the team brought many successful ideas to the table to show what has happened in other places and how some of those things could potentially work in Dearborn.

MAP 4.1 : WEST DEARBORN TOD FINAL CONCEPT PLAN



The Dearborn TOD area around the new Intermodal Station is a long-term plan, and will rely on private investment being interested in building new or enhanced projects around the station. The City usually participates in these types of investments by improving infrastructure to connect the projects to the district and the other destinations.

These infrastructure improvements are financed through the use of downtown development funds aimed at enhancing and improving the downtown districts. That will continue to be the case with both the West Downtown district and the TOD area. The TOD area and the existing West Dearborn Downtown district will be receiving much additional planning and development attention over the next few years. As activity builds at the new Intermodal Station, it is likely that interest will be shown by private developers in the sites around the station. The combination of our large tourist attraction at the Henry Ford, our very viable West Dearborn Downtown district and the linkages to the college campuses and Fairlane Town Center should provide many opportunities for Dearborn to continue to thrive as a destination and employment center in Southeast Michigan.

// INDUSTRIAL COMPETITIVENESS

After a long period of industrial decline, a recent forecast from International Strategy and Investment Group (ISI), a research organization that publishes investment trends, indicates that the United States may be about to witness a rebirth of manufacturing. At a time when U.S. labor costs are now more competitive than ever and the dollar has fallen to a 30-year low in trade-weighted terms, the United States has several competitive advantages that could result in stronger exports, lower demand for imports, and more foreign investment. Some of these advantages are listed below:

- Lower wages than in the past
- Weakened currency relative to the past
- Labor market stability
- An educated labor force
- Economic and accounting transparency
- The rule of law
- Absence of major corruption
- Deep and liquid capital markets
- Well-developed infrastructure
- Favorable shipping costs
- Targeted tax incentives



Industrial Workers



Ford Rouge Plant Green Roof

Since 2008, emerging-market economies have actually accounted for more U.S. exports than developed economies. With the assistance of booming emerging markets and stabilized domestic demand, recent manufacturing indexes produced by the Federal Reserve show that U.S. manufacturing purchases and employment are well on their way back to above-average growth after an anemic last half-decade that severely impacted U.S. manufacturing.

These broad national trends have benefitted Dearborn as witnessed by the transformation of the Rouge Complex since the year 2000. Henry Ford's vision for a vertically integrated manufacturing facility that loaded raw materials at one end and churned out finished automobiles at the other was realized in the early 1920's. This 1,200 acre site produced millions of vehicles for nearly eighty years before Bill Ford, Jr. revitalized the plant with a vision for a 21st Century Rouge complex that would respect his Great Grandfather's legacy while re-positioning the plant for an environmentally sustainable future. After \$2 billion in new investment in the north half of the Rouge over several years beginning in 2000, the Ford Truck Plant is one of the most modern and environmentally innovative manufacturing facilities in the world.

The south half of the Rouge Complex, the steel works, was purchased out of bankruptcy in 2004 by Severstal North America, a subsidiary of the Russian steel giant. Severstal's vision for making steel globally resulted in nearly \$2 billion additional investment to modernize the aging steelmaking facilities into the most advanced manufacturing of its kind in the world. In 2014, Severstal sold the complex to AK Steel Holding Corporation. This plant now produces the very highest quality steel for the auto industry; and is positioned to do so for the next half-century based on the investments made. The next innovation in the planning stages for the Dearborn mill is a Continuous Annealing Line (CAL), which will allow the production of high strength, lightweight steel. This product will allow dramatic reductions in vehicle weight without sacrificing safety, thereby positively contributing to ever increasing goals to make autos and trucks more fuel efficient into the future.

The modernization of the Rouge Complex is a functioning icon of American advanced manufacturing within our community. However, it represents less than half of the total acreage devoted to industrial use in the Dearborn 2030 Master Plan. The future of the remaining industrially zoned properties is mixed and somewhat uncertain as a variety of enterprises currently occupy several hundred acres of underutilized sites. Some of the possibilities for industrial sector include:

- Additional advanced manufacturing investment (in and around the Rouge Complex)
- Supply chain and logistics management investment
- Innovative industrial and entrepreneurial investment in ideas and technologies on the cutting edge
- Re-thinking the "industrial" zoning classification and its relative advantages and disadvantages to the Dearborn community based on recent developments regarding state and local tax policies



Sunflowers at Ford Motor Company World Headquarters

// INNOVATION INVESTMENT

When Henry Ford visualized the Rouge Complex happening in Dearborn, he was the only one that saw that vision. Dearborn has traditionally been a center of innovation related investment and intends to build that kind of flexibility into our Master Planning process and policies going forward. Dreamers with new and innovative ideas are welcome in Dearborn. Consequently, this planning process is recommending a comprehensive rewrite of the Zoning Ordinance to incorporate the flexibility to encourage innovators to settle in Dearborn. This provides the opportunity to mix traditional and new ways of thinking about industrial activity into the vision for Dearborn in 2030. No one is sure exactly what that mix of uses will be at present, but Dearborn will retain the flexibility in continuing its long history of innovation in industrial and related development.

// INDUSTRIAL ZONING AND TAX POLICY

An important consideration for Dearborn in planning for the industrial development of the future is how decisions by the State of Michigan impacting taxation policy may impact local communities. This means that recent legislation phasing out personal property taxes to encourage industries to invest in Michigan represents a strong disincentive to local communities to encourage large segments of the community to be zoned for industrial development when they will generate minimal revenues to contribute to providing local services. While the state continues to engage in discussions with local communities about how an overall revamped tax structure can be constructed to treat local communities fairly in this and other regards, these policy decisions will need to be factored into Dearborn's Master Planning process. Obviously, new and retained jobs and additional investment are desirable in the industrial sector and are offsetting considerations to the tax issues dialog. This complexity highlights the ongoing need to view the Master Plan as a living document, with broad and inter-related causes and effects that must be carefully balanced for sustainable community development into the future.

// ADVANCED MANUFACTURING

Dearborn is well positioned for additional investments in advanced manufacturing and welcomes this sector as an element of the future land use plan. The City is well positioned geographically with easy access to transportation networks, ample utility connections, a well-trained workforce and all of the support mechanisms needed to succeed in this arena. Such major facility investments are few and far between, and often require large tracts of land which is a limitation in Dearborn. Smaller support facilities related to the advanced manufacturing sector are more likely and desirable in Dearborn.

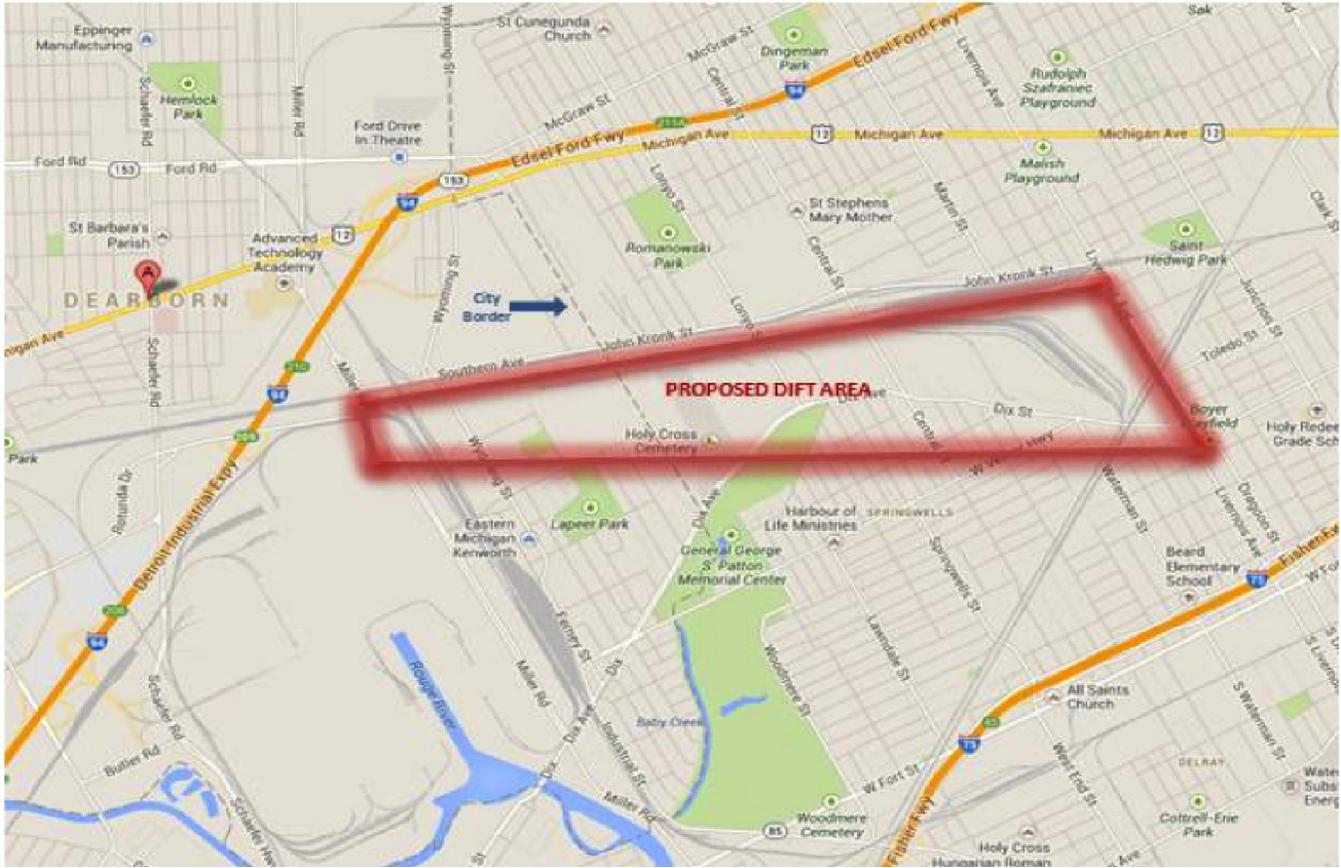
// SUPPLY CHAIN AND LOGISTICS

The global supply chain of goods and services is now a reality and an important opportunity for Dearborn. Extensive studies of the potential linkages to East Coast ports like Halifax, Nova Scotia in Canada, the North American Free Trade corridor between the United States, Canada and Mexico, and local improvements including the Detroit Intermodal Freight Terminal (DIFT) and the New International Trade Crossing (NITC-new bridge to Canada) indicate perhaps the best opportunity for Dearborn to re-position its industrial sector.

Canada is America's largest trading partner, and the linkage between Detroit and Windsor, Ontario is the busiest trading point between the nations. Dearborn is located within three miles of this critical international connection, ten minutes from Detroit Metropolitan Airport and imbedded in the related land, sea and air trade infrastructure. Consequently, our community has a tremendous opportunity to benefit from the management of the global supply chain and related logistics.

Specifically, Detroit and Dearborn are part of the planning team for the Detroit Intermodal Freight Terminal (DIFT), a cooperative partnership between the Michigan Department of Transportation (MDOT) and four major freight railroads aggregated into an intermodal truck/train yard for the easy transfer of container shipping. The West Gate for this massive facility is located in Dearborn at the intersection of Wyoming and Interstate Highway 94, the Detroit Industrial Freeway. Once completed, several thousand trucks will pass through this DIFT gate on a daily basis.

MAP 4.2 : PROPOSED DIFT AREA BOUNDARIES



BASE MAP SOURCE: Google

Overall, the DIFT is a ten+ year project that will be implemented in several phases. The next step in DIFT planning is the preparation of an Economic Development Strategic Plan by the project partners including MDOT, Detroit and Dearborn. The strategy will serve as a blueprint to assist both local communities in planning for the magnitude and types of related investment that can be attracted to this intermodal facility. The Strategic Plan should be completed by 2015 and also has a relationship to planning for the New International Trade Crossing (NITC).

The NITC project is a complex planning process being jointly undertaken by the State of Michigan and the Province of Ontario to add a second bridge crossing between the U.S. and Canada near the confluence of the Detroit and Rouge Rivers. The second bridge is a \$5 billion investment and an economic development anchor in the international transportation network. Dearborn's close proximity to this new crossing point will make it an attractive location for additional logistics firms and activities near the international border. Dearborn is well positioned to be an active partner in these projects and the overall supply chain and logistics management strategy for Southeast Michigan.

CITY CHARACTER AND REDEVELOPMENT PLAN

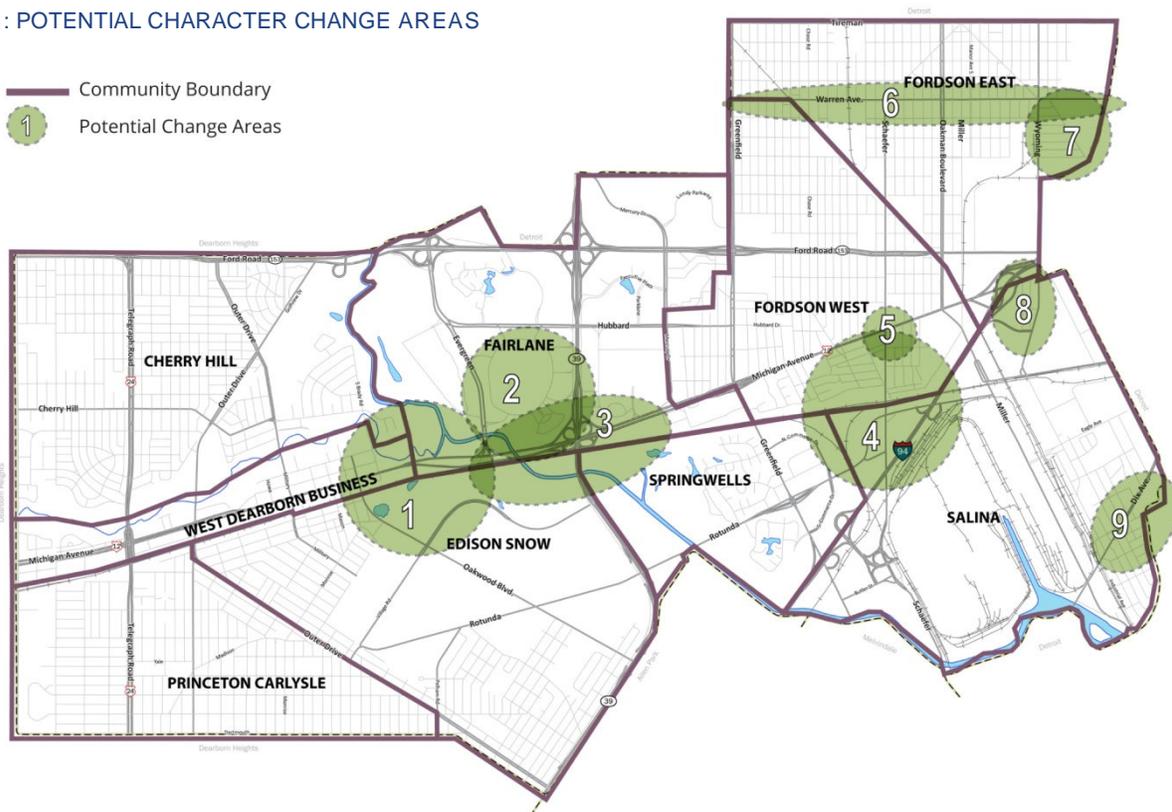
Over the past several decades many of Dearborn's neighborhoods have experienced some change to their original character or are beginning to feel pressure to change their character. Change in the city's neighborhoods has primarily resulted from residents' desire to modify existing homes to add on living space, attach garages, second stories, and so on. For many neighborhoods, permitting these changes will provide the opportunity to encourage investment, attract new residents and generally improve existing neighborhood conditions, while in other neighborhoods permitting change to the established character may be detrimental to the identity and ability to encourage new investment.

To preserve, stabilize and transform neighborhoods in Dearborn, the following should be considered:

- Maintain existing infrastructure
- Encourage energy efficiency
- Encourage the “greening” of buildings and sites compatible with the established character
- Enforce building codes and site maintenance related codes
- Create Zoning Ordinance regulations to require future development to be consistent with established key elements of character
- Ensure buffers and appropriate transitions exist between competing land uses
- Existing landscaping and tree canopies contribute to established neighborhood character and should be preserved
- Remove/rehabilitate unappealing structures to encourage the development of homes with attractive and modern amenities

The areas identified below are envisioned to experience a significant amount of change and will require additional studies for potential redevelopment in the near future. These areas and their potential for change are described on the following pages.

MAP 2.1 : POTENTIAL CHARACTER CHANGE AREAS



// TRANSIT ORIENTED DEVELOPMENT (TOD) SITES (#1, #4)

In addition to Dearborn's new intermodal passenger rail station in West Dearborn Downtown, a second transit oriented development future "hub" may be feasible in the vicinity of Schaefer and the railroad, south of the East Dearborn Downtown. Key areas should be determined for the increased density, needed to support the TODs. Plans should be created and marketing campaigns initiated to promote interest in these areas.

// FAIRLANE AREA (#2)

While there are approximately 1,500 enclosed malls in the United States, since 2009, only two new ones have been completed and since 2013, approximately 60 have been transformed. Transformations take malls from single, retail-only structures into urban neighborhood developments characterized by compact, pedestrian-friendly mixed use design that focus on public spaces and establish a sense of place.

The auto-oriented design of an enclosed mall discourages pedestrian activity while expansive parking lots contribute to excess runoff from impermeable surfaces. The Fairlane Community already possesses many of the elements of a mixed-use town center. Creating access to safe and clearly delineated pedestrian and bicycle connections between non-retail development such as the recent University of Michigan student housing, the University of Michigan and Henry Ford College campuses, existing Henry Ford Medical Center, and adjacent hotels and office uses is imperative to creating a more sustainable model. Dearborn needs to serve as a catalyst to support redevelopment projects that integrate the mall site with the rest of the community.

// CONNECTING EAST AND WEST DEARBORN (#3)

The modern Dearborn community is the result of combining two distinct entities, the City of Fordson (previously Springwells Township) and much of Dearborn Township (the remainder becoming Dearborn Heights). The natural, built and cultural environments all contribute to the division that exists between the east and west areas of the City. The physical separation is defined by the Rouge River, its' floodplain and the differences in urban form. East Dearborn was developed at a higher density; similar to Detroit, while west Dearborn features strong suburban characteristics such as larger lots and an auto-orientation. The cultural differences of over 80 ethnicities also contribute to perceived divisions, even though many initially settled here in the early twentieth century.

The Guiding Principles of this plan envision a community that is Unified, Diverse and Sustainable, directing us to celebrate the uniqueness of our many cultures, neighborhoods and offerings by connecting Dearborn around concepts like great neighborhoods and jobs, excellent shopping, premium attractions and a high quality of life that accommodates many tastes and desires. One of our best opportunities to illustrate the concept of uniting Dearborn is the connectivity potential along Michigan Avenue - Dearborn's Main Street and identity to the outside world. Dearborn's two downtown districts, civic center, Fairlane Town Center, Ford World Headquarters and The Henry Ford; America's Greatest History Attraction are an extensive collection of destinations and amenities of which all Dearbornites can be proud. Promoting this corridor as the heart and the soul of Dearborn provides the Unified, Diverse and Sustainable image we wish to convey.

// CITY HALL / ARTSPACE DEVELOPMENT (#5)

As of November 2013, Artspace secured \$6.9 million in funding from the Michigan State Housing Development Authority Low Income Housing Tax Credit to develop the existing City Hall into an affordable live/work facility for artists. The project will transform City Hall into an arts campus with 46 units of affordable live/work housing for artists and their families, along with non-residential space for working studios, incubator space, galleries and creative businesses. The project is expected to bring economic and cultural advantages to Dearborn, especially the East Dearborn Downtown district which will experience a significant transformation.

// REVITALIZING AND ENHANCING CORRIDORS (#6, #9)

The Warren and Dix-Vernor Business Improvement Districts have been established. Their existing character will be inventoried and plans for the future strategically set when the appropriate boards are appointed and officially launched.

// POTENTIAL NEIGHBORHOOD TRANSFORMATIONS (#7, #8)

Two predominantly residential neighborhoods, Eugene/Porath and Gary/Shaddick, are located in areas where most of the surrounding uses are intensive commercial or industrial in nature. Strategies to redevelop these areas need to be addressed in the form of a Neighborhood Revitalization Plan.

// REDEVELOPMENT STUDIES

The study of redevelopment sites will include general land use patterns and trends, history of the area, zoning changes over time and review of City records relating to zoning, building permits, subdivision records, vacancy inventories and analyses. Consideration will be given to surrounding land uses and development patterns, zoning and allowable uses, size of the site, market analysis, visibility, environmental conditions, quality of infrastructure and municipal services. Site specific visioning activities will be done for appropriate areas to gain resident and stakeholder input.

The outcome of the research and community outreach efforts will be a redevelopment strategy or plan for each area containing problem statements, goals and objectives and a 2 to 5 year time frame for implementation. Identifying financial redevelopment tools and the appropriate use of these will be a component of the redevelopment strategy or plan. These documents will become part of the Dearborn 2030 Master Plan by reference. Infrastructure recommendations, if made, will be included in the Annual Capital Improvement Plan (CIP). Marketing to potential developers, business owners and tenants on the redevelopment site should be undertaken if appropriate with information maintained, updated and made available on the City website.

Describing the progress of meeting specified time frames and benchmarks will be detailed as part of the Annual Reporting process once a redevelopment strategy has been completed.



// PUBLIC PARTICIPATION/COMMUNITY AND STAKEHOLDER OUTREACH

In addition to studies on the sites identified for potential redevelopment, an outreach process will be undertaken by the City to gather both resident and stakeholder perspectives. Activities may include, but are not limited to: interactive decision making exercises, consensus building, public comment sessions, design charrettes, open houses, town hall meetings, one-on-one interviews, focus or task groups, crowdsourcing, surveys, canvassing, and utilizing social networks (Facebook/Twitter, etc.). The most appropriate method of involving stakeholders is determined on a project-by-project basis.

Participants may be invited via a phone call, letter or postcard, e-mail, newsletter/newspaper articles, web-based announcement, posters and signs placed in various establishments and civic buildings, cable/television advertising or as a message on official City correspondence, such as water bills or through a group, neighborhood, school or business organization.

Involving stakeholders and residents at the beginning of the redevelopment process offers the opportunity for good ideas, better decisions, transparency and builds the sense of community that makes each place in Dearborn unique.

Sharing the results of public engagement and participation efforts is vital to the success and support of any redevelopment strategy. This offers opportunity for feedback and additional comments and keeps the lines of communication open. Evaluating the process and measuring outcomes is critical in tracking the success of approaches utilized to gain public participation and input.



Public Participation

