VISIONING SESSION SUMMARIES
Hillsdale TIFA Placemaking Plan
City of Hillsdale TIFA

Meeting Date: Thursday, October 20, 2016
Meeting Times: 2:00 PM & 6:00 PM
Meeting Location: Hillsdale Community Library

Attendance: 6 participants at 2:00 PM session
12 participants at 6:00 PM session

Overview of Sessions
Each visioning session was identically structured and specifically designed to solicit thoughts, opinions, and desires on topics that will assist BRI in developing a placemaking design plan, project priorities, and implementation strategies. Each session began with Brian Barrick and Sara Topolosek from Beckett & Raeder (BRI) giving an overview of the Hillsdale downtown Placemaking Plan process. A brief slideshow presentation was given to assist participants in evaluating the physical condition of downtown as it exists today. For reference, a copy of the slideshow is attached to this summary.

Following the slideshow, BRI lead participants through seven interactive small group exercises. Participants worked in groups of six to brainstorm on the following questions:

- Exercise #1: What are the best aspects of downtown?
- Exercise #2: What aspects of downtown could be better?
- Exercise #3: How do you envision downtown in 20 years?
- Exercise #4: What groundwork is needed to realize the 20-year vision for downtown?
- Exercise #5: Who needs to be on the bus?

At the conclusions of Exercises #1 through #5, participants were asked to place one sticker next to each of their two highest priority brainstorming responses. During Exercise #6, a volunteer for each small group was asked to present the top three priorities for Exercises #1 through #3. The top three priorities from each small group were used to create a consolidated list for each exercise. For Exercise #7, participants were given two more stickers for each consolidated exercise list and asked to vote on their two highest priorities in order to establish overall collective priorities of everyone attending the sessions.

Visioning Results
Below is a summary of priorities resulting from Exercise #7. For reference, a full record of all small group exercise responses and priorities is attached to this summary.
### Exercise #1: What are the best aspects of downtown?

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Priority Votes</th>
<th>Visioning Response</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture</td>
<td>4</td>
<td>Architecture</td>
<td>8</td>
</tr>
<tr>
<td>Farmers Market</td>
<td>2</td>
<td>Restaurants</td>
<td>4</td>
</tr>
<tr>
<td>Events</td>
<td>2</td>
<td>Stocks Park</td>
<td>3</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>1</td>
<td>Variety of shops</td>
<td>3</td>
</tr>
<tr>
<td>Lots of errands at once</td>
<td>1</td>
<td>Streetscape - Flowers/murals</td>
<td>2</td>
</tr>
</tbody>
</table>

### Exercise #2: What aspects of downtown could be better?

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Priority Votes</th>
<th>Visioning Response</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streets &amp; traffic pattern</td>
<td>5</td>
<td>No cohesive branding</td>
<td>7</td>
</tr>
<tr>
<td>Lack of nighttime activity</td>
<td>4</td>
<td>Traffic from college to city</td>
<td>6</td>
</tr>
<tr>
<td>Parking lot looks/lighting</td>
<td>2</td>
<td>Blighted properties</td>
<td>6</td>
</tr>
<tr>
<td>Walking dangerous at points</td>
<td>1</td>
<td>Visually appealing sidewalks</td>
<td>1</td>
</tr>
</tbody>
</table>

### Exercise #3: How do you envision downtown in 20-years?

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Priority Votes</th>
<th>Visioning Response</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully occupied downtown with hotel and restaurants</td>
<td>5</td>
<td>Re-energized Keefer Hotel</td>
<td>8</td>
</tr>
<tr>
<td>Architecture stay the same</td>
<td>3</td>
<td>Destination retail</td>
<td>7</td>
</tr>
<tr>
<td>Family friendly</td>
<td>1</td>
<td>Classy/consistent décor</td>
<td>2</td>
</tr>
<tr>
<td>Events year-round</td>
<td>1</td>
<td>Cohesive streetscape/branding</td>
<td>2</td>
</tr>
<tr>
<td>Weekend/evening vibrancy</td>
<td>1</td>
<td>Good grocery store</td>
<td>1</td>
</tr>
</tbody>
</table>

### Exercise #4: What groundwork is needed to realize the 20-year vision? (not prioritized)

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Visioning Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDOT/City cooperation</td>
<td>Investment capital</td>
</tr>
<tr>
<td>Better communication within community</td>
<td>Bureaucratic red tape (less)</td>
</tr>
<tr>
<td>More positive community involvement</td>
<td>Public participation/involvement</td>
</tr>
<tr>
<td>Better leadership</td>
<td>Productive planning sessions</td>
</tr>
<tr>
<td>Employment &amp; disposable income</td>
<td>MDOT street reconstruction</td>
</tr>
<tr>
<td></td>
<td>Revenue sharing</td>
</tr>
<tr>
<td></td>
<td>Big developer</td>
</tr>
<tr>
<td></td>
<td>Teamwork</td>
</tr>
<tr>
<td></td>
<td>Incentives</td>
</tr>
<tr>
<td></td>
<td>Physical barriers (eliminate)</td>
</tr>
</tbody>
</table>
Exercise #5: Who needs to be on the bus? (not prioritized)

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>2:00 PM Session</th>
<th>6:00 PM Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDOT</td>
<td>Visioning Response</td>
<td>Hillsdale College</td>
</tr>
<tr>
<td>Local government leaders</td>
<td>Service clubs</td>
<td>Local businesses</td>
</tr>
<tr>
<td>Entrepreneurs</td>
<td>Youth</td>
<td>Chamber of Commerce</td>
</tr>
<tr>
<td>Service clubs</td>
<td>Church groups</td>
<td>Private donors</td>
</tr>
<tr>
<td>Private donors</td>
<td>Public at large</td>
<td>Investors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Governor (revenue sharing)</td>
</tr>
</tbody>
</table>

Attachments
Visioning session slideshow
Full record of visioning responses and priorities

Summary prepared by Brian Barrick, Beckett & Raeder, Inc. Questions or comments may be directed to bbarrick@bria2.com.
Introduction

The City of Hillsdale has many valuable assets. It has a significant number of historic downtown buildings and a walkable, friendly small town atmosphere. At the same time, there are aspects of the downtown that can be improved on to make the downtown more vibrant. Our site assessment allowed us to review what your city current has and what other opportunities there may be.

Site Assessment Areas Identified Were:

- Character Zones
- Streets / Traffic Patterns
- Pedestrian Connections
- Parking
- Furnishings
- Signage
- Utilities
- Vegetation
- Art / Architecture
- Paving
### Character Zones

<table>
<thead>
<tr>
<th>Overall Site Assessment Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Character Zones</td>
</tr>
<tr>
<td>- Civic</td>
</tr>
<tr>
<td>- Downtown</td>
</tr>
<tr>
<td>- Industrial</td>
</tr>
<tr>
<td>- Residential</td>
</tr>
<tr>
<td>- Business / Residential</td>
</tr>
</tbody>
</table>

### Streets

- Primary
- Secondary
- Alley

### Parking
Civic
- County Courthouse
- City Hall
- Post Office
- Library
- Other
Downtown

- Retail
- Restaurants
- Businesses
- Churches
- Residential
Industrial

- Train Depot
- Grain Silos / Factory
Residential

- Single Family
- Multi Family
Business / Residential

- Business converted from residential homes
- Business In-fill

Character Zones
Primary Streets

Will Carleton Road - Four lane, two-way road.
Primary Streets

Howell Street- One lane from Broad to McCollum Streets. One-way road with angle and parallel parking on one side, parallel parking on the other and an additional left turn lane. Road width averages 45’. Building face to building face dimensions avg. 70’.

Howell Street- Two lane at McCollum Street,, with a right turn lane, two-way road with parallel parking on both sides. Road width averages 50’. Building face to building face dimensions avg. 80’
Primary Streets

Broad Street- Four lane, two-way road with parallel parking on both sides. Road width averages 60’. Building face to building face dimensions avg. 100’.

McCollum Street- Two lane, two-way street with parallel parking on both sides. Road width averages 45’. Building face to building face dimensions avg. between 70’- 95’.
Secondary Streets

Bacon Street- Two lane, two-way street with parallel parking on both sides. Road width averages 45’. Building face to building face dimensions avg. 60’.
Secondary Streets

North Street- Two lane, two-way street. Road width averages 35’, plus angle and parallel parking in some locations. Intersection at Broad Street- right turns only. Building face to building face dimensions avg. 65’.

Barry Street- Two lane, two-way street with parallel parking on both sides. Road width averages 30’. Building face to building face avg. 78’-80’.
Secondary Streets

Manning Street- Two lane, one-way street. Road width averages 30’. One-way occurs after Bacon Street. Building face to building face dimensions avg. 65’-70’.

Budlong Street- Two lane, two-way street with parallel parking on both sides. Road width averages 40’. Building face to building face dimensions avg. 90’-95’.
Secondary Streets

Monroe Street- Two lane, two-way street. Road width averages 30’. Mix between asphalt and brick. Building face to building face dimensions avg. 85’-90’.

City Hall- One-way street to Will Carleton Road. Road width averages 24’ with angle parking. Building face to building face dimensions avg. 85’.
Secondary Streets

Union Street - Two-way street with parallel parking on one side. Road width averages 35’.

Manning Street - Two lane, two-way street until Bacon Street. Road width averages 35’.
Alleys tend to average 20-24' wide and the majority are two-way.
Sidewalks

- Short block distances
- Sidewalks vary in width
- Accessible sidewalks vs. non-accessible
Alley and Parking Lot Connections

- Alleys - rear access vs. none
- Parking lots within walking distance to businesses
- Some parking lots present an accessibility challenge
Parking

- Numerous parking lots and on-street parking around town with signage
- Vegetation, lighting and furnishings vary in each lot
Furnishings

- Lighting
- Benches
- Planters
- Trash Receptacles
- Drinking Fountains
October 20, 2016
Community Visioning Session

TIFA Placemaking Plan

Benchings

Furnishings

Benches
Planters
October 20, 2016
Community Visioning Session

TIFA Placemaking Plan

Trash Receptacles

Drinking Fountains

Absent: Bike Racks
Signage

- Wayfinding
- Regulatory
Utilities
Vegetation

- Street Trees
Vegetation

- Alley Plantings

- Parking Lot Plantings
Art & Architecture
Visioning the Future

- 7 Exercises, 7 minutes each
- Rapid fire brainstorming
- Create the longest lists possible
- All ideas are good ideas at this stage
Exercise #1

What are the best aspects of downtown?

• What works well?
• Where are your favorite places?
• What are your favorite activities?
Exercise #2

What aspects of downtown could be better?

- What could be improved?
- What could look better?
- What could function better?
Exercise #3

How do you envision downtown in 20 years?

• What occurs downtown?
• How does it look?
• How does it function?
• What is different from today?
• What is the same as today?
Exercise #4

What groundwork is needed to realize the 20-year vision for downtown?

- What obstacles are there?
- What opportunities could be seized?
- Think physical, organizational, operational, financial, etc.
Exercise #5

Who needs to be on the bus?

• Government organizations?
• Private organizations?
• Non-profit organizations?
• Key individuals?
Exercise #6

Presentation of Group Findings

- Quickly summarize your group’s brainstorming for exercises 1, 2, & 3
- Identify your group’s 2 highest priorities for exercises 1, 2, & 3
Exercise #7

Community Priorities

- Cast your votes!!
- Two stickers per list.

Thank you for your time and interest!

Do you have additional thoughts or comments? Feel free to contact Brian Barrick at bbarrick@bria2.com.
# Visioning Session Responses

**Hillsdale TIFA Placemaking Plan**

City of Hillsdale TIFA  
October 20, 2016

## Exercise #1: What are the best aspects of downtown?

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Priority Votes</th>
<th>Group 1</th>
<th>Priority Votes</th>
<th>Group 2</th>
<th>Priority Votes</th>
<th>Combined Collective Priorities</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture</td>
<td>4</td>
<td>Stocks Park</td>
<td>1</td>
<td>Good parking</td>
<td>1</td>
<td>Architecture</td>
<td>8</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>1</td>
<td>Architecture in general</td>
<td>3</td>
<td>Openness</td>
<td>3</td>
<td>Restaurants</td>
<td>4</td>
</tr>
<tr>
<td>Wedge</td>
<td>The Palace/Cafe, The Coffee Cup, Hunt Club</td>
<td>1</td>
<td>Architecture</td>
<td>3</td>
<td>Stocks Park</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Courthouse</td>
<td>2</td>
<td>Boutiques, Quant Character, 2 flower shops</td>
<td>Nice Shopping variety, mixed use, Farmers market</td>
<td>2</td>
<td>Variety of shops</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Lots of extras at once</td>
<td>1</td>
<td>Safety</td>
<td>1</td>
<td>Parking</td>
<td>1</td>
<td>Restaurants</td>
<td>1</td>
</tr>
<tr>
<td>Trees</td>
<td>2</td>
<td>Plants/Hanging baskets</td>
<td>Streetscape, flowers, murals</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking/walkability</td>
<td>1</td>
<td>Traffic flow</td>
<td>1</td>
<td>Ease of use</td>
<td>1</td>
<td>Restaurants, coffee shops</td>
<td>1</td>
</tr>
<tr>
<td>Safe for kids to go alone</td>
<td>1</td>
<td>Farmers Market</td>
<td>1</td>
<td>Kid oriented bus</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Well lit at night</td>
<td>1</td>
<td>Checker Records, Jilly Beans, Broadstreet, Pub</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmers market</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Exercise #2: What aspects of downtown could be better?

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Priority Votes</th>
<th>Group 1</th>
<th>Priority Votes</th>
<th>Group 2</th>
<th>Priority Votes</th>
<th>Combined Collective Priorities</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking lots look better</td>
<td>2</td>
<td>Traffic from college to City</td>
<td>4</td>
<td>Bury utilities</td>
<td>1</td>
<td>No cohesive branding</td>
<td>1</td>
</tr>
<tr>
<td>Streets/Traffic pattern</td>
<td>5</td>
<td>Stop light too high at Howell/Bacon</td>
<td>1</td>
<td>Traffic patterns, one way streets, pedestrian</td>
<td>3</td>
<td>Traffic from college to City</td>
<td>6</td>
</tr>
<tr>
<td>Walkability dangerous at points</td>
<td>1</td>
<td>Signage</td>
<td>1</td>
<td>Lack of signage/traffic continuity</td>
<td>1</td>
<td>Blighted properties</td>
<td>6</td>
</tr>
<tr>
<td>Hours of operation at stores</td>
<td>1</td>
<td>Too many knock knock on courthouse lawn</td>
<td>1</td>
<td>Blighted properties</td>
<td>4</td>
<td>Visually appealing sidewalks</td>
<td>1</td>
</tr>
<tr>
<td>Lack of nighttime events</td>
<td>3</td>
<td>No cohesive branding</td>
<td>3</td>
<td>Unfortunately designed buildings</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creepy at night</td>
<td>1</td>
<td>Better bike/motorcycle parking</td>
<td>1</td>
<td>Need for larger parking lots with trees</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of consistently good restaurants</td>
<td>2</td>
<td>More visually appealing sidewalks</td>
<td>2</td>
<td>Ferns street parking transition</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Too much concrete</td>
<td>1</td>
<td>Walkability</td>
<td>1</td>
<td>Street lights hang at night</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better seating spots outside</td>
<td>1</td>
<td>Street lights hang at night</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transit for walking/parking</td>
<td>1</td>
<td>No businesses like bookstores, galleries, culture</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking laws not enforced</td>
<td>1</td>
<td>No hotels</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liquor licenses not concentrated</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

## Exercise #3: How do you envision downtown in 20 years?

<table>
<thead>
<tr>
<th>Visioning Response</th>
<th>Priority Votes</th>
<th>Group 1</th>
<th>Priority Votes</th>
<th>Group 2</th>
<th>Priority Votes</th>
<th>Combined Collective Priorities</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture remain same</td>
<td>3</td>
<td>Good grocery store</td>
<td>2</td>
<td>Consistent lighting, buried utilities, better walkability</td>
<td>2</td>
<td>Re-energized Keefer Hotel</td>
<td>8</td>
</tr>
<tr>
<td>Destination hotel</td>
<td>5</td>
<td>Keefer Hotel - reenergized, different use</td>
<td>1</td>
<td>Walking mall, plaza, outdoor eating, business side</td>
<td>1</td>
<td>Classy/consistently decorated</td>
<td>2</td>
</tr>
<tr>
<td>More downtown apartments</td>
<td>2</td>
<td>Art studio</td>
<td>1</td>
<td>Improved use of alleys for shopping/eating</td>
<td>2</td>
<td>Cohesive streetscape/branding</td>
<td>2</td>
</tr>
<tr>
<td>Programming events throughout the year</td>
<td>1</td>
<td>More emphasis on architecture - define style</td>
<td>2</td>
<td>Boutique hotels</td>
<td>2</td>
<td>Good grocery store</td>
<td>1</td>
</tr>
<tr>
<td>Active community participation</td>
<td>1</td>
<td>More events/parades that bring 50% community</td>
<td>1</td>
<td>Destination retail, bakery, permanent farmers market</td>
<td>2</td>
<td>Family activities every weekend</td>
<td>2</td>
</tr>
<tr>
<td>Streetscapes harmonic</td>
<td>1</td>
<td>Historic building, tours, historic walks</td>
<td>1</td>
<td>Classy/consistently decorated</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fully occupied downtown</td>
<td>4</td>
<td>More modern technology, charging stations</td>
<td>1</td>
<td>More downtown residential</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family friendly</td>
<td>1</td>
<td>A large enterprise that employs many</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Exercise #4: What groundwork is needed to realize the 20-year vision?

<table>
<thead>
<tr>
<th>Visiting Response</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDOT/City cooperation - road reconstruction</td>
<td>4</td>
</tr>
<tr>
<td>Build off master plan and implement</td>
<td>3</td>
</tr>
<tr>
<td>More positive community involvement</td>
<td>4</td>
</tr>
<tr>
<td>Unemployment, no disposable income</td>
<td>1</td>
</tr>
<tr>
<td>Capitalize on assets</td>
<td>3</td>
</tr>
<tr>
<td>Education improved, bridges out of poverty</td>
<td>2</td>
</tr>
<tr>
<td>Drug issues and employment</td>
<td>1</td>
</tr>
<tr>
<td>Better communication within community</td>
<td>3</td>
</tr>
<tr>
<td>Better leadership</td>
<td>1</td>
</tr>
</tbody>
</table>

Exercise #5: Who needs to be on the bus?

<table>
<thead>
<tr>
<th>Visiting Response</th>
<th>Priority Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retain youth</td>
<td>1</td>
</tr>
<tr>
<td>Entrepreneurs with conscious</td>
<td>1</td>
</tr>
<tr>
<td>local government leaders</td>
<td>2</td>
</tr>
<tr>
<td>MDOT/state agencies</td>
<td>2</td>
</tr>
<tr>
<td>Improve town/gown relationship</td>
<td>2</td>
</tr>
<tr>
<td>No more us/them mentality</td>
<td>1</td>
</tr>
<tr>
<td>Service clubs, non-profits, church/school groups</td>
<td>4</td>
</tr>
<tr>
<td>Private donors, prominent individuals</td>
<td>1</td>
</tr>
<tr>
<td>MEDC</td>
<td>1</td>
</tr>
<tr>
<td>Churches</td>
<td>1</td>
</tr>
<tr>
<td>Public at large</td>
<td>1</td>
</tr>
</tbody>
</table>
**Exercise #1**

What are the best aspects of downtown?

Examples:
What works well? Where are your favorite places? What are your favorite activities?

<table>
<thead>
<tr>
<th></th>
<th>Best aspects downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Architecture, small town atmosphere, friendly character, trees, fountain at Condohotel, Central Square.</td>
</tr>
<tr>
<td>2</td>
<td>atmosphere.</td>
</tr>
<tr>
<td>3</td>
<td>wedge.</td>
</tr>
<tr>
<td>4</td>
<td>Courthouse.</td>
</tr>
<tr>
<td>5</td>
<td>Lots of errands @ once, post office, etc.</td>
</tr>
<tr>
<td>6</td>
<td>Trees.</td>
</tr>
<tr>
<td>7</td>
<td>walking, walkability</td>
</tr>
<tr>
<td>8</td>
<td>Safe for kids to go alone.</td>
</tr>
<tr>
<td>9</td>
<td>Well lit at night (LED lighting.</td>
</tr>
<tr>
<td>10</td>
<td>Farmers Market.</td>
</tr>
</tbody>
</table>

**Events:**

- Parades
- Street Dance
- Movies on
### Exercise #2

**What aspects of downtown could be better?**

Examples:
What could be improved? What could look better? What could function better?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Parking lots - look better w/ trees &amp; lights.</td>
</tr>
<tr>
<td>2</td>
<td>Streets/Traffic Pattern - impossible</td>
</tr>
<tr>
<td>3</td>
<td>Walkability dangerous at points</td>
</tr>
<tr>
<td>4</td>
<td>Hours of operation @ store</td>
</tr>
<tr>
<td>5</td>
<td>Lack of nighttime events</td>
</tr>
<tr>
<td>6</td>
<td>Creepy @ night</td>
</tr>
<tr>
<td>7</td>
<td>Lack of consistently good restaurants with good food.</td>
</tr>
<tr>
<td>8</td>
<td>Too much concrete</td>
</tr>
<tr>
<td>9</td>
<td>Seating outside - better spots</td>
</tr>
<tr>
<td>10</td>
<td>Transitions for walking/parking elderly. More food businesses like bookstores, galleries, culture, parking laws not enforced. No hotels - not many liquor licenses. Concentrated.</td>
</tr>
</tbody>
</table>
Exercise #3

How do you envision downtown in 20 years?

Examples:
What occurs downtown? How does it look? How does it function? What is different from today? What is the same as today?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Architecture remains the same</td>
</tr>
<tr>
<td>2</td>
<td>Hotel - destination</td>
</tr>
<tr>
<td>3</td>
<td>Restaurants - open all the time, quality, variety</td>
</tr>
<tr>
<td>4</td>
<td>More downtown apartments</td>
</tr>
<tr>
<td>5</td>
<td>Programming, events throughout year, ART + CULTURE</td>
</tr>
<tr>
<td>6</td>
<td>Weekend, evening, vibrancy, open Tuesday</td>
</tr>
<tr>
<td>7</td>
<td>Active community participation, civic involvement</td>
</tr>
<tr>
<td>8</td>
<td>Streetscapes, harmonious</td>
</tr>
<tr>
<td>9</td>
<td>Fully occupied downtown, open with fewer office space</td>
</tr>
<tr>
<td>10</td>
<td>Fully rehabilitated Mill in background, family friendly places for kids to play downtown</td>
</tr>
</tbody>
</table>
Exercise #4

What groundwork is needed to realize the 20-year vision for downtown?

Examples:
What obstacles are there to overcome? What opportunities could be seized?
Think physical, organizational, operational, financial, etc.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Road reconstructions/improved flow / MDOT City coop.</td>
</tr>
<tr>
<td>2</td>
<td>We need to build a master plan for Downtown. Implement it w/ funds for who does what.</td>
</tr>
<tr>
<td>3</td>
<td>More positive community involvement - civic concili - community connection</td>
</tr>
<tr>
<td>4</td>
<td>No disposable income, shrinking middle class, unemployment. 2nd poorest county in state.</td>
</tr>
<tr>
<td>5</td>
<td>Capitalize on our assets College, fiber,</td>
</tr>
<tr>
<td>6</td>
<td>Education improved, Bridges out of poverty programs.</td>
</tr>
<tr>
<td>7</td>
<td>Drug issues vs. employment.</td>
</tr>
<tr>
<td>8</td>
<td>Better economic communication with community.</td>
</tr>
<tr>
<td>9</td>
<td>Better leadership</td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
## Exercise #5

**Who needs to be on the bus?**

Examples:
- Government organization?
- Private organizations?
- Non-profit organizations?
- Key individuals?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><em>Retain Youth</em></td>
</tr>
</tbody>
</table>
| **2** | *Entrepreneurs w/ Conscience*  
  *Local Bus*
| **3** | *Local Gov't leaders* |
| **4** | *MDOT/Other State Agencies* |
| **5** | *Improve Town/Gown relationship* |
| **6** | *No more Them/Us Mentality* |
| **7** | *Service Clubs/Non-Profits* |
| **8** | *Church Groups* |
| **9** | *Private Donors/Prominent Individuals* |
| **10** | *School Groups* |
## Exercise #1

### What are the best aspects of downtown?

**Examples:**
- What works well?
- Where are your favorite places?
- What are your favorite activities?

<table>
<thead>
<tr>
<th></th>
<th>Stocks Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Architecture in General</td>
</tr>
<tr>
<td>3</td>
<td>The Palace Cafe/The Coffee Cup/Hunt Club</td>
</tr>
<tr>
<td>4</td>
<td>Boutiques/Quaint Character/2 Flower Shops</td>
</tr>
<tr>
<td>5</td>
<td>Safety/Parking</td>
</tr>
<tr>
<td>6</td>
<td>Planters/Hanging Baskets</td>
</tr>
<tr>
<td>7</td>
<td>Traffic Flow/Ease of use</td>
</tr>
<tr>
<td>8</td>
<td>Farmers’ Market</td>
</tr>
<tr>
<td>9</td>
<td>Checker Records/Jilly Beans/Broadstreet/Underground</td>
</tr>
<tr>
<td>10</td>
<td>Pub n Grub</td>
</tr>
</tbody>
</table>
### Exercise #2

What aspects of downtown could be better?

Examples:
What could be improved?  What could look better?  What could function better?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>Traffic From College to City  [esp. around city hall]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Stop Light too high at Howell/Bacon</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Signage</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Too many knick knacks on Courthouse lawn</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>No cohesive Branding</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Better bike/motorcycle parking</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>More visually appealing sidewalks</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Walkability</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Street Lights harsh at night</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Exercise #3

How do you envision downtown in 20 years?

Examples:
What occurs downtown? How does it look? How does it function? What is different from today? What is the same as today?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good grocery store</td>
</tr>
<tr>
<td>2</td>
<td>Keefer Hotel → reenergized, different use</td>
</tr>
<tr>
<td>3</td>
<td>More charm, less vacancy</td>
</tr>
<tr>
<td>4</td>
<td>Art Studio → Stocks Mill</td>
</tr>
<tr>
<td>5</td>
<td>More emphasis on architecture... Consistency even with new construction</td>
</tr>
<tr>
<td>6</td>
<td>Live events/parades that bring out 50%+ of Community</td>
</tr>
<tr>
<td>7</td>
<td>A festival</td>
</tr>
<tr>
<td>8</td>
<td>Historic Home/Building Tour/Historic Walks</td>
</tr>
<tr>
<td>9</td>
<td>More modernized technology [charging stations]</td>
</tr>
<tr>
<td>10</td>
<td>A large enterprise that employs many</td>
</tr>
</tbody>
</table>
Exercise #4

What groundwork is needed to realize the 20-year vision for downtown?

Examples:
What obstacles are there to overcome? What opportunities could be seized? Think physical, organizational, operational, financial, etc.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planning Sessions that are productive $\rightarrow$ Committee creation</td>
</tr>
<tr>
<td>2</td>
<td>Poor public participation / involvement</td>
</tr>
<tr>
<td>3</td>
<td>Lack of capital</td>
</tr>
<tr>
<td>4</td>
<td>Bureaucratic Red-tape</td>
</tr>
<tr>
<td>5</td>
<td>Opportunity: Low real estate cost</td>
</tr>
<tr>
<td>6</td>
<td>Opportunity: Community pride</td>
</tr>
<tr>
<td>7</td>
<td>Owner compliance w/ attractiveness</td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
Exercise #5

Who needs to be on the bus?

Examples:
Government organization? Private organizations? Non-profit organizations? Key individuals?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Service Clubs (Rotary, Kiwanis, etc.)</td>
</tr>
<tr>
<td>2</td>
<td>School Kids</td>
</tr>
<tr>
<td>3</td>
<td>M-DOT</td>
</tr>
<tr>
<td>4</td>
<td>Hillsdale College (&lt;Staff ↣ Faculty) ↣ Supporters</td>
</tr>
<tr>
<td>5</td>
<td>Police / Fire / City Council / Post Office</td>
</tr>
<tr>
<td>6</td>
<td>Local Businesses</td>
</tr>
<tr>
<td>7</td>
<td>Chamber of Commerce / Downtown Business Development</td>
</tr>
<tr>
<td>8</td>
<td>MEDC</td>
</tr>
<tr>
<td>9</td>
<td>Churches</td>
</tr>
<tr>
<td>10</td>
<td>Public at Large</td>
</tr>
</tbody>
</table>
### Exercise #1

What are the best aspects of downtown?

**Examples:**
What works well? Where are your favorite places? What are your favorite activities?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good Parking</td>
</tr>
<tr>
<td>2</td>
<td>Open ness</td>
</tr>
<tr>
<td>3</td>
<td>Architecture</td>
</tr>
<tr>
<td>4</td>
<td>Nice Shopping / Farmers Mkt.</td>
</tr>
<tr>
<td></td>
<td>- Variety - Mixed Use</td>
</tr>
<tr>
<td>5</td>
<td>well lit</td>
</tr>
<tr>
<td></td>
<td>- Clean</td>
</tr>
<tr>
<td></td>
<td>- Safety</td>
</tr>
<tr>
<td></td>
<td>- No graffitti</td>
</tr>
<tr>
<td>6</td>
<td>Street scape</td>
</tr>
<tr>
<td></td>
<td>- flowers</td>
</tr>
<tr>
<td></td>
<td>- murals</td>
</tr>
<tr>
<td>7</td>
<td>Restaurants / Coffee Shops</td>
</tr>
<tr>
<td>8</td>
<td>Kid-oriented Bus</td>
</tr>
<tr>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
Exercise #2

What aspects of downtown could be better?

Examples:
What could be improved? What could look better? What could function better?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Bury Utilities</strong></td>
</tr>
<tr>
<td>2</td>
<td><strong>Traffic Patterns / Pedestrian one-way streets</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>Lack of signage continuity / wayfinding lighting continuity</strong></td>
</tr>
<tr>
<td>4</td>
<td><strong>Blighted properties</strong></td>
</tr>
<tr>
<td>5</td>
<td><strong>Architecturally designed buildings</strong></td>
</tr>
<tr>
<td>6</td>
<td><strong>Need for larger planters w/ Small trees</strong></td>
</tr>
<tr>
<td>7</td>
<td><strong>Ferris St. Parking transition</strong></td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
Exercise #3

How do you envision downtown in 20 years?

Examples:
What occurs downtown? How does it look? How does it function? What is different from today? What is the same as today?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| 1 | • Consistent lighting, buried utilities  
   • Better way finding, heavily landscaped |
| 2 | • Business incubator |
| 3 | • Walking mall, outdoor eatery (plaza)  
   • Better sidewalk usage by businesses |
| 4 | • Improved use of alleys for shopping & outdoor eating |
| 5 | • Boutique Hotels |
| 6 | • Destination retail, Bakery, Permanent Farmer's Market |
| 7 | • Baker Family activities every weekend |
| 8 | • Classy consistent Christmas decorations |
| 9 | • More downtown residential |
| 10 |   |
Exercise #4

What groundwork is needed to realize the 20-year vision for downtown?

Examples:
What obstacles are there to overcome? What opportunities could be seized? Think physical, organizational, operational, financial, etc.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MDOT, Street Reconstruction/Sidewalk</td>
</tr>
<tr>
<td>2</td>
<td>Revenue Sharing</td>
</tr>
<tr>
<td>3</td>
<td>Big Developer</td>
</tr>
<tr>
<td>4</td>
<td>Retain Students / Youth / College Graduates</td>
</tr>
<tr>
<td>5</td>
<td>Lack of Incentives</td>
</tr>
<tr>
<td>6</td>
<td>Art &amp; Culture</td>
</tr>
<tr>
<td>7</td>
<td>Physical barriers / walkability / Bike Routes</td>
</tr>
<tr>
<td>8</td>
<td>Lack of Teamwork</td>
</tr>
<tr>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
Exercise #5

Who needs to be on the bus?

Examples:
Government organization? Private organizations? Non-profit organizations?
Key individuals?

<table>
<thead>
<tr>
<th></th>
<th>Private donors/organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Investors w/ Connections</td>
</tr>
<tr>
<td>2</td>
<td>College/Students/Community</td>
</tr>
<tr>
<td>3</td>
<td>Governor/Revenue Sharing</td>
</tr>
<tr>
<td>4</td>
<td>Service Organizations</td>
</tr>
<tr>
<td>5</td>
<td>Hospital</td>
</tr>
<tr>
<td>6</td>
<td>Churches</td>
</tr>
<tr>
<td>7</td>
<td>Business owners</td>
</tr>
<tr>
<td>8</td>
<td>Chamber</td>
</tr>
<tr>
<td>9</td>
<td>Citizens</td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
### Exercise #1

Community Priorities - Best aspects of downtown

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>PALACE CAFE, HUNT CLUB, COFFEE CUP</strong></td>
</tr>
<tr>
<td>2</td>
<td><strong>ARCHITECTURE</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>STOCKS PARK</strong></td>
</tr>
<tr>
<td>4</td>
<td><strong>RESTAURANTS</strong></td>
</tr>
<tr>
<td>5</td>
<td><strong>VARIETY OF SHOPS</strong></td>
</tr>
<tr>
<td>6</td>
<td><strong>STREETSCAPE - FLOWERS + MURALS</strong></td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td>9</td>
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<td>10</td>
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</tr>
</tbody>
</table>
## Exercise #2

Community Priorities - aspects that could be better

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>TRAFFIC FROM COLLEGE TO CITY (HALL)</strong></td>
</tr>
<tr>
<td>2</td>
<td><strong>NO COHESIVE BRANDING</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>MORE VISUALLY APPEALING SIDEWALKS</strong></td>
</tr>
<tr>
<td>4</td>
<td><strong>BLIGHTED PROPERTIES</strong></td>
</tr>
<tr>
<td></td>
<td><strong>SIGNAGE LIGHTING</strong></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
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</thead>
<tbody>
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<td>9</td>
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<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
## Exercise #3

### Community Priorities - 20 year vision for downtown

<table>
<thead>
<tr>
<th></th>
<th>Re-Energized Keeper Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>(New/old) Consistent Architectural Emphasis</td>
</tr>
<tr>
<td>3</td>
<td>Good Grocery Store</td>
</tr>
<tr>
<td>4</td>
<td>StreetScape Cohesive Branding</td>
</tr>
<tr>
<td>5</td>
<td>Boutique Hotel</td>
</tr>
<tr>
<td>6</td>
<td>Destination Retail</td>
</tr>
<tr>
<td>7</td>
<td>Classy/Casual Christmas Decor (Nov-Feb)</td>
</tr>
</tbody>
</table>

<p>| | |</p>
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<th></th>
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<tbody>
<tr>
<td>8</td>
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<tr>
<td>9</td>
<td></td>
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<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>