



Community Development Futures Task Force Neighborhood Revitalization Strategic Framework —February 2010—

The Community Development Advocates of Detroit (CDAD) Futures Task Force was formed out of a conviction that Detroit requires a bold new vision for its neighborhoods -- one that acknowledges that we will not reverse the loss of population for the foreseeable future, and that current conditions in Detroit's neighborhoods are socially, economically and environmentally no longer sustainable. Detroit must truly reinvent itself – from the core downtown to the city limits.

A COMMUNITY DEVELOPMENT PERSPECTIVE THROUGH A BROAD-BASED, MULTI-SECTOR CONSENSUS PROCESS

The Futures Task Force has brought together Detroit community development organizations (CDOs) and professionals – individuals who have worked for many years every day in Detroit's neighborhoods – and created a consensus process with a wide array of other public and private agencies and institutions that have long been contributors to neighborhood development - to create neighborhood revitalization recommendations. These recommendations suggest a framework for how we can collaboratively focus on revitalizing Detroit's neighborhoods, what strategies would be appropriate, and what role CDOs should play. Equally important, our framework suggests a "system of support" for community development organizations – those frontline place-based organizations dedicated to neighborhoods - to play an appropriate role in that effort.

NEIGHBORHOOD CLASSIFICATIONS, FUTURE DIRECTIONS AND MATCHING STRATEGIES

Like many stakeholder groups now looking at this issue, CDAD believes that using "indicators" of change is a valid way of determining how to invest in neighborhoods. CDAD's approach also suggests "classifications" for areas of the city, based on this data, building on earlier work that was started a few years ago. CDAD takes that work much further and suggests classifications for low and no density areas of the City (residential, commercial and industrial) that – according to indicators – should be totally reinvented for different purposes.

However CDAD's work will add significant value because we look *not just at current conditions and classifications*, but at an *appropriate, sustainable and realistic direction for any given type of area in the city*, then we suggest potential matching strategies to realize that direction. By looking at "right direction" for any given neighborhood using a data approach, everyone - local residents and businesses, their representative CDOs, funders, developers, and local/state/federal government – can make collaborative choices around investments *in any given neighborhood*, and around a role for any given community development organization. CDAD believes that realistically, every area of the City must be addressed at the right time through the right intervention in some way – even when the right intervention is the clearance of buildings and population. Equally important, CDOs are uniquely positioned to play the appropriate role along with the right partners in every neighborhood. We imagine that a CDO would have a role in every neighborhood, and that every neighborhood would include multiple "classifications" within it, depending on current conditions. We finally suggest that community organizing, education and engagement are the fundamentally important roles that every CDO should play, geared toward a purpose that aligns with the realistic direction a neighborhood is taking.

REFORMING THE COMMUNITY DEVELOPMENT INDUSTRY

Furthermore, CDAD recognizes that while we must continue to advocate for the importance of our traditional work in neighborhoods – candidly calling out for changes, for clarity of roles and to be properly resourced to do our work – we know we must also hold up a mirror to ourselves. As organizations we must be structured and resourced in a rational way, that flows from a city wide, realistic and collaborative strategy for revitalization. We must be willing to restructure, realign and even merge when necessary to be more efficient and effective. Our organizations must be solid and dynamic, nimble in responding to changing conditions, and held to obvious, published standards for operation, and measures for success in the communities we serve.

THE TRIPLE BOTTOM LINE. PRESERVING AND SUSTAINING DETROIT

This concept describes a "balanced" standard for community and urban life. We adhere to the "triple" bottom line, when we focus on social equity, treating each other as we would want to be treated; environmental integrity where we respect the natural environment for future generations; and economic prosperity where we foster strong business and gainful employment at a living wage. When we focus on "sustainability," we are focusing on the triple bottom line by fostering the use of environmentally sound and socially equitable practices and technologies in our economic production, construction and business practices. CDAD believes that we can and must reinvent Detroit and account for the triple bottom line, and the strategies suggested here adhere to that belief. CDAD also calls for us to respect and preserve, where possible, our historically significant structures so future generations can understand and appreciate our past. CDAD strongly believes that Detroit's most stunning natural asset – its riverfront – must be preserved, open for public enjoyment, and where used for commerce, done so sustainably.

THE RIGHT DIRECTION FOR DETROIT: A BEGINNING FRAMEWORK

What CDAD describes below is not a Master Plan. But it is a suggested framework that describes a vision for every “type” of area in the City, moving from high-density residential to low density residential; from low density business/industrial to high density business and commercial. *This framework is a starting point for important next steps:*

- *the collaborative development of indicators for each classification,*
- *the testing of those indicators,*
- *finalization of appropriate strategies with corresponding success measures*
- *then testing those strategies as part of an overall collaborative vision*

We recognize that the change we call for will be a long term process of change. But we are convinced that the levels of abandonment in Detroit can make some of this change possible in the shorter term, without undue relocation. We also believe that residents of Detroit along with the businesses and institutions that serve them, will be willing to renew their commitment to change if they can authentically participate in this difficult process, then come away with a clear understanding of the right direction(s) for the neighborhood in which they live, work, invest and serve.

We do not expect our recommendations to be the final word on the subject; although they are a clear statement from the community development industry perspective as to what direction is right for Detroit. Rather, we ask that our recommendations be taken as a starting point - a set of building blocks if you will - for a series of important next steps, and a collaborative process with City, State and Federal officials, foundations and intermediaries, corporations, non-profit organizations and especially residents, to build on the framework that we present.

FACILITATING THE CHANGE PROCESS BY WORKING WITH PEOPLE AND CREATING A CITYWIDE VISION

CDAD also advocates for a change facilitation process that is humane and fair, and involves residents and local businesses through providing information openly, genuinely listening for feedback and ideas, and collaboratively planning our future – even when it is difficult, confrontive and time consuming. Community Development Organizations have a unique and important role in this process because of our connection to a given community, our experience with involving people in planning, and our conviction that change is only possible when everyone helps plan for it. However we recognize that strong leadership is required for a process this daunting. We believe that only Detroit’s Mayor - with strong involvement of Detroit’s City Council - can lead that change, mobilizing city government to align with necessary change. But the plans we must make and the process by which they are carried out cannot be dictated by any one entity – neither city government nor the private sector - or created in a vacuum.

Furthermore, the strategies that are created cannot be done in a piecemeal fashion by looking only at a few neighborhoods. A citywide vision and strategic framework must be created before any one or two neighborhoods are highlighted. Once we collectively understand what our overall direction is, what the right strategies are for every neighborhood, implementation plans can be developed more rationally, with more support and involvement, and with more patience and tolerance for the difficulties that lie ahead.

A NEW DETROIT: SPACIOUS, GRACIOUS, GREEN AND INDUSTRIOUS

CDAD imagines a new Detroit that is the first City in the United States to respond to its abundance of vacant land in such a comprehensive and positive way, by offering a unique array of choices in residential living – from rural to main street, from traditional to suburban, from single family to high rise, with energy efficient homes and apartments both old and new. We are committed to a Detroit where residents are employed within the city, where local entrepreneurial residents own local businesses. We see a Detroit that is a hub for sustainable green industry from farms to fisheries, but also boasts an abundance of natural green space – especially along our riverfront which is preserved for public use. We envision a city whose streets accommodate cars, but also light rail, bikes and walkers. We want a city that welcomes and recruits immigrants, whose people remain the friendliest and most resilient in the United States.

NEIGHBORHOOD VISION, CLASSIFICATIONS, FUTURE DIRECTIONS AND MATCHING STRATEGIES

This document outlines a vision for all areas of the City divided into eleven proposed future directions as outlined below. The document then goes on to describe current conditions in each neighborhood classification, its potential future direction and strategies for how to move from the current state to the future direction. Finally the role CDOs could play in implementing the right strategies to each area of the city are outlined.

Proposed Future Directions

1	2	3
Traditional Residential Sectors	Spacious Residential Transition Zones	Urban Homestead Sectors

4	5	6	7
Naturescapes	Green Venture Zones	Green Thoroughfares	Industry Zones

8	9	10	11
Village Hubs	Shopping Hubs	City Hubs	Downtown

#1: TRADITIONAL RESIDENTIAL SECTORS



Vision: Older, single-family homes and quiet, friendly densely-populated streets shelter residents from the hustle and bustle of shopping hubs, city hubs and job zones. Families push strollers down the sidewalks as neighbors mow their front, side and back lawns around homes that feature driveways, backyards and garages. Block clubs close streets and hold block parties. While some of these neighborhoods are close enough to walk to the bus or light rail train stop, many of the residents will drive from their home to the main street neighborhood store several blocks away, or to the shopping hubs. The denser of these neighborhoods has a community center - or uses an existing public facility like a library for community gathering - where young people and seniors can use their free time productively for learning and recreation, and families can take classes and hold community meetings.

Description of Current Conditions:



- a. Predominantly single family housing; Structures on almost every lot; very little blight; some foreclosure and some vacant homes; mostly home owner; stable values' high household income; high educational attainment; close to quality schools and parks; good infrastructure; active neighborhood association; good neighborhood reputation; low crime;

OR



- b. Predominantly single family housing; Structures on most lots; limited blight; some litter; rapidly increasing foreclosures and vacant homes; mostly homeowner with some rentals; values decreasing; high to moderate household income but decreasing; high educational attainment; close to quality schools and parks; good infrastructure; active neighborhood association; good neighborhood reputation; occasional crime; adjacent to anchors

OR

- c. Mix of single family housing and vacant lots; Structures on most lots; signs of blight and fire damage; obvious litter; some foreclosure and many vacant homes; mix of home owners and rentals; values decreasing rapidly; moderate household income; good educational attainment; close to decent schools and parks; deteriorating infrastructure; active block clubs and strong CDO present; slipping neighborhood reputation; occasional crime and growing; adjacent to anchors.

Description of Future Direction:

Mid to higher density single family homes; along with some duplexes and quadplexes. Yards can range from 30 ft. lots, to 100 ft. and properties features larger set-backs, backyard garages, and driveways. They serve as a connection from a Village or City Hub to an Urban Homestead Sector, Shopping Hub or Green Venture Zone. Less dense Traditional Residential Sectors may increase population over time, or maintain its more spacious character. Depending on the density, level of resident interest, and level of deterioration in one of these sectors, the strategies may vary.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Community-Based land use planning ✓ Community Based housing strategy 	Green codes	School Reform

	development ✓ Zoning/green codes		
Suggested Matching Intervention Strategies	✓ “Broken Window” Policing; ✓ Foreclosure prevention programs ✓ Housing preservation and home repair including residential matching façade grants ✓ Side lot acquisition and community park/garden programs in less dense sectors ✓ Code enforcement ✓ Community Engagement to build cohesion among residents, especially in less dense areas	✓ Home greening/energy efficiency programs ✓ Affordable and market-rate infill housing; ✓ Creation of a community center; ✓ Workforce development; ✓ Side lot acquisition planning	✓ Mixed income housing development to prevent gentrification

Role of Community Development Organization (CDO):

- Community Engagement for land use planning and resident cohesion
- In less dense sectors, planning for distribution and/or banking and/or collective ownership of vacant lots
- Blight Awareness/Code Enforcement & Blight Reduction organizing
- Housing strategies to catalyze private market housing activity:
 - Home Repair
 - Purchase/Rehab/Resale of select homes
 - Vacant Home boarding
 - Select housing infill
 - Foreclosure prevention
- Housing weatherization/greening assistance
- Senior housing
- If appropriate, community Center Coordination/Staffing; or facilitation of the use of an existing public facility (i.e. a library or school or church) for this purpose
- Partner with Specialty Organizations for workforce development, Human Development strategies coordinated out of community center
- Partner with Specialty Organizations for community gardening, pocket park development & Maintenance in low density areas
- Liaison to city planning
- Monitor/organize to promote resident cohesion and prevent gentrification

#2: SPACIOUS RESIDENTIAL TRANSITION ZONES



Vision: This unique category suggests that these neighborhoods will likely evolve over time into a “NatureScape”, “Green Venture Zone” or “Urban Homestead Sector.” Covering many residential areas of the city, these sectors include blocks that may include a few homes or low-density apartment buildings. In these Spacious Residential Sectors, homes will feature very large side lots and back yards. Even though the population is less dense, residents organize to prevent crime, maintain vacant lots, create community gardens and improve the parking lot or playground around the local school. Residents access a multiplicity of needed social services to help them gain employment, improve their basic skills, resolve family challenges, and gain access to better quality shopping at the Shopping Hubs. Residents are provided information and support to help them make choices on other more dense neighborhoods to which they will move as the area transitions.

Description of Current Conditions:



Mix of single family housing and vacant lots; Vacant lots become more noticeable; blight and fire damage is significant; obvious litter and dumping; some foreclosure and many vacant homes; mix of home owners and rentals; decreased values - not expected to increase soon; low household income; close to decent schools and parks; poor infrastructure; limited educational attainment; some block clubs and limited capacity CDO; questionable neighborhood reputation; crime problem; not adjacent to anchors; expensive delivery of basic city services and utilities

Description of Future Direction:

Low -density single family homes; along with some duplexes and quadplexes. Yards can range from 30 ft lots to even a quarter acre. In five years, the neighborhood is reassessed to determine whether it is moving in the direction of “Nature Scape”, Green Venture Zone, or “Urban Homestead” sector. New housing and commercial development is restricted or prohibited.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Community planning /visioning sessions ✓ Community education sessions ✓ Zoning changes to accommodate larger lots and restrictions on new housing and commercial development 	<ul style="list-style-type: none"> ✓ Community influenced reassessment of indicators and re-classification ✓ Green codes for future classification 	<ul style="list-style-type: none"> ✓ Transition to possible options: Urban Homestead Sector, Green Venture Zone or NatureScape ✓ If market conditions, level of resident engagement, blight conditions warrant it, reclassify as Traditional Residential Sector
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ “Broken Window” Policing; ✓ Housing preservation including residential matching façade grants; ✓ Deconstruction of non-useable structures ✓ Code enforcement; ✓ Community garden program; ✓ Community organizing to build relationships among residents, 		

	<ul style="list-style-type: none"> prevent crime ✓ Land banking ✓ Workforce development and family support services ✓ Side lot acquisition ✓ Local school improvement projects ✓ Community Center organizing to bring needed services under one roof 		
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Role of Community Development Organization (CDO):

- Community Engagement for land use planning and planning for distribution of vacant land according to collective plan; and to promote residential cohesion
- Creation of a “collective land ownership” structure to assemble and conserve vacant land that is not used for side lots
- Coordination of side lot acquisition program
- Blight Awareness/Code Enforcement & Blight Reduction organizing
- Home Repair strategies
- Facilitation of use of existing public facility (i.e. school, library, church) for community gathering, planning and provision of human services under one roof
- Partner with Specialty Organizations for workforce development, Human Development strategies coordinated out of community center
- Partner with Specialty Organizations for community gardening, pocket park development & maintenance of land in low density areas

#3 – URBAN HOMESTEAD SECTORS



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Vision: Country living in the City! A homeowner and his/her family harvests some vegetables that they intend to sell at their local farmer’s market. They enjoy their large older home, surrounded by a natural landscape comprising the huge lot/yard/small farm that comprises their property, away from the high-energy, noisy activity in other places in the city. Many city services (IE public lighting) are no longer provided, and homeowners enjoy lower taxes, in exchange for experimenting with and using alternative energy programs for heat and electricity, and where possible, well-water services. However, they are still close enough to the rest of the city where they can easily sell produce at Eastern Market, enjoy a ball game downtown, and take advantage of the city’s cultural amenities.

Description of Current Condition:



Vacant lots with some single family homes; Structures on less than half the lots; illegal dumping obvious; some foreclosure; mix of ownership; low values; low household income; limited educational attainment; bad infrastructure; no or limited capacity block club or CDO; risky neighborhood reputation; not adjacent to anchors; delivery of basic city services and utilities is cost prohibitive

Description of Future Direction:

Low and extremely low density. Lots can be as large as an acre or more. Low-impact agricultural activities can be allowed in the zoning. This area is adjacent to Spacious Residential Sectors, NatureScapes and Green Job Areas. Residential development can range from one home surrounded by single/multiple acres; to “clusters” of homes/buildings surrounded by multiple acres, a strategy which could facilitate the use of geothermal heating/cooling systems.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Major investment in land assembly/land banking/land leasing program to assist property owners to assemble surrounding half to one-acre lots; ✓ Marketing initiatives; ✓ Zoning changes 	<ul style="list-style-type: none"> ✓ Marketing initiatives; ✓ Devolution of some utilities and city services. ✓ New property tax rates/codes ✓ Waste disposal/storm water regulations 	<ul style="list-style-type: none"> ✓ New property tax/land value codes ✓ Identification of utility corridors
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Deconstruction of selected structures; ✓ Community education/listening sessions; ✓ Community planning/visioning sessions; ✓ Community organizing to promote cohesion among residents ✓ Facilitation of use of existing facilities (libraries, churches, schools), to create community gathering places ✓ Relocation assistance thru partnerships with other more dense neighborhood CDOs ✓ Residential matching façade grants ✓ Other housing preservation/home repair strategies 	<ul style="list-style-type: none"> ✓ Gravel road services (dust mitigation, snow plowing, pothole repair, drainage ways, tree/weed removal, mail services, school bus access) ✓ Alternative energy program including geothermal heating/cooling systems ✓ community garden programs; ✓ workforce development focused on farming/green jobs for placement in Green Job Zone ✓ Continuing relocation assistance 	<ul style="list-style-type: none"> ✓ Gentrification prevention strategies

Role of Community Development Organization:

- Facilitate community engagement/community planning for public space reuse and to promote cohesion among residents
- Facilitation of use of existing public facilities (Schools, libraries, churches) for community gathering
- Create and articulate the vision and marketing plan
- Assist/facilitate assembly of existing residential lots and home purchasing
- Community planning for use of public green spaces
- Implementation of public space re-use (parks, gardens, etc)
- Vacant land management (cutting, litter pick up, community patrols)

#4 – NATURESCAPES

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Vision: These are areas that offer beautiful, low-maintenance, managed natural landscapes intended to bolster air and water quality, and support indigenous wildlife. No one lives in these areas – they have been reinvented to highlight and preserve special natural indigenous features and plant/animal species. Detroit’s former creeks and rivers are daylighted, offering new opportunities for recreation. Families hike along paths that have been fully integrated as part of Detroit’s greenway system. A hundred yards away, residents hike through some natural wooded walking trails. These natural areas help to filter air and water pollutants, creating a healthier city. They are distinct from Detroit’s major city parks (which offer more active and built amenities including golf courses, zoos, nature centers, tennis courts, swimming pools, boating and canoeing).

Description of Current Condition:



Mostly vacant lots; illegal dumping obvious; mix of ownership; low values; low household income; bad infrastructure; no or limited capacity block club or CDO; risky neighborhood reputation; delivery of city services and utilities is cost prohibitive; good soil quality and hydrology; adjacency to creeks, river or habitat

Description of Future Direction:

Recreational uses and passive aesthetic uses. Rezoning into parks and passive “meadows” that are connected to the rest of the city’s transit system via bus stops. These NatureScapes are focused in areas that have extremely low density, and that are most ecologically important. Special consideration is given as to how ensure such transition areas remain safe. Greenways connect these areas to other, denser areas of the city. Special consideration is given to the ownership and maintenance responsibilities of these areas, possibly involving federal ownership. These areas may now be owned by a separate conservancy, or by the state or federal government.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Gradual Reduction in public. private utilities and roads; ✓ park/meadow development ✓ Zoning changes ✓ Land Banking for land assembly ✓ Creation of use of urban conservancies for long term ownership/maintenance ✓ Community Benefits 	<ul style="list-style-type: none"> ✓ Gradual reduction in public/private utilities and roads; ✓ Park/meadow development ✓ Creation of land conservancy and/or land trusts ✓ Phytoremediation code and zoning changes 	<ul style="list-style-type: none"> ✓ Land use planning for daylighting streams, forestry, meadow development, etc

	Agreement		
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Deconstruction of buildings; ✓ Community education/listening sessions to promote acceptance and use of NatureScapes ✓ Relocation Assistance thru partnerships with other more dense-neighborhood CDOs and other stakeholders ✓ Land Banking ✓ Environmental remediation ✓ 		

Role of Community Development Organization (CDO):

- Community Engagement to facilitate community education/information and to educate on creation of land conservancy
- Facilitation of Community Benefits Agreements to assure public access, local job training/employment and environmental equity
- Facilitate relocation of residents to clear area for NatureScape development
- Community Policing
- Marketing of area
- Partner with special organizations or businesses for deconstruction of homes/buildings
- Facilitation, with appropriate partners, of urban conservancy for ownership of NatureScape areas

#5- GREEN VENTURE ZONES



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Vision: These are “green and blue” industrial areas that have been reinvented from vacant land and vacant industrial buildings to economic generators. Fish hatcheries, hydroponic and aquaculture centers and newly rehabbed warehouses take up once-abandoned factories, while local foresters harvest trees to ship across the county. Local horticulturists grow acres of nurseries for sale, and small market farms dot the landscape. No one lives in these zones, but they are well managed, safe, and create hundreds of jobs for local residents in farming, warehousing and logistics, forestry, horticulture and fish production.

Description of Current Condition:



Mostly vacant lots; illegal dumping obvious; mix of ownership; low values; low household income; bad infrastructure; no or limited capacity block club or CDO; risky neighborhood reputation; delivery of city services and utilities is cost prohibitive; soil quality and hydrology and natural features lend themselves to green ventures.

Description of Future Direction:

These are manufacturing areas with minimal negative externalities (pollutants either through the air, water, or noise). Manufacturing uses developed from vacant land and buildings producing flowers, fish, food and wood. These Green Job Areas act as buffers between Country Living Areas and Commerce Corridors or Traditional Industrial Areas.

Strategies to Move from Current Condition to Future Direction:

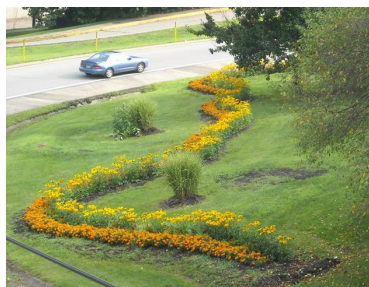
	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Economic Development planning and feasibility studies ✓ Zoning changes/Green codes ✓ BIZ Organizing ✓ Land Banking for site assembly 	<ul style="list-style-type: none"> ✓ Infrastructure/Site Preparation ✓ Storm water planning ✓ Phytoremediation/biofuel production strategies 	
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Deconstruction to remove structures; ✓ Rehabilitation of viable structures ✓ Workforce Development/training and placement into new local jobs. ✓ Land banking ✓ Environmental remediation 	<ul style="list-style-type: none"> ✓ Business recruitment ✓ Relocation Assistance through partnerships with other more dense neighborhood CDOs; 	

Role of Community Development Organization (CDO):

- Partnering with city, developers to serve as liaison between them and residents, to facilitation land assembly and site preparation to set the table for green/blue companies to come in
- Community engagement, outreach and education to facilitate economic development planning
- Facilitation of relocation, including engagement of necessary partners
- Industrial Association organizing and management
- Facilitation of employment through partnership with specialty organizations, city of Detroit, new businesses
- Facilitation of Community Benefits Agreements in regard to employment/training and environmental equity
- Monitoring private sector-led development to assure environmental and social equity

#6: GREEN THOROUGHFARES

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Vision: Green well-lit wide traveling corridors, flush with trees and other low-maintenance foliage, are interspersed throughout the City. These corridors provide tasteful way-finding directions to nearby neighborhoods, separate incompatible uses, and convey a sense of beauty, safety and spaciousness. Bus and bike lanes help form complete streets, which are fully integrated into Detroit’s Greenway/Bike Lane system. They are distinguished from “Nature Scope” areas in that they are auto and/or mass transit corridors, not intended for visitors or recreation.

Description of Current Condition:



Commercial zoning on thoroughfare streets; or residential zoning on wider residential streets; that are predominantly vacant (very low or no density)

Description of Future Direction: Sections of former 5-10 lane commercial corridors which once provided entertainment, restaurants and retail goods and services for a population of 2 million, have been reinvented as “green gateways” into the various other sectors of the City. Where appropriate, marked paths allow for biking/walking as part of Detroit’s Greenway/Bike Path system. Commercial and Industrial development is restricted and steered to nearby Shopping Hubs, Green Job Zones and Heavy Industrial Job Zones. High-density housing development is restricted and steered to streets in the City Hubs, Village Hubs and Downtown areas. Low-density housing development is restricted and steered to streets in the Traditional Residential Sectors. Green Thoroughfares could eventually become integrated into a NatureScope sector.

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Land Use Planning ✓ Land Assembly Program ✓ Rezoning ✓ Complete Street policy ✓ Greenway/Bike integration into Detroit’s overall plan 	<ul style="list-style-type: none"> ✓ Utility planning (storm water, energy connectivity) 	<ul style="list-style-type: none"> ✓ Rezoning
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Deconstruction of buildings ✓ Relocation of commercial property owners/businesses ✓ Owner Education and Listening Sessions ✓ Streetscape planning and implementation; 	<ul style="list-style-type: none"> ✓ Relocation of existing viable businesses to Shopping Hubs ✓ Property/Landscape Management and Maintenance 	

Role of Community Development Organization (CDO):

- Business organizing/engagement for purposes of land use planning and market analysis
- Assistance with land assembly
- Facilitation of/assistance with relocation of businesses to Shopping Hubs, Green Job Zones or Heavy Industry Zones
- Property and Landscape Management

#7 – INDUSTRY ZONES



Vision: These are heavier industrial areas, buffered by NatureScapes and Green Job Zones because of their typical disruptive environmental factors such as noise, heavy truck traffic and various forms of pollution. Factories produce everything from cars and car parts to solar panels and wind turbines and hydrogen energy cells which are then shipped overseas. Large-scale commercial growers raise sunflowers which are then sent to a processing plant to make bio-fuel. Inter-modal transportation centers serve as transfer and transport points for truck, rail, shipping and air freight traffic.

Description of Current Condition:



Adjacent to shipping infrastructure such as freeways, major roads, and active rail; job center

Description of Future Direction:

These industrial uses are adjacent to and buffered from either green job areas or NatureScapes, which act as buffers between these zones and the Resident Living Sectors. These areas are then connected to a larger inter-modal transportation infrastructure.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Rezoning ✓ Buffering installations ✓ BIZ organizing 	<ul style="list-style-type: none"> ✓ Environmental Clean-up ✓ Green Building Codes 	<ul style="list-style-type: none"> ✓ New energy systems: water conservation, air pollution strategies ✓ Freight/transport planning
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Phytoremediation ✓ Industrial Association Organizing for cohesiveness and business recruitment/marketing; ✓ Community Benefits Agreements ✓ Organizing for partnerships between surrounding residential/commercial areas to continuously 	<ul style="list-style-type: none"> ✓ Fencing/Buffering ✓ Business retention and recruitment ✓ Creation of BIZ 	

	push for environmental safety ✓ Community Benefits Agreements		
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Role of Community Development Organization (CDO):

- Industrial Association Coordination
- Facilitation of Community Benefits Agreements in regard to local employment/training and environmental equity
- Community Organizing of residents adjacent to these zones, to continuously monitor and push for environmental safety
- Liaison with City Planning/BS&E to influence decisions and mitigations for new industrial businesses
- Facilitate Community Benefits Agreements

#8 – VILLAGE HUBS



Vision: This all-in-one neighborhood hub offers residential living, nearby shopping, and entertainment all wrapped in an authentic urban lifestyle. With a small main-street feel, these medium density streets include neighborhood shopping districts and gathering spots for the surrounding residents. A young couple exits their single-family house or town home to walk to the local bakery for some pastries, then go upstairs to where their accountant has his office. A retiree street-parks his car in front of his barber – who also happens to be his next-door neighbor. A young single leaves his apartment building to ride his bike along the local greenway path. Libraries and schools cater to active families including the influx of new immigrant residents, catering to their unique cultural/religious customs, and providing “English as a Second Language” (ESL) and other immigrant services. An array of ethnic restaurants and stores attract a variety of customers including a growing mix of new immigrant residents who enjoy the neighborhood along with long-time residents.

Description of Current Conditions:

a. Medium density; mid-to low-rise buildings; mixed uses, mix of local and regional serving businesses; combination of neighborhood and main street; pedestrian-oriented; connected to transit; located at major thoroughfare; possible historic district; adjacent to dense neighborhoods; CDO present;

OR

b. The adjacent residential includes single family housing; Structures on almost every lot; very little blight; some foreclosure and some vacant homes; mostly home owner; stable values’ high household income; high educational attainment; close to quality schools and parks; good infrastructure; active neighborhood association; good neighborhood reputation; low crime;

OR



c. The adjacent residential includes predominantly single family housing; Structures on most lots; limited blight; some litter; rapidly increasing foreclosures and vacant homes; mostly homeowner with some rentals; values decreasing; high to moderate household income but decreasing; high educational attainment; close to quality schools and parks; good infrastructure; active neighborhood association; good neighborhood reputation; occasional crime; adjacent to anchors

Description of Future Direction:

Medium to high density with mid and low-rise buildings connected to narrower, walkable “main street” commercial districts occupied primarily by locally owned businesses providing retail and service amenities to surrounding residents. The mixed-use development is

centered on an intersection or possibly a single street. The mixed-use streets are pedestrian-oriented with zero-lot lines. This is delineated slightly from the single family homes (with a small yard) that exist behind the mixed-use streets. These smaller apartment buildings and single family homes serve as a transition to a surrounding lower-density or residential fabric. Bus stops and occasionally, rail stops, connect the village hub to the rest of the city’s transportation system.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ BIZ organizing ✓ Complete Streets policies ✓ Green Codes 	<ul style="list-style-type: none"> ✓ Integrated Mass Transit; ✓ School Reform 	<ul style="list-style-type: none"> ✓ Smart Grid district energy systems
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Organizing to strengthen relationship between local business owners and local residents and do “main street” strategic planning; ✓ Commercial matching façade grants ✓ Housing preservation (foreclosure prevention, rehab and matching grants); ✓ Blight reduction & code enforcement; ✓ community organizing; ✓ Business organizing including BID and TIF districts; ✓ marketing to attract new residents, as well as immigrant populations ✓ ESL classes ✓ Capital access strategies for immigrant and other local businesses 	<ul style="list-style-type: none"> ✓ Small business micro loans and technical assistance ✓ Greening and weatherization programs ✓ Housing rehab/greening ✓ Complete street installations 	<ul style="list-style-type: none"> ✓ Mixed income housing development to prevent gentrification

Role of Community Development Organization (s):

- Community engagement for code enforcement, to push for school reform and to form cohesive bonds between local businesses and residents
- Community engagement for regular liaison to city planning to monitor and advise on development projects
- Provide technical assistance to local businesses
- Facilitate and shape signature project by assembling development team, funding, stakeholders
- Local small business recruitment, development, lending
- Create local BIZ or TIF
- Manage Main Street commercial district
- Housing Preservation, greening and foreclosure counseling
- Partner with local schools/ethnic organizations to facilitate ESL programs

#9: SHOPPING HUBS



Vision: City residents from across town as well as suburban commuters leaving their downtown offices or factories, pull into a “node” shopping center on an existing commercial corridor, to comparison-shop on the weekend, buy large-ticket items, or make a quick stop at the cleaners, donut shop or grocery store before or after work. Some Shopping Hubs are intermixed with tracts designated for Green Corridors.

Description of Current Condition:



Located on a major thoroughfare; adjacent to freeway; predominantly chain businesses; ample surface parking

Description of Future Direction:

Focused along existing major surface commercial corridors and inter-state thruways, these are low commercial density, low-rise shopping sectors. Mainly car-oriented, these are areas that allow big-box retail stores, comparison shopping, and tall sign-posts. There are minimum parking requirements and parking is often found in front of the store. Because of their car-orientation, they do not rely solely on surrounding residents for their customer base and aren't necessarily next to residential uses. Bus stops line the corridor.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Land Use Planning for citing of projects (new or existing); ✓ Zoning restrictions to restrict inappropriate uses ✓ Land Assembly strategies ✓ Neighborhood identity design codes ✓ BIZ/TIF organizing 	<ul style="list-style-type: none"> ✓ Mass transit with coordination with bus stops ✓ Connectivity through paths to neighborhoods 	
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Infrastructure changes for project development; ✓ Streetscape planning and implementation; 	<ul style="list-style-type: none"> ✓ Business recruitment and retention programs 	

Role of Community Development Organization (CDO):

- Community Engagement for land use planning, streetscape planning, rezoning and business recruitment
- Facilitation of shopping center development
- Community Organizing for code enforcement, blight reduction
- Facilitation of Streetscape Installations

#10- CITY HUBS



Vision: These areas exhibit the hustle and bustle associated with being directly adjacent to the Downtown District and may also feature regional attractions for tourists (museums, concert halls), as well as anchor health and educational institutions. City residents or visitors get off at transit stops to visit the art and historical museums, shop at the farmers’ market, or attend an annual ethnic or holiday parade. University Students grab a gyro before walking to an art exhibit or to class. Young professionals and empty-nesters exit their townhomes or nearby single family homes to walk to a reading at the main library or a local book store. Young couples and students soak up the cosmopolitan atmosphere while feasting at ethnic restaurants which create an international atmosphere.

Description of Current Condition:

On or adjacent to major thoroughfare; major transit links; predominantly mixed-use with mid-and high-rise buildings present; predominantly zero lot line setbacks; high occupancy; anchor institutions; high level of college graduation rates

Description of Future Direction:

High density with high and mid-rise buildings. These are city-wide centers for employment, entertainment and culture. Major thoroughfare transecting the area Hub intersected by several walkable side streets that feature mixed-use shops and stores. The mixed-use streets exhibit pedestrian-oriented zero-lot lines. This is delineated slightly from the single family homes (with a small yard) that exist behind the mixed-use streets. These single family homes serve as a transition to a surrounding lower-density or residential fabric. These City Hubs are given priority for regional mass transit, both rail and bus. A variety of ethnic restaurants and shops attract a growing mix of new immigrant residents, students and visitors.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Light Rail ✓ System to link economic development with educational and medical institutions ✓ Green housing codes for new infill housing ✓ BIZ/TIF organizing ✓ Complete street policy 	<ul style="list-style-type: none"> ✓ Mass Transit to integrate bus system with light rail system ✓ Green zoning/building codes 	<ul style="list-style-type: none"> ✓ New energy sources
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Historic Rehab ✓ Home repair and 	<ul style="list-style-type: none"> ✓ Affordable and Market-rate Infill housing; 	<ul style="list-style-type: none"> ✓ Mixed income housing development and other

	residential matching incentive grants ✓ Workforce development matching local residents with local jobs ✓ Greenway and park development; ✓ Create a liaison between business organizations and local residents; ✓ Clean and Safe ✓ Matching business façade grants ✓ ESL classes ✓ Greening existing housing	✓ Small business micro loans ✓ Neighborhood marketing ✓ Grocery store recruitment	strategies to prevent gentrification
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Role of Community Development Organization (s) (CDO):

- Community engagement for planning of complete streets, neighborhood identification/marketing, and to create cohesiveness among diverse population of students, seniors, other residents
- Infill housing
- Business/institutional organizing to create a BIZ
- Commercial District management w/ emphasis on marketing strategies
- Historic housing rehab/historic preservation
- Housing weatherization/greening
- Partner with city wide specialty organization to facilitate workforce development
- Sponsor greenway path
- Marketing/recruitment of residents, targeting immigrants; and businesses
- Sponsor Events and festivals

#11 – DOWNTOWN



Vision: The Center of the metropolitan region, Downtown is the regional crux for employment, entertainment, government and culture. Business executives exit their high-rise office building to grab a power-lunch at the restaurant next door, tourists get off at a transit stop to attend a ball game and young professionals enjoy outdoor concerts during the day and the flourishing club circuit at night. Retirees and young professionals walk to the corner store to buy supplies for the week or for an upcoming party at their high rise apartment. High rise office buildings and hotels are filled with a new residential population who rent and purchase the converted apartments, lofts and condominiums.

Description of Current Condition:

On or adjacent to a major thoroughfare; hub of transit; predominantly mixed-use with high rise buildings present; zero lot lines setbacks; consistent street trees; first floor businesses; high occupancy; governmental and cultural center; job center; high level of college graduation rates.

Description of Future Direction:

High density with high and mid-rise, mixed-use buildings; pedestrian-oriented with zero-lot lines and no minimum parking requirements. The center of the area’s mass-transit system, downtown is connected to the rest of the city and region.

Strategies to Move from Current Condition to Future Direction:

	Short Term Impact (1-3 yrs)	Mid Term Impact (3-5 yrs)	Long Term Impact (5+ yrs)
Systemic Change Strategies	<ul style="list-style-type: none"> ✓ Woodward Light Rail ✓ Zoning changes as necessary ✓ Building code enforcement ✓ BIZ organizing ✓ Complete street policy 	<ul style="list-style-type: none"> ✓ Mass Transit ✓ Fresh food/green initiatives 	<ul style="list-style-type: none"> ✓ Smart Grid district energy systems ✓
Suggested Matching Intervention Strategies	<ul style="list-style-type: none"> ✓ Clean and Safe ✓ Organizing to strengthen-connect corporate and other institutional anchors ✓ Community Benefits Agreements 	<ul style="list-style-type: none"> ✓ Create BIZ ✓ Recruit Grocery Store 	<ul style="list-style-type: none"> ✓ Mixed income housing development and other strategies to prevent gentrification

Role of Downtown Community Development Organization:

- Facilitate development of retail, as population increases
- Marketing to attract residents and businesses
- Business recruitment to attract appropriate retailers and restaurants
- Business organizing to facilitate Downtown BIZ including focus on tourism
- Organizing to encourage development of cohesion among residents; and to connect institutional anchors with corporations
- Sponsor greenway/riverfront path(s) and parks
- Sponsor cultural events, especially with international border
- Facilitate community benefits agreements