



# Woodward Heritage AVENUE

connecting culture and community

WOODWARD AVENUE HERITAGE MARKETING STRATEGY EXECUTIVE BRIEF



## Woodward Avenue Heritage Executive Brief

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## Woodward Avenue Heritage: Connecting Culture and Community

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Woodward Avenue, designated in March 1999 as Michigan's first recreational urban Heritage Route by Governor John Engler and the Michigan Department of Transportation, is located in Southeast Michigan's Oakland and Wayne counties.

This impressive, broad thoroughfare begins at Jefferson Avenue in the City of Detroit and extends 28 miles north to a loop terminus in the city of Pontiac. Woodward Avenue traverses through the communities of Detroit, Highland Park, Ferndale, Pleasant Ridge, Huntington Woods, Berkley, Royal Oak, Birmingham, Bloomfield Township, Bloomfield Hills and Pontiac.

Woodward Avenue is Michigan's "Main Street." The application for the Heritage Route designation states: "In Detroit, the best known street is Woodward Avenue, a 28-mile asphalt ribbon rich in 200 years of urban history, bright with city lights and shaded in suburban green. That ribbon entwines Detroit's theater, art, educational and medical centers with neighborhoods both grand and faded. It ties together stable suburban middle class residential streets and wealthy enclaves, and links strips of independent retail shops with landscaped professional office centers, bustling small downtown districts and industrial giants, the likes of General Motors."

In light of this unique designation, we recognize the significant amount of work that must be accomplished to make the corridor "market ready" for those who will visit our one-of-a-kind Michigan Heritage Route. The "total experience" for visitors to Woodward Avenue requires attention on a variety of fronts – from the physical "brick and mortar" improvements and creation of a sense of pride and excitement, to the buy-in of the project's stakeholders – all of which will build on and improve Woodward Avenue making it an internationally renowned Avenue.

In order to accomplish these important steps that will render the corridor market ready, all Woodward stakeholders must work in harmony toward a common Vision. From the viewpoint of the project's stakeholders, countless events, sites, buildings and activities give Woodward Avenue its unique character, status and heritage. To some it is the appreciation and stewardship of historical buildings; to others it is the celebration of the Native Americans who established the trail. Still, others view the areas character as being driven by the automobile industry. To some it is the Thanksgiving Day Parade or "cruising" Woodward in the 60's and 70's from drive-in to drive-in, and to others it is the the combination of all these things.



## Woodward Avenue Heritage: Connecting Culture and Community

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It is important to recognize, celebrate and preserve these variations that constitute Woodward's unique character and heritage in order to achieve success through an inclusive approach. Care must be taken to ensure the preservation of historic buildings, sites and events as physical improvements are made to the corridor. Preservation comes naturally when there is a clear understanding of and appreciation for the story behind a building, site or event.

Internal marketing and communication initiatives are critical components of such an effort — and a solid starting point in our attempt to ensure a market ready Woodward Avenue.

This Executive Brief describes the framework for developing an internal marketing/communication effort and organizational structure involving Woodward stakeholders. Once Woodward Avenue is market ready, a marketing strategy should be developed to attract out state and out of state visitors and tourists. The Woodward Heritage Team will coordinate this marketing/communication effort. The Team's mission is as follows:

### **WOODWARD HERITAGE TEAM MISSION**

*To position Woodward as the premier Avenue for Southeast Michigan.*

*To energize the Avenue and strengthen community pride and excitement.*

*To provide a welcoming, unique experience for those along the Avenue.*



## Summary

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Woodward Avenue, spanning 28 miles, 10 cities and two counties, has been designated as Michigan's first urban Heritage Route. Along with this designation came a grant from MDOT to develop a marketing strategy for raising awareness of Woodward's designation as well as the various venues, attractions and events included in this designation.

This Executive Brief summarizes the research, inventory and approach for such a Marketing Strategy. Supporting this Brief are the following documents:

- Developing and Planning a Woodward Avenue Marketing Strategy – The Reactions and Opinions of Major-Attractions
- Developing and Planning a Woodward Avenue Marketing Strategy – The Reactions and Opinions of Community Organizations
- Woodward Heritage Environmental Scan
- Woodward Heritage Annual Event and Attractions
- Woodward Heritage Historical Sites
- Woodward Heritage Marketing Strategy Report

A sampling of significant research supports the value of developing a marketing strategy including the following sampling of visitor and tourism trends, an inventory of Woodward Avenue annual Events and Attractions, an inventory of Woodward Avenue Historical Sites along with findings from two formal and one informal focus groups.



## Summary

### *VISITOR AND TOURISM TRENDS<sup>1</sup>*

Travel and tourism in the United States is a substantial component of the United States economy. According to the latest available figures (1999), travel and tourism is the third largest retail sales industry and the largest service industry export. In addition, it is one of the United States' largest employers, with just under 17 million people employed directly and indirectly. Last year, Americans took 1.3 billion visitors trips within the United States and spent almost \$525 billion in domestic and international travel. Although the rate of growth is projected to slow, the Travel Industry Association of America is projecting continued growth in 2000 and 2001.

A profile of the 1999 U.S. Domestic Travel Household is as follows:

- Average age of Household Head: 48 years
- 64% married, 18% single/never married, 18% divorced, widowed, separated
- 57% of Household Heads have a college degree, including 20% with graduate work started or completed
- 43% of Household Heads with a managerial or professional occupation, 17% retired
- 36% with Children in the Household
- Annual Household income: \$61,500 mean, \$52,700 median

Most of the travel in the U.S. is made up of short trips. More than half of all travel in the U.S. is for two nights or less.

No nights	.17%
1-2 nights	.38%
3-6 nights	.30%
7 nights or more	.15%

Over the last several years, domestic trips have steadily increased. Total solo trips have decreased while trips with adults and adults with kids have increased considerably.



## Summary

<i>DOMESTIC TRIPS (Millions)</i>	<i>1995</i>	<i>1997</i>	<i>1999</i>
Total	558.5	563.3	572.0
Solo Travelers	280.9	273.7	272.7
Adults Only	164.8	171.1	175.6
Adults with Kids	112.9	117.9	123.7

### *OTHER FACTS:*

Travel in the U.S. has increased seven percent from 1994 to 1999, which is significantly greater than the five percent increase in the total U.S. population during the same period.

Following national trends, visitor volumes and spending continue to increase in Metro Detroit. The tri-county area of Wayne, Oakland and Macomb counties attracted 16.9 million visitors in 1999, up four percent from 1998. Almost two-thirds of the visitors stayed overnight, one-third were day visitors. Spending increased from \$4 billion in 1998 to \$4.48 billion in 1999. Of those staying overnight, the average stay was 4.8 nights. One-third stayed at hotels and two-thirds stayed in private homes.

Visitors to the region spent over \$1.3 billion on shopping. \$1.2 billion was spent on meals, \$700 million on lodging, \$500 million on transportation, \$400 million on entertainment and just under \$200 million on conveniences.

<sup>1</sup> *The Travel Industry Association of America*



## Summary

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### *EVENTS AND ATTRACTIONS*

As a part of the effort to develop a Marketing Strategy for Woodward Avenue, an inventory of Events and Attractions was prepared along with a list and description of Nationally and State designated Historical sites. The events and attractions are found in a report entitled *Woodward Heritage Annual Events and Attractions*. This document contains a calendar of annual events by month with over 145 entries. The list includes such items as Brunch with Bach at the DIA, Woodward Dream Cruise, America's Thanksgiving Day Parade, Comerica Michigan Tastefest, the Maple Syrup Festival at Cranbrook Institute of Science, Winterfest at the Detroit Zoo and many more. Over 55 attractions are listed and described. Attractions include Comerica Park, Bonstelle Theatre, Children's Museum, Detroit Opera House, Michigan State Fair, the Detroit Zoo and all the facilities at Cranbrook including the Institute of Arts and Science Museum.

### *HISTORICAL SITES*

In addition to annual events and attractions, federal and state designated historical properties are contained in the report *Woodward Heritage Historical Sites*. From the Detroit River to the Pontiac Loop, there are 236 designated historical sites and buildings.

The list of historical sites would grow considerably if locally recognized historical properties were considered or properties were considered which would qualify for federal or state designation but for which requests have not yet been made, such as the National Shrine of the Little Flower, the Davison Freeway and Marshall Fredrick's studio.



## Summary

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Schutt & Company, together with LW MarketWorks Inc., conducted several focus groups in order to identify perceived strengths and weaknesses of Woodward Avenue Corridor.

The findings of these focus groups will be the basis of the initial marketing strategy created for the Woodward Avenue project. Ultimately, the goal for marketing Woodward Avenue will be to create a branding or image by:

- Developing a common theme and focus.
- Creating a vision to build community support.
- Capitalizing on the area's history.

These steps will unify and strengthen the marketing of Woodward itself and all the individual “jewels” that contribute to its Heritage Route designation.

### ***FOCUS GROUP FINDINGS: CHALLENGES AND OPPORTUNITIES***

Two formal reports of the reactions and opinions of the focus groups have been developed and distributed to the Woodward Heritage Team. Specific information pertaining to who attended, specific questions asked, etc., are found in this report. However, distribution of this report beyond the Team is not recommended because of the confidential nature of the focus group process and the trust that is solicited by assuring confidentiality.

### ***SOME CONSIDERATIONS***

- Messaging — Need to reintroduce the significance of Woodward, reinforce community pride.
- Signage — Need consolidated, coordinated, consistent, repetitive signage that combines heritage information/selected highly unique facts about Woodward (e.g., “The first mile of concrete highway in the World”); attractions (Detroit Zoo); address numbers at intersections; community identification/gateways; associated logos (Heritage Route, ANHA, City seal, County seal); etc. There is a lot of support to drop the traditional MDOT signs that serve some of these purposes. Birmingham has met success with interpretive ceramic plaques that include infused images.

## Summary

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- Make better use of medians for messaging/signage/display (perhaps even latest car models on pedestals with lighting or use of projected images).
- Promotion — Need brochure that consolidates what to do, where to eat, where to shop, how to get from here to there (including approximate driving times, suggested half-day/full-day trips), etc. “101 Things to do on Woodward” or a Woodward Calendar are other possibilities.
- Developing “Official Woodward” merchandise could generate significant revenue (perhaps combine with Auto Heritage effort on Woodward Corridor). Individual membership packages also could be developed for revenue generation.
- Perhaps put Woodward “twist” on existing events, also develop strategy for “fill-in” events where there are physical gaps in the locations of staged events and/or there are seasonal/weekend gaps in terms of when events occur.
- Web site development is critical.
- Need to gear up/refine strategy/publications for Dream Cruise, AAU Olympics 2003, Ryder Cup 2003 and Super Bowl 2006.
- Michigan AAA a good ally — perhaps make use of their community budget. HOUR magazine inserts are another possibility.
- Disseminate information at entry points/gateways such as rest stops, Oakland County Airport Lounge, Detroit Metro Airport as well as hotels, Chambers, etc. Ensure all material is reviewed by private sector concerns.
- Tourism/Visitor Considerations — Need to encourage a steady flow of visitor traffic, perhaps by joint-ticketing and regularized, packaged tours (e.g., mainstream Detroit Historical Museum tours, which typically only involve participants from the local area, offer more frequent Birmingham/Cranbrook outings). Develop “themed” packages (e.g., Family Fun Weekend, A Taste of the Arts, Shop ‘til You Drop, Good Sports, etc.). Encouraging a steady flow of visitors also assists with business recruitment efforts.
- Transportation — Except for visitors with automobiles, one obstacle is lack of a public transportation system. Regularized shuttle/transit service is needed between key destination points such as major hotels, major attractions, downtowns, Somerset Collection, (this must be a coordinated, cross-jurisdictional effort, likely involving SMART and possibly the casinos; you could even offer a package delivery service for visitors by having shuttle bus drivers drop off purchases at their hotel so they don’t have to drag them around). It was suggested



## Summary

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this type of a system be developed gradually (e.g., start with only a few key destinations, perhaps restrict this to weekends or summer months initially or during big draw events, etc.).

- Educational Programming — Develop Woodward Curriculum for the use in schools during Michigan Week, for example.

## CONCLUSIONS

The following are conclusions reached from the information gathered and examined as part of the Environmental Scan.

- Travelers and travel dollars continues to increase.
- Southeast Michigan and the Woodward Corridor can attract travelers and travel dollars if the product is there.
- Currently no organization or agency collectively promotes the attractions, venues, history or events along Woodward Avenue.
- Woodward Avenue is home to a wealth of world-class venues, attractions and events.
- Woodward Avenue is home to many historic and architecturally significant structures.
- Woodward Avenue needs to be “made ready” for marketing to out state and out of state tourists.
- Physical and infrastructure improvements along the corridor are needed.
- Woodward Avenue venues and community groups are willing to work to improve the current condition and collaborate.
- Currently no organization or agency is working with the various venues to collaborate on efforts the length of the corridor.
- An identity or branding needs to be developed for the corridor.
- Efforts need substance and follow-through to diminish current skepticism.
- Programs need to be inclusive to result in ownership.
- Critical for success is strong public and private sector leadership.



## Vision

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The vision for Woodward Avenue is as follows:

*Woodward Avenue will be a premier business, cultural, recreational and educational location in the metro area. The 28-mile corridor will be easily traversed via dependable, state-of-the-art public transportation. Surrounded by vibrant neighborhoods, Woodward Avenue will be a vital corridor where people identify with its history and want to maintain its importance into the future. Woodward Avenue will symbolize a partnership among business owners, property owners, institutions and local governments. The vitality of Woodward will be reflected by:*

- A variety of robust commercial uses
- A home to renowned attractions and events
- Attractive roadway, storefronts, buildings, signage, and median plantings
- Easily located attractions and businesses with sufficient parking
- Increased patronage of business, attractions and events
- A user-friendly corridor that provides mobility to visitors and residents



## Strategic Considerations

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Our goals are twofold: to create a premier avenue that reflects the Vision and to promote a keen awareness of this avenue. Successfully marketing Woodward Avenue depends on the following:

- Stakeholders must support, participate in and take ownership of a collective marketing effort.
- Any planned marketing efforts must start with building support and “igniting a sense of pride” among people living and working along the Avenue.

From all indications, Woodward Avenue is not yet “market-ready.” The first step will be to put a strategic process in place that focuses on four key components:

1. *Organization* — Consensus and cooperation will be established among Woodward Stakeholders by building partnerships and defining roles and responsibilities that will allow the development of a consistent and comprehensive program to become “market-ready.” Such an effort will permit effective management and advocacy of the Avenue. Diverse groups and individuals, including governments, not-for-profits, neighborhoods, churches, businesses, property owners, institutions, attractions, venues, civic leaders and individual citizens, must work together to improve the Avenue.
2. *Design* — The visual quality of Woodward Avenue must be enhanced, with attention given to all physical elements: buildings, storefronts, signs, public improvements, landscaping, merchandising displays and promotional materials which represents the Avenue. This designed environment will demonstrate a commitment to quality throughout the Woodward corridor.
3. *Promotion* — A positive image of Woodward Avenue will be created to attract customers, visitors, investors, and to foster community pride. This includes developing sophisticated joint retail sales events, cross and joint marketing of festivals, events and venues, development and promotion of historic resources and stories, and creating a consistent image through graphic and media presentation. Effective promotion includes target selling of Woodward Avenue to investors, developers, new businesses, neighborhoods, the region and eventually the nation and world.



## Strategic Considerations

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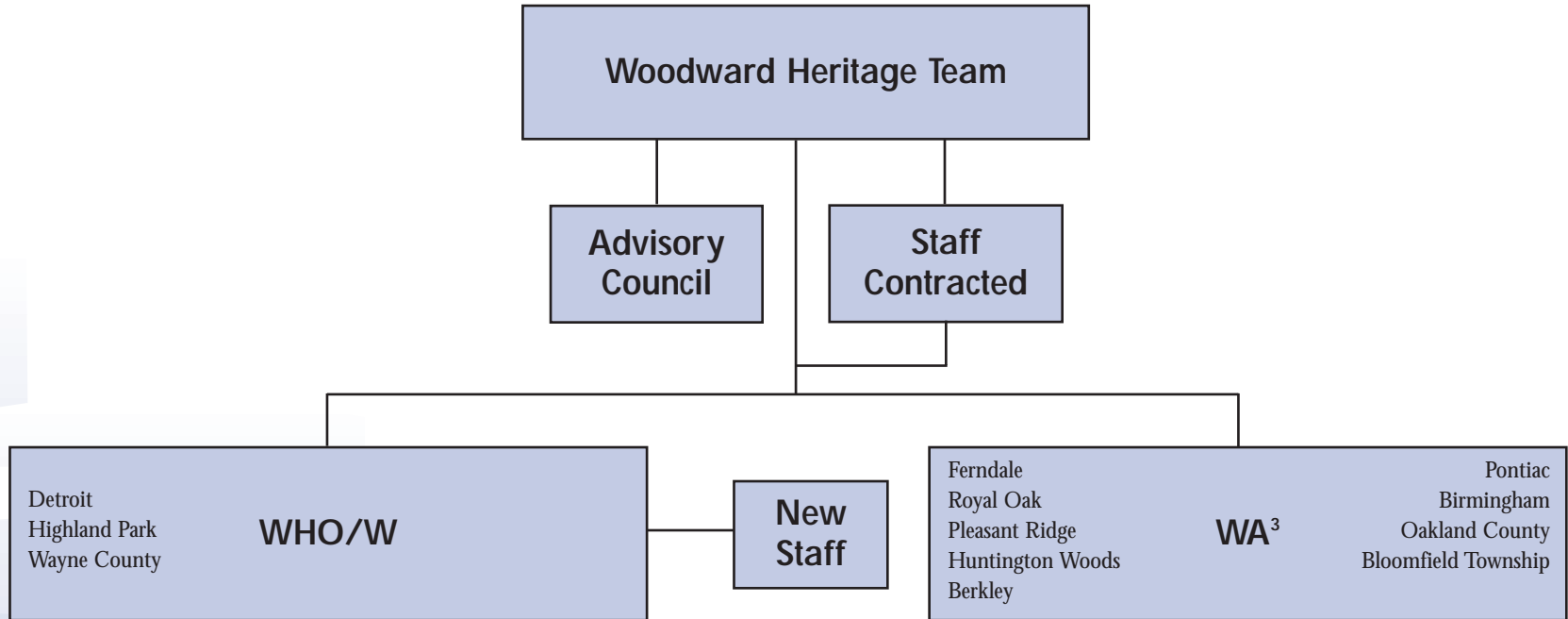
4. *Economic and Community Development* — The existing economic assets of Woodward Avenue will be strengthened while the economic base will be diversified. Goals include retaining and expanding existing businesses, recruiting new business to provide a balanced mix by district, converting vacant space into productive property and sharpening the competitiveness of Woodward's traditional merchants, attractions and venues.



# 1. Organization

## A. OBJECTIVE

Create an organization/structure to carry out the four components of this strategy:  
 Organization, Design, Promotion, Economic and Community Development.





# 1. Organization

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- **Target Markets**

Woodward Stakeholders

- **Strategy**

1. Complete Woodward Heritage Organization — Wayne organization including gaining tax-exempt status, hiring staff, completing appointments to Board of Directors.
2. Hire contracted staff for the Woodward Avenue Heritage effort.
3. Establish Woodward Heritage Advisory Council.
4. Establish and gain agreement of various roles and responsibilities with stakeholder organizations.

WHO/W

- Downtown Detroit, Inc.
- Friends of Woodward Ave.
- Greater Downtown Partnership
- Historic Boston-Edison
- New Center Council
- Preservation Wayne
- University/Cultural Association

WA<sup>3</sup>

- Pontiac Coordinating Council
- Greater Pontiac Community Coalition

5. Establish and gain agreement of corridor districts/community identity names and boundaries:

Downtown District — Foot of Woodward to Adams

Entertainment District — Adams to Mack

Woodward Village — Mack to Forest

University/Cultural District — Forest to Ford Freeway

New Center District — Ford Freeway to Euclid

Boston-Edison — Euclid to Webb

## 1. Organization

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Highland Park — Webb to McNichols  
Palmer Park — McNichols to 8 Mile Road  
Ferndale — 8 Mile Road to Cambridge  
Pleasant Ridge — Cambridge to I-696  
Huntington Woods (West Side only) — Lincoln to 11 Mile Road  
Royal Oak (East Side) — I-696 to 14 Mile Road  
Berkley (West Side only) — I-696 to Lincoln, 11 Mile Road to Webster  
Royal Oak (West Side) — Webster to 14 Mile Road  
Birmingham (West Side) — 14 Mile Road to Quarton  
Birmingham (East Side) — 14 Mile Road to Wimbleton  
Bloomfield Township (East Side) — Wimbleton to Big Beaver  
Bloomfield Hills — Quarton/Big Beaver to Hickory Grove  
Bloomfield Township — Hickory Grove to Hadsell/Alice  
Pontiac — Hadsell/Alice to end of Woodward loop

### **B. OBJECTIVE**

Launch the Woodward Avenue Heritage Marketing Strategy.

- **Target Group**  
Media and SE Michigan residents and businesses
- **Strategy**
  1. Produce materials necessary for launch and associated events (building tours, press events, etc.)
  2. Organize/orchestrate launch event – locations, food, music, invitations, press packages, bus advertising, public service announcements.



# 1. Organization

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## C. OBJECTIVE

Provide ongoing administrative support for the Woodward Avenue Heritage effort.

- **Target Group**

Woodward Heritage Team, Woodward Stakeholders.

- **Strategy**

1. Apply for continued grant support from National Scenic Highways, Transportation Efficiency Act for the Twenty-first Century (TEA-21) enhancement funds, and others.
2. Prepare annual work program and budget.
3. Provide for Woodward Heritage Team administration and meetings.
4. Implement regularly scheduled communication tools, i.e., newsletter, Web broadcasts.

- **Long-Term Strategy**

Once critical steps are accomplished and organization and collateral is in place, hire a director for Woodward Heritage to coordinate activities and establish point person.



## 2. Design

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### A. OBJECTIVE

Create physical elements along the 28-mile length of Woodward Avenue which reinforce Woodward Avenue and the district/community identity and branding.

- **Target Markets**

Woodward users, abutting neighborhoods, visitors, stakeholders, etc.

- **Strategy**

1. Prepare and implement a comprehensive program with a hierarchy of wayfinding and branding signage program. Initial signage would include Woodward Avenue Heritage Logo, district/community identity and Auto Heritage Logo. Signs will be placed on the corridor at half-mile intervals. Secondary signage would provide wayfinding to attractions on the corridor and just off the corridor. A third level of branding would include district/community banners, flags, etc.
2. Replace existing traffic signal infrastructure with mast arm poles for signals which incorporate illuminated cross street signage (addresses) and provide uniformity and continuity for placement of wayfinding and branding signage.
3. Prepare a Woodward Avenue median plan that provides for a landscaped center median throughout the 28-mile corridor where appropriate and incorporates and reinforces through the design the identity and character of the district/community through the design.
4. Develop design guidelines for private signage, storefront design and typical sites and implement them through a low-interest loan and grant program.
5. Develop a design concept plan for the corridor for areas where plans do not currently exist. Identify design elements that unify the corridor but can also be individualized for district/community identity — public physical element — streetscape, benches, planters, crosswalks, transit stops, newspaper box consolidation, trash receptacles, pedestrian lighting, etc. Plans shall incorporate measures for traffic calming, reinforce pedestrian scale elements and transit-oriented design. Provisions shall be made for bike users and long term maintenance.



## 2. Design

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- **Long-Term Strategy**

1. Prepare/implement gateway plans for the communities of Berkley, Royal Oak and Birmingham. Since Berkley, Royal Oak and Birmingham have downtowns near Woodward Avenue but not on the main roadway, land use and design elements should be used to frame an entry off Woodward Avenue to the downtowns of these communities.
2. Implement the Lower Woodward District Reinvestment Strategy.
3. Implement the University Cultural Center Area Reinvestment Strategy
4. Implement the New Center Area Reinvestment Strategy
5. Implement “A Cooperative Approach for the Future” in Berkley, Ferndale, Royal Oak, Pleasant Ridge and Huntington Woods.



## 3. Promotion

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### A. OBJECTIVE

Establish and apply a branding image.

- **Target Markets**

Woodward Heritage Team, Woodward Stakeholders, National Funding Sources.

- **Strategy**

1. Establish and produce Woodward branding and a heritage logo.
2. Design and produce letterhead, pocket folder, mailing labels, business cards, note cards, etc.
3. Design and produce newsletter masthead.
4. Design Woodward Avenue Heritage signage.
5. Design and produce other collateral (Woodward stories).
6. Create Power Point and CD presentations.

### B. OBJECTIVE

Build awareness among targeted groups about benefits of Woodward Avenue now and in fulfilling the Vision.

- **Target Markets**

Woodward Stakeholders, SE Michigan Residents, National Funding Sources

- **Strategy**

1. Create, publish and distribute a series of thematic brochures including:
  - a. Woodward's History, including all national and state historic buildings and sites.
  - b. Woodward's Attractions and Events
  - c. Woodward's Art and Antique Galleries
  - d. Woodward's Auto History
  - e. Woodward's African-American and other ethnic histories



### 3. Promotion

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2. Prepare necessary application for Scenic Byway or All American Road designation.
3. Coordinate a program among Woodward Avenue Venues for cross promotion, marketing and ticketing.
4. Coordinate a program among Woodward's Art Galleries for cross promotion, marketing and events.
5. Obtain a Registered Trademark for Woodward Avenue and designate revenues generated as match to public improvement project grants.
6. Create a competition among area artists to create "Woodward Art" and souvenirs for production and sales at Woodward Avenue venues and events.
7. Establish historic district walking tours with self-guided brochures describing buildings/homes of significance.
8. Establish with Woodward churches and the Detroit Historical Museum regularly scheduled Woodward Avenue church tours and organ concerts.
9. Create a program to recognize historic preservation, restoration, beautification, "most improved" properties and the individuals responsible – corridor-wide and by district/community.
10. Develop and implement an electronic information kiosk system to be located at various venues along the Avenue which provides corridor venue descriptions, event schedules and exhibits, along with traveler information, including travel directions, ITS real time travel alternatives and relief routes and public transit locations and schedules.
11. Develop a traveling display which depicts the history of Woodward describing the various venues and events and can be personed to distribute promotional brochures.



## 3. Promotion

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### C. OBJECTIVE

Create and maintain ongoing communication

- **Target Markets**

Woodward Stakeholders, Media SE Michigan Residents

- **Strategy**

1. Create news bulletins and coordinate a Woodward Avenue Heritage insert for inclusion in Press Releases and Newsletters of Stakeholders such as WA3 and WHOW.
2. Upgrade, enhance and maintain the Web site.

### D. OBJECTIVE

Create and maintain a public relations program, developing a Woodward Avenue Heritage position “brief” that:

1. Defines how Woodward Heritage should “look” and “talk” as an organization.
2. Defines how to position and describe all services.
3. Creates a message platform or position that defines Woodward Heritage’s role in the marketplace.

- **Target Markets**

Media, thought leaders

- **Strategy**

1. Create “Why Woodward” talking points.
2. Establish long-term public relations goals and identify priorities for the current year. Identify themes and strategies as a basis for guiding publicity initiatives.
3. Initiate a news-gathering system — either internally or through a clipping service.



## 3. Promotion

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### E. OBJECTIVE

Maintain a “clean” environment on Woodward Avenue, free from litter and debris that is appropriately illuminated.

- **Target Markets**

Woodward users, abutting neighborhoods, visitors, property and business owners.

- **Strategy**

1. Begin with weekend teams from Wayne and Oakland Court Community Service Program to pick up trash on an ongoing basis in the public right-of-way.
2. Work with stakeholders to develop a “hit list” of properties for municipal intervention through clearance, demolition, repair, weed removal, etc. and implement efforts to correct with expenses charged to property owners’ taxes.
3. Provide for lighting both for vehicles and pedestrians.
4. Create an “Adopt Woodward” program.

- **Long Term Strategy**

1. Prepare marketing strategy for national promotion and advertising.
2. Implement marketing strategy for national promotion and advertising.



## 4. Economic & Community Development

### **A. OBJECTIVE**

Create a demand market for Woodward Avenue properties to fill existing vacancies and create development sites.

- **Target Markets**

Local and national retail and commercial businesses, brokers, developers.

- **Strategy**

1. Collect economic profiles of the corridor and prepare into collateral material.
2. Establish a joint development team from Oakland and Wayne counties, City of Detroit, Highland Park, Pontiac, Detroit Edison, Greater Downtown Partnership, Chambers, economic development staff to recruit businesses to Woodward.
3. Develop and maintain a database of available vacant properties and vacant storefronts.

### **B. OBJECTIVE**

Create programs that encourage and help existing businesses and property owners to upgrade and improve the buildings which front Woodward Avenue.

- **Target Markets**

Existing property and business owners.

- **Strategy**

1. Identify, create and/or sponsor a low-interest loan program with area banks for small to medium businesses to make façade, site and code improvements.
2. Create a grant program for building/site improvement for signage, painting, awnings, façade.



## 4. Economic & Community Development

### **C. OBJECTIVE**

Create unique and innovative funding mechanisms and alliances to implement physical and infrastructure improvements.

- **Target Markets**

Local and national retail and commercial businesses, brokers, developers.

- **Strategy**

Act as the catalyst for vacant land assembly and redevelopment.

- **Long-Term Strategy**

1. Identify and select economically challenged areas of the corridor to create marketing studies to determine appropriate market mix.
2. Establish Business Improvement Districts, property tax abatement programs, tax increment finance districts where feasible and practical.
3. Work with Transit Organizations and efforts to establish Woodward Avenue as the demonstration project for a state of the art transit system.



## Marketing Strategy

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Our goal is to develop a comprehensive marketing strategy that begins with demonstrating our commitment, building credibility and building internal support.

We will promote and sell the Woodward Avenue Heritage as a total experience, where visitors from throughout the world come to view the area's impressive history, sites and attractions. Our strategy must focus on reaching out to attract visitors. We must also capitalize on the next several years, when there will be natural opportunities to spread the word about Woodward Avenue to those visitors attending the AAU Olympics in 2003, the Ryder Cup in 2003 and the Super Bowl in 2006.

Our promotional strategy will continue to be directed toward raising awareness of Woodward Avenue's rich heritage along with corridor attractions and events as determined by the 2000 focus group findings. Emphasis must be placed on building community relationships in order to gain favorable support on a larger scale.

- **Short-Term Strategy (1-3 years)**

In the short term, we need to accomplish the following:

- Create motivation and interest through visible short-term marketing efforts.
- Demonstrate commitment and build trust.
- Build community participation.

Our goals must be approached and accomplished in various phases:

- Phase 1 — Concept. Develop a strategy that includes the initial graphic identity concepts and determine the project plan, including its various components.
- Getting Association and Network in place. Build the association by naming a managing director for the project.
- Phase 2 — Consensus Building. Create a structured association and network (advisory committee, community groups) to ensure a successful project launch.



## Marketing Strategy

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- Community Launch and Product Development. Develop necessary materials for launch and associated events (building tours, press events, etc.). Ensure the project is market-ready.
- **Long-Term Strategy (4-10 years)**
  - Phase 3 — Overall Launch of Initiative. Coordinate project launch on a national scale.
  - Phase 4 — Ongoing Support and Maintenance. Ensure steps are in place to support project on an ongoing basis.

	Phase I	Phase II	Phase III	Phase IV	
<b>1. Organization</b>					
A. Objective – Create an organization/structure to carry out the four components of this plan.					
1. Complete WHO,W	██████████				WHO,W
2. Hire staff for Woodward Avenue Heritage effort	██████████				WAHT
3. Establish Woodward Heritage Advisory Council	██████████				WAHT
4. Establish and gain agreement of various roles and responsibilities with organizations.	██████████				WAHT
5. Establish and gain agreement of corridor districts	██████████				WAHT, WHO,W, WA3, CG
B. Objective - Launch the Woodward Heritage Avenue Management Strategy					
1. Produce necessary materials	██████████				WAHT
2. Organize/Orchestrate launch event	██████████				WAHT
C. Objective – Provide on-going administrative support					
1. Apply for continued grant support	██████████				SEMCOG
2. Prepare annual work program and budget	██████████				WAHT
3. Provide for Management Committee administration and meetings	██████████				WAHT
4. Implement regularly scheduled communication tools	██████████				WAHT
1. Long-Term — Hire an Executive Director				██████████	WAHT
<b>2. Design</b>					
A. Objective – Create physical elements that reinforces branding					
1. Prepare and implement a wayfinding and signage program.		██████████			WAHT, CG
2. Implement a replacement existing traffic signal infrastructure		██████████			MDOT
3. Prepare a Woodward median plan.		██████████			WHO,W, WA3, MDOT
4. Develop design guidelines for private signs, store fronts and site		██████████			WHO,W, WA3
5. Develop a design concept plan for the corridor for areas lacking			██████████		WHO,W, WA3
1. Long-Term — Prepare gateway plans				██████████	WA3
2. Long-Term — Implement Lower Woodward Strategy	██████████	██████████	██████████		WHOW
3. Long-Term — Implement University Cultural Strategy	██████████	██████████	██████████		WHOW
4. Long-Term — Implement New Center Strategy	██████████	██████████	██████████		WHOW
5. Long-Term — Implement "A Cooperative Approach"	██████████	██████████	██████████		WA3

WAHT = Woodward Avenue Heritage Team  
 WA3 = Woodward Avenue Action Association  
 WHO,W = Woodward Heritage Organization, Wayne  
 SEMCOG = Southeast Michigan Council of Governments  
 MDOT = Michigan Department of Transportation  
 CG = Community Group /Stakeholders

3 Promotion				
<b>A. Objective – Establish a branding image and apply image</b>				
1. Design and produce letterhead				WAHT
2. Design and produce pocket folder, mailing labels, business cards, note cards				WAHT
3. Design and produce newsletter masthead				WAHT
4. Design Woodward Heritage Avenue signage				WAHT, WHO,W, WA3, CG
5. Design and produce collateral				WAHT
6. Powerpoint & CD presentation				WAHT
<b>B. Objective - Build awareness among targeted groups</b>				
1. Create, publish and distribute thematic brochures				WAHT
2. Prepare necessary application for Scenic By-ways or All American Road				SEMCOG
3. Coordinate a program between Woodward Venues for cross promotion				WAHT
4. Coordinate a program between Woodward Art Galleries				WAHT, WHO,W, WA3
5. Obtain a Trademark for Woodward				WAHT
6. Create a competition among area artist to create Woodward Art				WAHT, WHO,W, WA3
7. Establish historic districts walking tours				WAHT, WHO,W, WA3
8. Establish regularly scheduled church tours and organ concerts				WAHT, WHO,W, WA3
9. Create a program to recognize excellence				WHO,W, WA3, CG
10. Electronic Kiosk				WAHT
11. Traveling Display				WAHT
<b>C. Objective – Create and maintain ongoing communications</b>				
1. Create news bulletins and inserts for stakeholders newsletters				WAHT
2. Upgrade, enhance and maintain the website				WAHT
<b>D. Objective – Create and maintain a public relations program</b>				
1. Create "Why Woodward"				WAHT
2. Establish public relations goals and priorities				WAHT
3. Initiate news gathering system				WAHT
<b>E. Objective – Create a "clean" environment on Woodward</b>				
1. Begin with weekend teams from the county's Court Community Service				WHO,W, WA3
2. Work with stakeholders to develop a hit list of properties				WHO,W, WA3, CG
3. Provide for lighting				WHO,W, WA3
4. Create an "Adopt Woodward Program"				MDOT, WHO,W,WA3
1. Long-Term — Create National Marketing Strategy				WAHT
2. Long-Term — Implement National Marketing Strategy				WAHT
<b>4. Economic and Community Development</b>				
<b>A. Objective – Create a demand market for Woodward Avenue properties</b>				
1. Collect economic profiles of the corridor and prepare into collateral				WAHT
2. Establish a development team				WHO, W, WA3 + those listed
3. Develop and maintain a database of vacant properties and vacant storefronts				WHO,W, WA3
<b>B. Objective - Create programs that encourage and assist existing businesses</b>				
1. Establish a low-interest loan program with area banks				WHO,W, WA3
2. Establish a grant program for building/site improvements-signs, painting etc.				WHO,W, WA3
<b>C. Objective – Create unique and innovative funding mechanisms and alliances</b>				
1. Act as the conduit for tax foreclosure vacant land				WHO,W
2. Long-Term — Marketing Studies				WHO, W, WA3
2. Long-Term — BID, TIF, etc.				WHO, W, WA3
3. Long-Term — State of the Art Transit				WAHT

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Prepared By:



SCHUTT & COMPANY