

# STRATEGIC PLAN



# 2025-2027

Downtown Development Authority &  
Downtown Economic Growth Authority

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# Executive Summary

Downtown Kalamazoo is entering a transformational era. With major infrastructure improvements underway, a changing business landscape, and growing public-private collaboration, the Downtown Development Authority (DDA) and Downtown Economic Growth Authority (DEGA) have developed a focused three-year strategic roadmap to lead this momentum with intention, equity, and resilience.

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## Our Vision

A thriving downtown where people feel welcome, businesses grow, and place inspires purpose.

## Our Mission

To shape a vibrant and welcoming downtown through strategic leadership, strong partnerships, and purposeful investment.

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## Six Strategic Pillars - Downtown is ...

- **Built for Business:** A destination for growth—where businesses are rooted, visible, and thriving.
  - **Clean, Safe & Welcoming:** A place you want to be—inviting, well cared for, and safe for all.
  - **Place with Purpose:** Shaped with intention—where every corner, plaza, and park reflects community and connection.
  - **Streetwise & Connected:** A place that moves with people—intuitive, walkable, and easy to explore.
  - **Strong & Sustainable:** Backed by strong leadership—resilient in structure, bold in vision, and prepared for what’s next.
  - **Vibrant & Visible:** Unmistakable—distinct in identity, celebrated in stories, and recognized for its energy and edge.
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*This roadmap is Phase 1 of a broader 10-year strategy. The work completed between now and 2027 will position Downtown for a bold and community-driven future—built on equity, collaboration, and shared purpose.*

## Three-Year Implementation Timeline

### 2025 Build the Foundation

Launch business newsletter, design guidelines, new Ambassador program, branding strategy, onboarding systems

### 2026 Scale & Strengthen

Expand programs, implement streetscape and signage improvements, finalize placemaking guidelines, grow outreach tools

### 2027 Embed & Evaluate

Evaluate results, continue physical upgrades, refine plan for 2028–2035

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## Measuring Impact

Each pillar includes Key Performance Indicators (KPIs) to track progress. These include metrics like:

- Business retention & recruitment
  - Public perception of safety & cleanliness
  - Brand awareness & social engagement
  - Implementation of design standards
  - Board succession & operational resilience
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# Introduction

Downtown Kalamazoo is ready to rise to the moment. As the city embraces unprecedented infrastructure investments, reimagines its streetscapes, and supports a diversifying business community, the DDA/DEGA in concert have created a three-year strategic roadmap to lead through this momentum and transformation.

This roadmap is more than a plan—it's a shared commitment to people-centered planning, operational excellence, and bold, equitable leadership.

**The plan is organized around six strategic pillars:**

- **Built for Business**
- **Clean, Safe & Welcoming**
- **Place with Purpose**
- **Streetwise & Connected**
- **Strong & Sustainable**
- **Vibrant & Visible**

The roadmap outlines a phased approach: laying the foundation in 2025, scaling and implementing in 2026, and embedding long-term systems in 2027. Each goal is grounded in measurable outcomes, a strong equity lens, and flexible tools that allow the organization to pivot as needed.

With the collaboration of public, private, and institutional partners, Downtown Kalamazoo is building for today's needs and tomorrow's vision. This roadmap will guide how we connect people to place, align investments with values, and create a downtown built for everyone.

# Downtown in Transition

Downtown Kalamazoo is entering a decade of landmark change—anchored by a new multi-use arena, reimagined streetscapes, and placemaking projects. These are not distant possibilities; they are active projects that will reshape how people experience, navigate, and invest in downtown over the next several years.

This transformation brings both opportunity and challenge. Construction will temporarily impact business visibility and access, but the long-term result will be a more connected, accessible, and dynamic city center.

## »»» Downtown Placemaking (2025+)

Placemaking initiative to make new, vibrant spaces downtown and connect different hubs of activity.

## »»» Streets for All - Two Way Conversions (2026 - 2029+)

A regional destination for sports, concerts and community events, expected to draw thousands of visitors annually.

## »»» New Downtown Arena (Targeted Opening: 2027)

A regional destination for sports, concerts and community events, expected to draw thousands of visitors annually.

## »»» Transformational Brownfield Project (2028 - 2031)

Transformational investment into the Spearflex Building and Michigan Avenue Courthouse within the DEGA-district.

The 2025–2027 Strategic Plan has been designed with these shifts in mind. Each initiative—whether in business support, placemaking, branding, or mobility—positions downtown to be resilient during construction and ready to maximize the benefits once the projects are complete. This plan is our roadmap for turning disruption into momentum and ensuring every corner of downtown is prepared to thrive in its next chapter.

# Why We're Here

## Our Guiding Vision and Mission

Downtown Kalamazoo's future starts with a clear sense of purpose. The Downtown Development Authority (DDA) and Downtown Economic Growth Authority's (DEGA) vision, mission, and guiding beliefs reflect a shared commitment to equity, vibrancy, and collaboration. They are the foundation of this plan—and the filter through which every goal, partnership, and investment is shaped.

### Vision

*A thriving downtown where people feel welcome, businesses grow, and place inspires purpose.*

### Mission

*To shape a vibrant and welcoming downtown through strategic leadership, strong partnerships, and purposeful investment - all grounded in equity and shared prosperity.*

### Guiding Beliefs & Assumptions

We believe that transformation is rooted in people, place, and trust. These core beliefs shape how the DDA and DEGA approach our work:

- **Downtown is everyone's neighborhood.** It must be inclusive, safe, and reflective of community values.
- **Walkability and public space matter.** The "First 16 Feet" principle shapes vibrant streetscapes and supports local businesses.
- **Strategic alignment leads to greater impact.** Coordination with existing community plans and partners is essential.
- **Organizational strength enables long-term transformation.** Capacity-building and funding diversity are foundational.
- **Public trust is built through visibility, responsiveness, and collaboration.**

# What We're Building From

This roadmap is not a standalone plan—it is embedded within a broader ecosystem of adopted strategies that shape Downtown Kalamazoo's future. Together, they ensure that efforts are visionary, financially actionable, and built to last:

Guiding Plan	Description
<b>Imagine Kalamazoo 2025</b>	<i>Sets the long-range vision for the city, emphasizing vibrant neighborhoods, public space activation, and inclusive economic opportunity. The plan prioritizes walkability, access, and downtown as a gathering place for all.</i>
<b>City Economic Development Strategy</b>	<i>Guides the city's approach to business growth, talent attraction, and innovation. It reinforces Downtown as a regional economic hub and a key driver of inclusive prosperity.</i>
<b>DEGA TIF and Development Plan</b>	<i>Provides the implementation backbone for physical improvements and economic development. It outlines eligible funding categories—including mobility, placemaking, infrastructure, and business support—and establishes the financial tools that allow this strategy to move from ideas to action.</i>

## Building on the 2022 DDA/DEGA Strategic Framework

This 2025–2027 Strategic Plan builds on the foundation laid by Yard & Company, which redefined the DDA/DEGA's approach to place-based development, governance, and collaboration.

Core concepts from the 2022 framework remain central:

- **First 16 Feet:** A people-first lens that shapes investments in seating, lighting, signage, and street-level activation, especially under Place with Purpose and Streetwise & Connected.
- **Ecosystem Alignment:** Clarifies the distinct roles of the DDA, DEGA, City, and civic partners to reduce duplication and maximize impact.
- **Internal Capacity:** Under Strong & Sustainable, this plan strengthens leadership, transparency, and financial flexibility to support DEGA's expanding role.
- **Brand Identity:** A phased rollout under Vibrant & Visible will align Downtown's messaging and engagement strategies.
- **Phased Implementation:** A three-phase timeline (2025–2027, 2028–2031, 2032–2035) supports sustained, scalable progress.
- **Measurement & Adaptability:** KPIs, annual reports, and a 2027 mid-cycle review ensure accountability and allow for strategic adjustments.



# Strategic Alignment Crosswalk

Downtown Kalamazoo’s future is guided by a shared vision and coordinated action across local plans and partners. The following crosswalk illustrates how the DDA/DEGA Strategic Pillars align with board committee structure, the DEGA Development & TIF Plan, the City’s 2024 Economic Development Strategy, and the Imagine Kalamazoo 2025 Strategic Vision to ensure cohesive, community-centered progress.

Strategic Pillar	Aligned Committee	DEGA Development and TIF Priority Areas	Kalamazoo Economic Development Strategy	Imagine Kalamazoo 2025 Goals
<b>Built for Business</b>	<i>Business Recruitment &amp; Retention</i>	<ul style="list-style-type: none"> <li>• Development &amp; Project Support</li> <li>• Economic Development Planning &amp; Research</li> </ul>	<ul style="list-style-type: none"> <li>• Foster the Business Environment &amp; Entrepreneurs</li> <li>• Improve downtown experience</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Vitality</li> <li>• Shared Prosperity</li> </ul>
<b>Clean, Safe &amp; Welcoming</b>	<i>Clean &amp; Green</i>	<ul style="list-style-type: none"> <li>• Public Space Investment &amp; Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Advance Conditions for Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Complete Neighborhoods</li> </ul>
<b>Place with Purpose</b>	<i>Place Activation</i>	<ul style="list-style-type: none"> <li>• Streetscape Improvements</li> <li>• Public Space Investment &amp; Activation</li> </ul>	<ul style="list-style-type: none"> <li>• Advance Conditions for Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Inviting Public Places</li> <li>• Environmental Responsibility</li> </ul>
<b>Streetwise &amp; Connected</b>	<i>Streetscape</i>	<ul style="list-style-type: none"> <li>• Mobility Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen Neighborhoods &amp; Community Connections</li> </ul>	<ul style="list-style-type: none"> <li>• Connected City</li> </ul>
<b>Strong &amp; Sustainable</b>	<i>Executive &amp; Finance</i>	<ul style="list-style-type: none"> <li>• Additional Programs, Services &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Strength Through Diversity</li> </ul>
<b>Vibrant &amp; Visible</b>	<i>Events &amp; Marketing</i>	<ul style="list-style-type: none"> <li>• Additional Programs, Services &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Advance Conditions for Growth</li> <li>• Improve downtown experience</li> </ul>	<ul style="list-style-type: none"> <li>• Inviting Public Places</li> <li>• Shared Prosperity</li> </ul>

# Who Makes It Happen

To deliver on this strategic roadmap, the DDA and DEGA will operate with clarity, collaboration, and accountability. This framework defines how governance bodies, staff, and partners contribute to strategic execution and oversight.

## DDA & DEGA BOARD OF DIRECTORS

- Provide strategic oversight and fiduciary responsibility.
- Approve the annual work plan, budget, and KPIs.
- Participate in board development and succession planning.
- Set policy direction and ensure alignment with long-term organizational goals.
- Represent the organization publicly and serve as ambassadors for downtown priorities.

## ADVISORY COMMITTEES

- Drive specific initiatives aligned with strategic pillars.
- Support staff in vetting policies, evaluating programs, and community engagement.
- Recommend actions to the full board and offer specialized expertise.
- Collaborate on stakeholder outreach and alignment with organizational goals.

Committee	Primary Strategic Pillar(s) Aligned
Events & Marketing	Vibrant & Visible
Business Recruitment & Retention	Built for Business
Clean & Green	Clean, Safe & Welcoming
Executive & Finance	Strong & Sustainable
Place Activation	Place with Purpose
Streetscape	Streetwise & Connected   Place with Purpose

## STAFF

- Implement day-to-day work aligned with the strategic plan.
- Coordinate internal workflows, oversee vendor relationships, and manage programming.
- Monitor KPIs and prepare annual progress reports.
- Maintain relationships with public, private, and civic partners.
- Communicate updates regularly to the board and committees.

# Role Alignment: Lead vs. Support

Clear governance structures define who makes decisions—but equally important is how responsibilities are shared between DDA/DEGA and the City of Kalamazoo. Each organization brings distinct expertise, resources, and statutory powers to the table. Aligning these roles prevents duplication, closes service gaps, and ensures a coordinated approach to downtown management.

The chart below outlines the operational structure as outlined in the 2023 strategic plan—who leads, who supports—across the “First 16 Feet” of downtown. It is a living framework, adaptable as projects evolve.

ASPECTS OF FIRST 16 FEET		DDA/DEGA	CITY OF KZOO
SOFTWARE	Marketing, Promotion, & Tourism	Lead	Support
	Programming & Events	Lead	Support
	Business Tenancing (Recruitment & Retention)	Lead	Support
	Business Support & Relations	Support	Lead
	Resident Support & Relations	Support	Lead
	Visitor Support & Relations	Support	Lead
	Clean & Green (Ambassador Program)	Lead	Support
	Wayfinding & District Identity	Lead	Support
	Pop-up Programs & Activations	Lead	Support
	Outdoor Dining Initiatives	Lead	Support
	Public Art	Support	Lead
	Social District	Support	Lead
	Public Safety	Support	Lead
HARDWARE	Infrastructure (roads, sidewalks, curbs, drainage)	Support	Lead
	Utilities	Support	Lead
	Streetlights	Support	Lead
	Streetscape (design, furniture, landscaping)	Support	Lead
	Public Space & Parks (expansion & maintenance)	Support	Lead
	Public Restrooms	Support	Lead
	Real Estate Development	Support	Lead
	Parking Asset Management	Support	Lead
	Regulations (zoning, land use, and design)	Support	Lead
	Building & Storefront (facades, preservation, signage)	Lead	Support
	Mobility & Access (complete streets, trails, transit)	Support	Lead
	Maintenance	Support	Lead

# What Drives Change

## Six Pillars. One Vision.

Together, these six interconnected pillars form the foundation of a vibrant, inclusive, and forward-moving downtown—each one capturing a powerful vision for what Kalamazoo can become when people, place, and purpose align around equity.

### Built for Business

Downtown is a destination for growth—where businesses are rooted, visible, and thriving.

### Streetwise & Connected

Downtown is a place that moves with people—intuitive, walkable, and easy to explore.

### Clean, Safe & Welcoming

Downtown is a place you want to be—inviting, well cared for, and safe for everyone.

### Strong & Sustainable

Downtown is backed by strong leadership—resilient in structure, bold in vision, and prepared for what's next.

### Place with Purpose

Downtown is shaped with intention—where every corner, plaza, and park reflects community and connection.

### Vibrant & Visible

Downtown is unmistakable—distinct in identity, celebrated in stories, and recognized for its energy and edge.

# Theory of Change

## Imagine Kalamazoo 2025 Strategic Vision

The Strategic Vision is the overarching vision for the City, and its goals are as follows:

*Shared Prosperity* ● *Connected City* ● *Inviting Public Spaces*  
*Environmental Responsibility* ● *Safe Community* ● *Youth Development*  
*Complete Neighborhoods* ● *Strength Through Diversity* ● *Economic Vitality* ● *Good Governance*

## City of Kalamazoo Economic Development Strategy Community Vision

Thriving city for inclusive growth, attracting talent, catalyzing innovation, and fostering vibrant neighborhoods.

## DDA/DEGA Strategic Vision

A thriving downtown where people feel welcome, businesses grow, and place inspires purpose.

## OUTCOMES (STRATEGIC PILLARS): Downtown is ...

OUTPUTS (2025)

### Built for Business

Business Newsletter  
BRE program  
Marketing Piece

### Clean, Safe & Welcoming

Ambassador Program  
Bigbelly Expansion  
Kzoo Mall Maintenance

### Place with Purpose

Role of Authority in Place  
Design Guidelines

### Streetwise & Connected

Streetscape Audit  
Fund Discovery

### Strong & Sustainable

Succession Plan  
Capacity Audit  
Improve Comms

### Vibrant & Visible

Brand Identity  
PR Plan  
Sponsorship Rubric

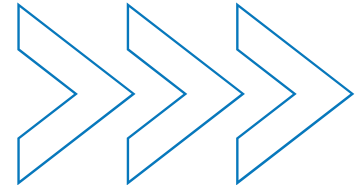
## Guiding Beliefs & Assumptions

- **Downtown is everyone's neighborhood.** It must be inclusive, safe, and reflective of community values.
- **Walkability and public space matter.** The "First 16 Feet" principle shapes vibrant streetscapes and supports local businesses.
- **Strategic alignment leads to greater impact.** Coordination with existing community plans and partners is essential.
- **Organizational strength enables long-term transformation.** Capacity-building and funding diversity are foundational.
- **Public trust is built through visibility, responsiveness, and collaboration.**

## DDA/DEGA Mission

To shape a vibrant and welcoming downtown through strategic leadership, strong partnerships, and purposeful investment - all grounded in equity and shared prosperity.

# 3-Year Work Plan



A phased roadmap to lay the foundation (2025), scale and implement (2026), and embed equitable systems (2027), all rooted in the distinct opportunities and momentum of Downtown Kalamazoo.

Strategic Pillar	2025	2026	2027
<b>Built for Business</b>	Launch monthly business newsletter, develop BRE strategy, and pilot recruitment	Launch downtown BRE Program; formalize business database	Evaluate strategies and embed long-term retention framework
<b>Clean, Safe &amp; Welcoming</b>	Expand waste & recycling, launch Ambassador Program, update Mall Maintenance	Develop a Bigbelly sponsorship program and maintenance tracking process/procedure	Evaluate effectiveness and public perception of public space program
<b>Place with Purpose</b>	Define placemaking role, support existing projects	Develop Downtown Design Guidelines, pursue placemaking project, social district expansion	Apply Design Guidelines to public spaces and developments
<b>Streetwise &amp; Connected</b>	Conduct streetscape audits & identify wayfinding funding	Engage consultant in wayfinding master plan study	Begin phased signage improvements and early street upgrades
<b>Strong &amp; Sustainable</b>	Adopt new DDA Development Plan	Determine 2027+ operational model, launch annual stakeholder survey	Evaluate staffing model and finalize long-term strategy
<b>Vibrant &amp; Visible</b>	Develop downtown Kalamazoo brand and public relations strategy	Implement phased brand rollout across platforms and spaces	Begin integrating brand identity into physical space and public life

# 2025 Work Plan

## Building the Foundation for Downtown's Future

As the first year of our three-year roadmap, 2025 is a foundational year—a time to establish systems, pilot new programs, and align internal and external partners around a shared vision. Our focus in this phase is not only on what we build physically, but also on how we build capacity, trust, and momentum. We are laying the groundwork for long-term success by focusing on key areas across all six strategic pillars:

### Built for Business

- Launch a regular downtown business newsletter
- Begin proactive business outreach and BRE conversations
- Pilot an inclusive business recruitment marketing campaign

### Streetwise & Connected

- Map public realm assets and identify high-priority improvement zones
- Identify fund opportunities to support wayfinding enhancements

### Clean, Safe & Welcoming

- Expand core Ambassador services with updated equipment and onboarding
- Install new waste and recycling bins in key pedestrian areas
- Update the Mall Maintenance Agreement

### Strong & Sustainable

- Conduct a capacity audit assessing staffing needs, workload balance, and operational gaps to develop a future staffing plan.
- Update and adopt a new DDA Development Plan to reflect current goals

### Place with Purpose

- Identify Authorities role in placemaking projects with City
- Begin development of Downtown Kalamazoo Design Guidelines

### Vibrant & Visible

- Develop a downtown brand identity
- Refine Event Sponsorship policy and assessment framework
- Update Downtown Banner program

### 2025 is about ...

- Listening, learning, and co-creating with our community
- Clarifying our roles and responsibilities within the downtown ecosystem
- Making visible improvements that build public trust and engagement
- Setting the stage for scalable, sustainable progress in 2026 and beyond

# 2026 Work Plan

## Scaling Up for a Downtown in Motion

2026 is the year we shift from laying groundwork to activating change. With the two-way conversion of Kalamazoo Avenue slated to begin and arena construction advancing, our focus turns to scaling programs, deepening partnerships, and preparing public spaces and businesses for transformative growth. Each initiative is aligned to keep downtown vibrant during construction, build capacity, and ensure we're ready to welcome—and retain—more visitors when projects are complete.

### Built for Business

- Develop and Launch Business Recruitment and Expansion Program
- Formalize business database & engagement tracking system

### Streetwise & Connected

- Conduct a pedestrian-focused wayfinding study
- Develop phased wayfinding implementation plan

### Clean, Safe & Welcoming

- Launch Bigbelly sponsorship program
- Formalize downtown maintenance policies and procedures

### Strong & Sustainable

- Develop 2027+ operational model plan
- Launch annual stakeholder survey to inform future planning

### Place with Purpose

- Develop Downtown Design Guidelines
- Identify 1-2 placemaking projects to pursue
- Evaluate and explore Social District expansion

### Vibrant & Visible

- Begin brand rollout across key platforms
- Begin rollout of strategic communication plan

#### 2026 is about ...

- Scaling 2025 programs to match downtown's transformation.
- Preparing businesses, spaces, and branding for the arena and two-way conversion.
- Advancing design, placemaking, and wayfinding tied to construction timelines.
- Strengthening capacity for higher activity and visitor demand.
- Coordinating marketing to keep downtown vibrant during construction.

# How It's Measured

## Turning Vision into Verifiable Impact

Grounding ambition in accountability, this framework ensures we track the progress that truly reflects Downtown Kalamazoo's purpose and priorities. Each strategic pillar is supported by a blend of output and outcome-based Key Performance Indicators (KPIs), offering a clear view of impact while allowing space for learning and adjustment.

### Built for Business

- Business retention rate (% of supported businesses operating after 12 months)
- Number of new businesses recruited or supported annually

### Clean, Safe & Welcoming

- Coverage of Ambassadors by geography
- Public perception ratings on cleanliness and safety (collected annually)

### Place with Purpose

- Number of placemaking activations or improvements completed each year
- Community satisfaction with public spaces

### Streetwise & Connected

- Number of wayfinding elements installed, upgraded, or maintained

### Strong & Sustainable

- Staff capacity growth
- % of operating budget supported through diversified (non-City) sources

### Vibrant & Visible

- Growth in social media engagement (quarterly benchmarks)
- Brand recognition scores (tracked via public perception surveys every two years)

*An annual progress report will be published each March, summarizing results, key learnings, and necessary pivots from the previous year. This report will include visual summaries, spotlight community stories, and track how Downtown Kalamazoo is advancing toward its long-term vision.*

# How It's Funded

## Connecting vision with investment

Downtown Kalamazoo's transformation requires not only vision, but sustained investment and careful stewardship of resources. To implement this roadmap, DEGA and DDA will utilize a blend of public and private resources:



### City and Authority Contributions

Tax Increment Financing revenue through the Downtown Development Authority and Downtown Economic Growth Authority will provide baseline operational and programmatic resources.



### Public-Private Partnerships

Collaboration with institutional anchors, philanthropic organizations, and the private sector will be essential in co-investing in shared priorities such as placemaking, mobility, and business development.



### Grant Acquisition

Competitive grant applications will be pursued to fund strategic enhancements, particularly related to streetscape improvements, small business programs, and clean & safe initiatives. Targeted opportunities will include state and federal programs, as well as foundation funding.



### Sponsorship and Branding Revenue

As the Downtown Kalamazoo brand matures, new revenue opportunities—including advertising partnerships, campaign sponsorships, and donor-driven programs—will support programming and marketing efforts.

## Financial Planning Principles

- **Transparency:** All revenues and expenditures will be documented and reported clearly in public-facing materials.
- **Scalability:** Initiatives will be prioritized based on available funding, with the ability to scale efforts up or down as resources allow.
- **Resilience:** Diversified revenue sources reduce overreliance on any one stream and enhance the organization's ability to weather economic shifts.
- **Responsiveness:** Resources will be regularly evaluated and reallocated in response to emerging needs, opportunities, and community feedback.

# Where We're Going

## Downtown Kalamazoo Beyond 2027

The 2025–2027 Strategic Plan sets a powerful foundation—but it is only the beginning. As Downtown Kalamazoo continues to evolve, so must our vision. Looking ahead to 2035, the DDA/DEGA are committed to building a bold, long-term strategy that guides this momentum into lasting transformation.

This current roadmap is Phase 1 of a decade-long journey. Efforts such as branding, board development, streetscape planning, and business support are laying the groundwork for systemic, scalable transformation.

## How We'll Shape the 2028–2035 Strategy

Planning Phase	Timeline	Activities
<b>Phase 1: 2025–2027</b>	<i>Completed 2022–2024</i>	Developed in partnership with Yard & Company through a foundational strategic planning process, and refined in early 2025. Activities included: <ul style="list-style-type: none"><li>• Ecosystem assessment and stakeholder mapping</li><li>• Development of strategic pillars and vision</li><li>• Engagement with board, staff, and civic partners</li><li>• Adoption of work plan and KPIs in 2025</li></ul>
<b>Phase 2: 2028–2031</b>	<i>2027</i>	Planning for the second phase will build on early results and momentum. Activities will include: <ul style="list-style-type: none"><li>• Review and synthesis of Phase 1 outcomes and data</li><li>• Stakeholder interviews and partner workshops</li><li>• Updated equity analysis and engagement with underrepresented voices</li><li>• Strategic alignment with infrastructure, branding, and policy timelines</li><li>• Adoption of 2028–2031 work plan by December 2027</li></ul>
<b>Phase 3: 2032–2035</b>	<i>2031</i>	The final phase will focus on embedding long-term systems and preparing for future strategic cycles. Activities will include: <ul style="list-style-type: none"><li>• Comprehensive impact evaluation of Phases 1 and 2</li><li>• Community forums, surveys, and idea labs</li><li>• Long-term funding and succession planning</li><li>• Finalization of 2032–2035 plan and transition to next generational vision by December 2031</li></ul>