

City of Detroit

Community Planning Guidebook



May 28, 2013

Acknowledgements

This guidebook was created through the hard work and collaboration of City staff and a dedicated stakeholder working group. In addition, numerous community members provided feedback to help improve this document.

Stakeholder Working Group

Khalil Ligon, LEAP/ Detroit Neighborhood Partnership East
Alisha Opperman, LEAP/ Detroit Neighborhood Partnership East
Madhavi Reddy, Community Development Advocates of Detroit
Sam Butler, Community Development Advocates of Detroit
Sarida Scott Montgomery, Community Development Advocates of Detroit
Andrea Brown, Michigan Association of Planning
Lauren Carlson, Michigan Association of Planning
Tiffany Tononi, Urban Neighborhood Initiatives/ Springwells Village
Kari Smith, Urban Neighborhood Initiatives/ Springwells Village
Khalilah Gaston, Vanguard CDC
Corey McCord, Vanguard CDC
Elizabeth Luther, Michigan Community Resources
Tom Goddeeris, Grandmont Rosedale Development Corporation

City Staff

Dara O'Byrne, P&DD
John Baran, P&DD
Marja Winters, P&DD
Laura Buhl, CPC
Timothy Boscarino, CPC
Greg Moots, CPC

Questions, Comments, or Feedback?

Please contact:
John Baran
City of Detroit Planning and Development Department
jbaran@detroitmi.gov, 313-224-9127



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1. Introduction

The City of Detroit Community Planning Guidebook provides a framework for how the City of Detroit government (the City) can support communities as they plan for the future of their neighborhoods. It outlines best practices for the creation of comprehensive community plans and provides guidance to communities on how to incorporate community plans into City policy and regulations. Communities, when given appropriate support and resources from the City, are best able to identify and address their own vision and needs within the framework of citywide goals and policies. Since each community has unique issues and opportunities, the process described in this guidebook allows each community to tailor the approach to its specific needs. The suggested approaches are adapted from proven planning practices that aim to efficiently address the complexity of planning issues while optimizing citizen participation.

1.1 What is Community Planning?

Community planning empowers communities to express a vision for their community and implement that vision over time by articulating issues, goals, policies, and specific implementation strategies related to topics such as land use, transportation, public safety, public health, or economic development. Community planning supplements the City's comprehensive planning efforts, picking up where the general *Master Plan of Policies* (Master Plan) leaves off. Community plans provide an opportunity to take general citywide policies and translate them into specific action strategies tailored to the unique characteristics of the community. Each community is characterized by its own unique conditions, challenges, and needs, and the broad guidelines described in the *Master Plan* will often require further interpretation and elaboration to accommodate the needs of specific areas.

Community planning can be applied at a variety of scales and timeframes, ranging from action strategies that revolve around one or two specific issues (such as an economic development strategy that is intended to be implemented in less than five years) to a comprehensive community plan that addresses a wide range of issues and is intended to be implemented over a 10 or 20 year horizon. While both types of efforts have merit, this guidebook focuses on the latter, comprehensive community planning efforts with a long-term vision.

In the end, a completed community plan will be a tangible document — complete with descriptions, maps, images, and implementation strategies — that advocates a detailed vision for a particular community

WHAT IS A COMPREHENSIVE COMMUNITY PLAN?

A comprehensive community plan is a plan created by the people who live, work, and play in the area to articulate the long-term vision for the community, addressing a variety of topics such as land use, transportation, public safety, or economic development. The plan lays out a roadmap to implement that vision over a 10 or 20 year horizon. The planning area includes both the residential and commercial areas of the community and the area is generally larger than a block group, but smaller than a Council District.

while balancing the rights of individual property owners with the desires of the community and citywide goals.

1.2 Who Should Use This Guidebook?

Anyone involved or interested in community planning in Detroit should use this guidebook. This document provides guidance on how to create a comprehensive community plan and facilitates the integration of the plan into City policy and regulation.

Specifically, the following groups should use this guidebook:

- Community organizations looking to initiate a community planning effort, such as:
 - Community Development Corporations
 - Business associations
 - Neighborhood associations
 - Other community organizations
- Community members who want to better understand the planning process
- Public Health professionals who wish to collaborate with planners to ensure that the health of community residents is considered in long-term planning efforts.
- Funders considering funding community planning efforts
- Consultants or other professional planners interested in assisting communities in their planning efforts

1.3 Why Should Communities Use This Guidebook?

Communities should use this guidebook in order to ensure an efficient use of resources, promote coordination, and to encourage collaboration. Each community that initiates a planning effort will naturally have its own experiences and established practices for initiating planning processes, engaging the community, creating implementation strategies, and setting funding priorities. However, using this guidebook will help ensure a more robust plan by focusing on the following principles:

1.3.1 Efficiency

The framework laid out in the guidebook will help create a streamlined, timely, and transparent process that makes the best use of community efforts and limited City staff resources. Community organizations will know what to expect from the City and how and when to engage City staff. When community plans follow this guidebook, the City can ensure consistency amongst diverse planning efforts. Working with City staff throughout the planning process will help ensure that the plan will be incorporated into City policy and regulations, creating a more efficient process both for the community and the City. Any inconsistencies between the community's vision and citywide planning efforts will be addressed early, avoiding potential conflicts at the end of the planning process.

1.3.2 Coordination

Community plans will build consensus around key issues and eliminate redundancy by ensuring that everyone is working together toward common goals. *Stakeholders* can work together to formulate new policy, or change existing policy when needed. If inconsistencies exist between the citywide vision and the community vision, the community can work with city staff throughout the process to understand and resolve any issues early on in the process.

For a community plan to be most effective, it needs to work in the context of other citywide and regional planning efforts. For example, community plans should describe land uses that are compatible with classifications described in the *Master Plan* or they should provide a rationale and strategy for amending the Master Plan.

Community plans that are adopted by the City will ensure a more coordinated approach to implementation of the strategies in the plan. For example, the City will be able to use the prioritization and strategies to help determine the location for investment of federal housing dollars, stabilization funds, and demolition efforts. In addition, the plans will help prioritize investments in City infrastructure.

WHAT ARE THE BENEFITS OF HAVING THE CITY ADOPT A COMMUNITY PLAN?

Having the City adopt a community plan as official City policy as part of the Master Plan of Policies or City regulations will help ensure consistency between City actions and the vision of the community. For example:

- Public Investments – the City often makes decisions on where to invest public resources, whether it is federal dollars for housing or City funds in the form of infrastructure investment. If the community plan clearly lays out priorities for public investment, the City will be able to allocate those resources in a way that is consistent with the desires and vision of the community.
- Private Investment – community plans that are adopted by the City in the form of updated zoning regulations will ensure that private development approved by the City is consistent with the desires and vision of the community.



Community members working together to create a common vision (photo courtesy of [LEAP](#)).

1.3.3 Collaboration

Ongoing collaboration between community groups, the City, and other public agencies will lead to broader support for the community plan. When a community plan is developed according to an effective and transparent community engagement process, it will more likely receive support from other organizations. If a community plan calls for any major capital improvements, community groups may need to partner with other entities, such as private foundations or government agencies, for funding. Such organizations will be far more receptive to proposals that have proven themselves to be compatible with other plans and that have the official support of the City and surrounding community groups.

2. Roles and Responsibilities

2.1 Organization of Current City Government:

The functions of City government in Detroit are separated into legislative and executive branches. The legislative branch consists of City Council, the Board of Zoning Appeals (BZA), and the City Planning Commission (CPC); while the executive branch includes the mayor and all City departments, including the Planning and Development Department (P&DD), the Buildings, Safety Engineering and Environmental Department (BSEED), and Department of Public Works (DPW), among others.

Organizations creating community plans will be involved with both branches of government and will have especially close contact with P&DD and CPC as they develop and work for adoption of their plans.

- Among other duties, P&DD is the custodian of the Master Plan of Policies, initiating or evaluating proposed amendments to the Master Plan. Similarly, P&DD administers development plans that have been adopted under Michigan Blighted Area Rehabilitation Act (MCL 125.71 *et seq.*), listed in Article IV of the City's Zoning Ordinance.
- CPC recommends amendments and updates to the Zoning Ordinance and Master Plan. CPC also generally advises City Council on land use matters.

P&DD will serve as the main point of contact for the community planning group. During an initial meeting with P&DD (discussed in section 5.1.4), P&DD will help community planning groups identify all the departments they need to engage. The focus of a community's plan will determine which departments will have more of a role in implementation of the plan. The chart on the following page provides a brief overview of some of the duties of City departments and agencies. The chart also includes a column indicating the planning elements (discussed in Section 6.5) associated with each department.



Department or Agency	Relevant Responsibilities	Planning Element
Board of Zoning Appeals (BZA)	Hear appeals of zoning decisions made by BSEED, approve variances, grant hardship relief petitions, make decisions related to nonconforming uses.	Residential, Commercial, Industrial (land use & zoning)
Buildings, Safety Engineering and Environmental Department (BSEED)	Enforce the <i>Zoning Ordinance</i> (i.e., code enforcement), issue building and use permits, interpret the <i>Zoning Ordinance</i> .	Residential, Commercial, Industrial (land use & zoning)
<i>City Planning Commission</i> (CPC)	Serve as the City's zoning commission, review and make recommendations on zoning text and map amendments (i.e., rezonings), coordinate site plan review in certain circumstances, advise City Council on land use (and some transportation) matters (including <i>Master Plan</i> amendments and supplements).	Residential, Commercial, Industrial (land use & zoning); City Design; History, Legacies, Preservation
Department of Public Works (DPW)	Plan, build, and maintain transportation infrastructure under City of Detroit jurisdiction; garbage and recycling pickup.	Transportation and Mobility; Infrastructure and City Systems
Detroit Police Department (DPD)	Provide community policing, public safety, traffic enforcement.	Public Safety
Detroit Water and Sewerage Department (DWSD)	Provide water, treat wastewater, manage stormwater	Infrastructure and City Systems
Fire Department	Serve as the City's emergency medical services, fire fighting, and fire code enforcement department.	Public Safety
General Services Department	Maintain and provide landscaping for City-owned facilities and public rights of way (e.g., grass cutting, tree removal, snow removal), inventory management of all City-owned property, park maintenance and planning.	Parks, Recreation, and Open Space
Health and Wellness Promotion	Operate health clinics and implement other public health initiatives	Health and Social Services
Historic Designation Advisory Board	Study and plan proposed historic districts	History, Legacies, Preservation
<i>Planning and Development Department</i> (P&DD)	Conduct site plan review, recommend amendments to the <i>Master Plan of Policies</i> , administer and propose changes to development plans, administer City-owned real estate, conduct design review in historic districts, support community planning efforts, and manage GIS.	Residential, Commercial, Industrial (land use & zoning); City Design

Department or Agency	Relevant Responsibilities	Planning Element
Public Lighting Department	Provide power to many public buildings, regulate the use of utility poles (including the hanging of banners), maintain public outdoor lighting and traffic signals under City of Detroit jurisdiction.	Infrastructure and City Systems
Recreation Department	Provide recreational programming.	Parks, Recreation, and Open Space
Other Agencies		
Michigan Department of Transportation (MDOT)	Maintain Interstate Highways and State Highways such as Michigan Avenue, Woodward Avenue, and sections of Jefferson Avenue.	Transportation and Mobility
Wayne County Roads Division	Maintain Wayne County roads in Detroit	Transportation and Mobility
Detroit Land Bank Authority	Acquire, manage, develop, and sell public land.	Vacant Land
Michigan State Land Bank	Acquire, manage, develop, and sell public land.	Vacant Land
Suburban Mobility Authority for Regional Transit (SMART)	Operate a suburban bus service with some stops in Detroit	Transportation and Mobility
Regional Transit Authority (RTA)	Promote coordination amongst regional transportation agencies	Transportation and Mobility
Detroit Economic Growth Corporation (DEGC)	Promote business growth in Detroit and provide staff for a number of public development authorities, such as the Downtown Development Authority, Detroit Brownfield Development Authority, and the Tax Increment Finance Authority.	Economic Development
Detroit Public Schools	Provide public education, serve as primary contact for sale and reuse of school buildings	Education and Libraries
Detroit Public Library	Operate main and neighborhood library branches.	Education and Libraries
SEMCOG	Provide planning assistance and other technical assistance to member communities in Southeast Michigan	Transportation and Mobility; data
Institute for Population Health	Improve conditions that affect community and population health and to reduce health disparities	All elements have potential health impacts

2.2 What is the Community’s Role?

A community group that is engaged in planning plays an important role in shaping the city’s future. The *Master Plan of Policies* is intended to be general, while at the

same time providing for more detailed plans, called Community Plans, to be adopted as supplements to provide more detail for specific areas of the city. (For an explanation of the Master Plan of Policies, see section [3.1](#)). Supplements should follow the Master Plan's vision, goals, and Future Land Use map; if changes are proposed, the Master Plan must also be amended.

While preparing community plans, community members will have an opportunity to be proactive in developing a vision and implementation plan for a defined area of the city. They will need to choose which elements to include in the plan, coordinate with key City departments, and engage the wider community in the process. Local community experts can inform the process, help develop specific strategies for the area, and also assist in leading the planning effort.

2.2.1 Community Planning Organizations

In addition to the community groups that are doing great work throughout Detroit, there are a number of organizations that are helping to organize and facilitate community planning efforts, including:

1. Detroit LISC

Detroit LISC provides capital, technical expertise, training, and information to develop local leadership in creating affordable housing, spurring economic development, and supporting safe neighborhoods. Detroit LISC has led the Building Sustainable Communities model for community planning and implementation in three Detroit communities that resulted in Quality of Life Plans, including the Grandmont Rosedale Quality of Life Plan, the Springwells Village Quality of Life Plan, and the Grand Woodward Quality of Life Plan.

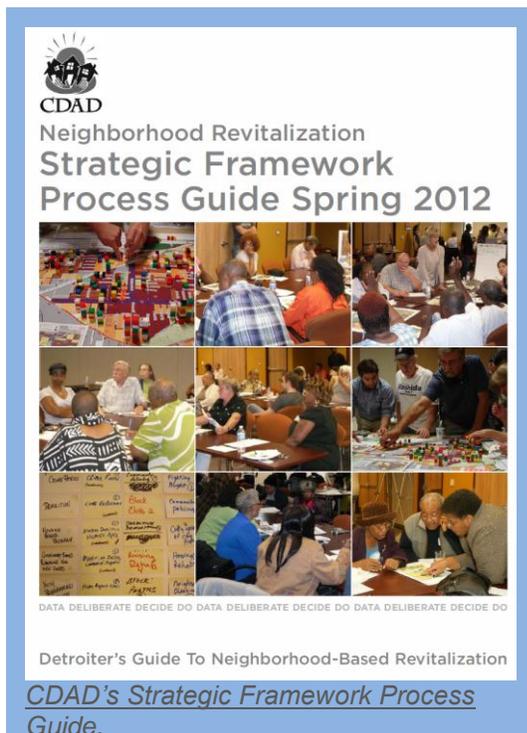
2. Community Development Advocates of Detroit (CDAD)

CDAD is the trade association for nonprofit, community-based development organizations in Detroit. CDAD created the Neighborhood Revitalization Strategic Framework as a community-based process that recognizes the importance of community planning by allowing meaningful citizen input into a future vision for a community. At its heart, the Strategic Framework is a tool for communities to:

- Better understand what is happening in their neighborhoods
- Describe a realistic vision for their neighborhoods
- Implement short- and long-term revitalization plans that are results-oriented
- Use a common language to forge best-practices

By completion of the process, community stakeholders will have community-level plans that are practical and readily implementable.

CDAD provides technical assistance to community groups using the Strategic Framework Process.



3. Planning Context

Individual communities are best able to identify and address their own needs because each community is unique in terms of demographics, history, and current conditions. However, it is also important for communities to acknowledge that they are planning within the context of the larger city and region. The decisions made and the vision created for one community will impact surrounding communities and the city as a whole. At the same time, citywide and regional goals and policies will impact each individual community. It is important for communities to focus on creating plans that are realistic and feasible within a broader context.

In order to fully understand the planning context, communities should review and consider Detroit's Master Plan of Policies (Master Plan), the 2012 Detroit Strategic Framework Plan: Detroit Future City, and other adjacent or overlapping community plans.

3.1 City of Detroit Master Plan of Policies

In accordance with the City Charter and State legislation, Detroit operates under a Master Plan of Policies, which is broad in scope and establishes policies for the entire city. The plan is intended to be both long range and visionary and to provide guidance for actions to be taken in the following ten years. The Master Plan's citywide policies, organized into 17 Elements, outline policies for the social, economic and physical development and conservation of the city. The Master Plan is developed, with community input, by City planners and ultimately approved and adopted by City Council.

Detroit's first Master Plan was completed in 1951 and has been superseded by new plans as conditions and priorities have changed. The current Master Plan was adopted in 2009. When the current Master Plan was developed, it focused on recognizing recent development trends and priorities, incorporating recommendations from the 1997 Community Reinvestment Strategy, and encouraging community input and participation.

The geographic organization of the Master Plan is based on ten clusters established as part of the Community Reinvestment Strategy. Within the ten clusters, smaller geographic neighborhoods are identified which recognize established community boundaries and service areas of various community organizations. Goals and policies are outlined for each of the neighborhood areas within the ten clusters. Before

The City's Charter (Section 8-101) states that:
The mayor shall propose and the city council shall approve, with the modifications it deems necessary, a master plan of policies for the social, economic, and physical development and conservation of the city...

The City Charter (Section 8-104) also states that:
The master plan shall be a set of guidelines to assist the mayor and others in proposing and the city council in evaluating and implementing, specific proposals for the total development of the city and its residents.

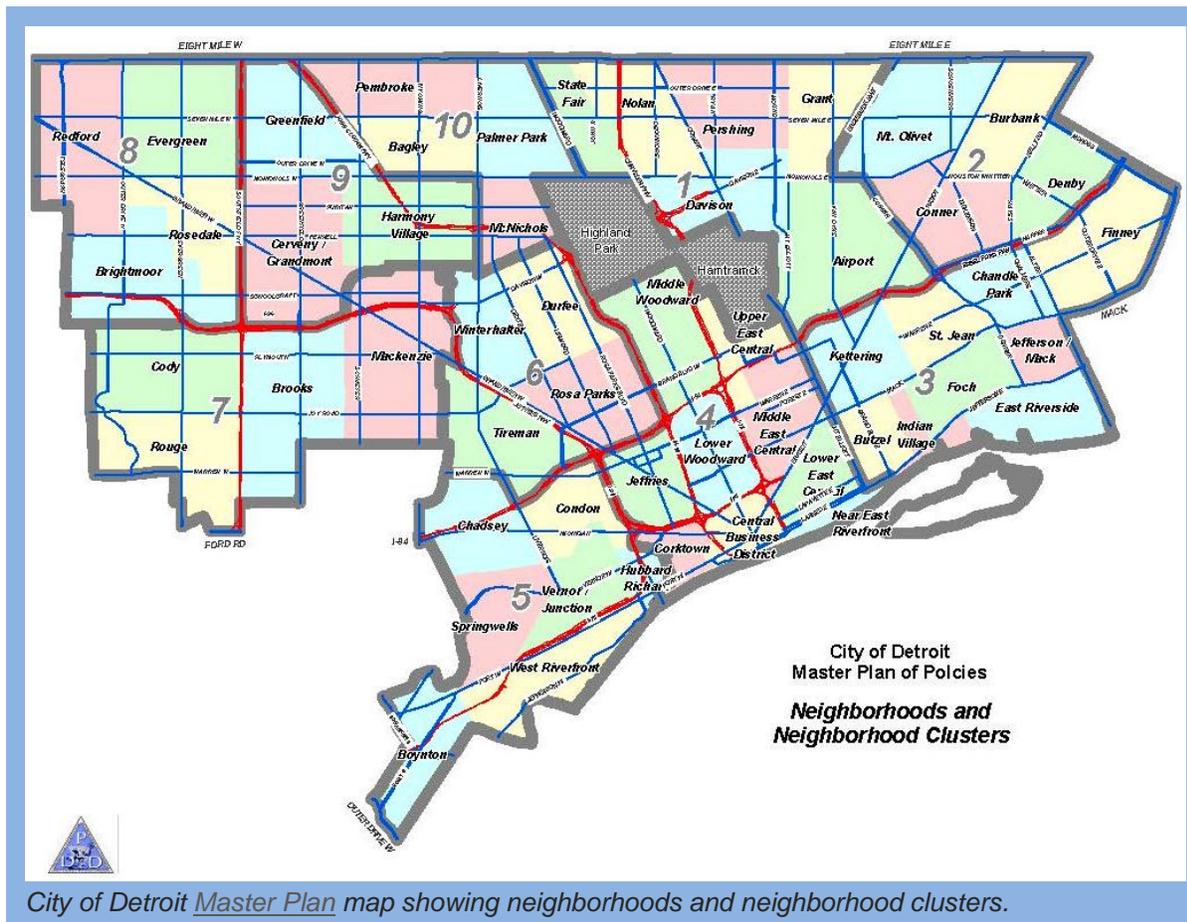
beginning a community planning process, community groups should review the goals and policies for their designated planning area to understand what the current vision is for that area.

In addition to the issues, goals and policies related to the 17 planning elements, the *Master Plan* includes a *Future General Land Use Map* that lays out the vision for future land use in the city. The land use map can be viewed by cluster. This map is given considerable weight when rezonings are considered

The *Master Plan* is organized into 17 elements:

- Arts and Culture
- City Design
- Community Organizations
- Economy
- Education and Libraries
- Environment and Energy
- Health and Social Services
- History, Legacies, & Preservation
- Industrial Centers
- Infrastructure
- Intergovernmental Relations
- Neighborhoods and Housing
- Parks, Recreation, and Open Space
- Public Safety
- Retail and Local Services
- Transportation and Mobility
- Zoning Concepts

The City is in the process of updating the City's current *Master Plan* (adopted in 2009) in consideration of the vision set forth in *Detroit Future City* (discussed below).



3.2 2012 Detroit Strategic Framework Plan: Detroit Future City

Detroit Future City articulates a vision for Detroit’s future, and recommends specific actions for reaching that future. The vision resulted from a 24-month-long public process that drew upon interactions among Detroit residents and civic leaders from both the nonprofit and for-profit sectors, who together formed a broad-based group of community experts. From the results of this citywide public engagement effort, in turn, a team of technical experts crafted and refined the vision, rendered specific strategies for reaching it, shared their work publicly at key points, and shaped it in response to changing information and community feedback throughout the process.

Detroit Future City establishes a set of policy directions and actions designed to achieve a more desirable and sustainable Detroit in the near term and for future generations. The Strategic Framework is organized into five planning elements and a civic engagement chapter. These five elements include: economic growth, land use, city systems and environment, neighborhoods, and land and buildings assets. These elements outline a detailed approach to addressing the realities and imperatives that will enable Detroit to move toward a more prosperous future.

In particular, the following pages of the plan are recommended for review:

- Framework Zones, p. 106
- Proposed 50-year Land Use Scenario, p. 119
- Strategic Renewal Approach, p. 175

While *Detroit Future City* has not been officially endorsed or adopted by City officials, the City is working towards incorporating many of its recommendations into the City’s *Master Plan* and *Zoning Ordinance*. While the *Master Plan* represents official City policy, because of the fundamental shift in key policies as a result of the work of *Detroit Future City* and the pending revisions to the City’s Master Plan, the City is encouraging communities to use both *Detroit Future City* and the *Master Plan* as a framework to help guide decisions and to be intentional when straying from citywide policy.

The City acknowledges that until the *Master Plan* is revised, working within the framework of the two documents may be confusing for communities, but the City is working to clarify much of this through the Master Plan update process. Working collaboratively with the City throughout the community planning process will also help address any issues or potential confusion.

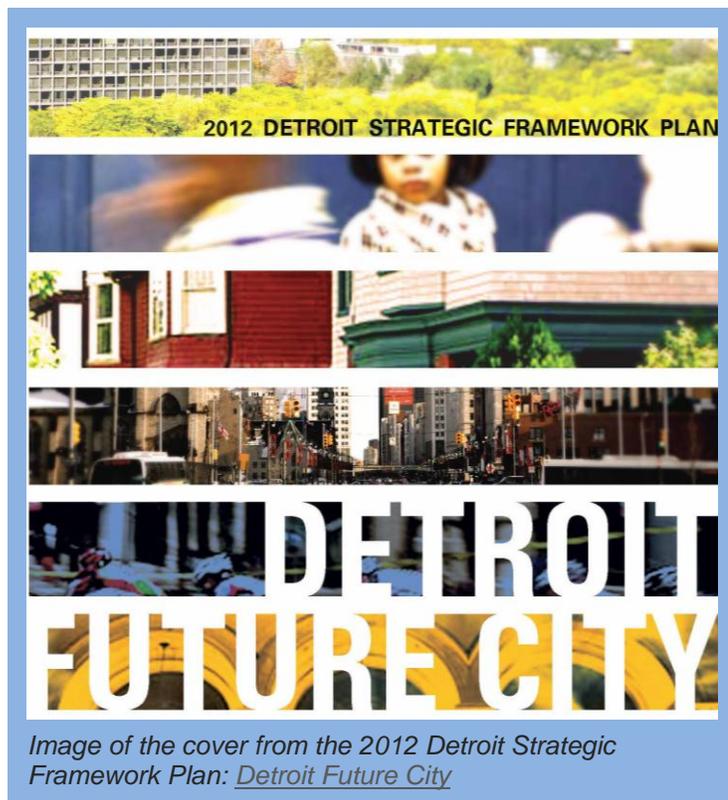


Image of the cover from the 2012 Detroit Strategic Framework Plan: *Detroit Future City*

3.3 Other Relevant Plans

In addition to citywide plans, communities should gather all existing and on-going planning efforts for the community and surrounding areas that may help inform or influence their planning efforts. Coordinating and building upon existing planning efforts will be much more beneficial to everyone involved and help prevent duplication of efforts. As the City begins to track community planning efforts (see Section 5.1.8), the City will be able to better assist with this task by informing communities of other existing and on-going planning efforts. If a community is adjacent to another municipality, it may make sense to contact that municipality's planning department to find out about other relevant planning projects.



4. Community Engagement

Both citywide and community planning should be inclusive and participatory. Starting with the philosophy that public engagement is good and necessary, community groups that are creating community plans should do as thorough a public engagement process as time and financial resources will allow; these efforts must be sincere and not just the bare minimum. Just as the City of Detroit's *Master Plan of Policies* was informed by the *Community Reinvestment Strategy (1997)*, which involved extensive community outreach, a community plan must include input and review by members of the public who have a stake in the area.

There are many benefits to effective community engagement. Among them are:

- Increases the likelihood that the plan will respond to the specific needs of the community.
- Builds a foundation for plan implementation by increasing the number of people and organizations that are aware of and committed to the plan.
- Gives a voice to people and groups who are often ignored, involving those who have not previously had a role in public decision making and improving their sense of efficacy and self-determination.
- Leads to an increased sense of community by fostering ownership of the future vision of the community.

4.1 Planning for Community Engagement

In order to ensure that the community engagement process is more than a token effort that simply approves a plan that has already been prepared, the community's involvement must be planned in a way that allows it to influence decisions. Community is best defined as broadly as possible so that no person or group is excluded. It can include residents, business owners, those who visit the neighborhood, institutions, and even future residents.

Community groups should design a thorough community engagement strategy at the very beginning of the planning process. The strategy should include the following:

1. Goals and objectives for engaging the community. Consider the following questions in establishing goals and objectives: Why is the community being

RESOURCES FOR CREATING A COMMUNITY ENGAGEMENT STRATEGY

Tips on how to create a community engagement strategy:

- www.dpcd.vic.gov.au/_data/assets/pdf_file/0019/43183/Engagement_Guide.pdf
- <ftp://ftp.dot.state.pa.us/public/Bureau/Cpdm/LRTP/CraftingEffectivePlanPublicParticipation.pdf>
- www.ceaa-acee.gc.ca/default.asp?lang=En&n=46425CAF-1&offset=6&toc=show

Examples of community engagement strategies:

- http://www.nyc.gov/html/dep/pdf/so_long_term_control_plan/ltcp_public_participation_plan.pdf
- <http://www.dvrpc.org/reports/07047.pdf>



LEAP stakeholder working group.



LEAP community meeting.



Springwells Village focus group with community youth.



During the LEAP engagement effort, community feedback was solicited by attending existing community events, such as this Jazzin' on Jefferson event.

engaged? What outcomes are desired? Who should be engaged?

2. Framework for *how* the community will be engaged. How will key *stakeholders* be engaged? Will there be a steering committee or advisory group? What types of outreach and engagement strategies will be used to reach the desired groups?
3. How will input be recorded, tracked, and incorporated into the plan? It is important for community members to be heard, but even more important for their input to be recorded and clearly integrated into the community plan.
4. Basic timeline for key events.
5. Evaluation techniques. How will the group evaluate the success of engagement efforts? How will the group use the evaluation to adjust the strategy if necessary?

As described in Section [5.1.6](#), P&DD staff will review the community engagement strategy at the beginning of the process and advise the community group if the level of engagement will be adequate to ensure the community plan truly represents the views of the entire community. Staff may also provide recommendations based on best practices.

4.2 Community Outreach

Before a community can be engaged in the planning process, community members need to be identified, reached, and informed. Effective community outreach will help lead to an inclusive engagement process.

As a part of the community engagement strategy, groups should be identified that should be targeted for outreach, including hard to reach populations. Once the hard to reach populations are identified, outreach strategies can be tailored to each group to ensure they are informed about the planning process. Outreach materials should be provided in multiple languages and formats to target the intended audience.

There are a number of different methods to reach a wide variety of community members, including the following examples:

- Door-to-door contact

- Fliers and mailings
- Building off of existing social networks
- Going to community gathering places, including religious institutions, community centers, parks, schools, corner stores, or other institutions
- Emails
- Social media

Community outreach is something that needs to continue throughout the planning and engagement process to ensure community members are being reached.

4.3 Community Engagement Methods

There are many different community engagement methods and elements. A few are described below and resources are also listed at the end of this section. Community groups should not be limited by the methods listed here.

4.3.1 Stakeholder Groups

A *stakeholder* is someone who has a stake in the future of a community. *Stakeholders* can be categorized into:

- Groups or sectors of society, such as:
 - Residents (homeowners, renters)
 - Business owners
 - Property owners
 - Users of a facility
 - Seniors
 - Youth
- Interest groups, (individuals representing organizations) such as:
 - Civic groups
 - Block clubs
 - Religious organizations
 - Industry organizations
- Governmental agencies and elected officials
- Local institutions such as:
 - Schools or colleges
 - Institutions
 - Hospitals or clinics

It is vital to gather a group of stakeholders to help guide and



Springwells Village focus group meeting.



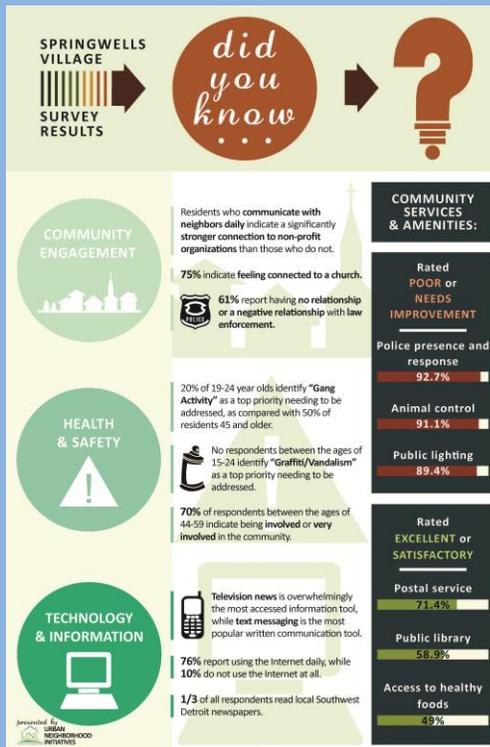
Youth engagement in *Springwells Village*.



Charrette style workshop for the *Grandmont Rosedale QOL Plan*



Survey being filled out at a LEAP community meeting



Springwells Village survey results.



Master Plan revision community meetings

review planning efforts. Local stakeholders can bring specialized and detailed knowledge to the table. Note that, while the inclusion of a stakeholder group is important, it should not replace a wider public involvement effort.

Much thought must go into the selection of a stakeholder group and no planning process will necessarily have the same type of group. Decide whom to include based on the jurisdiction, expertise, to what extent the group or individual may be affected by the plan, and what type of networks or connections the group or individual has in the community.

Stakeholder groups can have different roles, depending on the organizational structure of the planning effort. Some stakeholder groups may become a steering committee, leading the planning effort and making key planning decisions. Other stakeholder groups may have more of an advisory role, reviewing documents and advising the key decision makers. Some stakeholder groups may be brought in at key junctures of the planning process, based on expertise and availability. Community groups should honestly assess their ability to manage the stakeholders and clearly define the roles of stakeholders.

For examples of how communities have defined the roles and responsibilities of stakeholder groups in planning efforts, refer to the following examples:

- Steering Committee, CDAD Strategic Framework Process Guide, page 8
- Steering Committee, City of Portland Neighborhood Planning Handbook, page 18
- Neighborhood Plan Task Force, Louisville Neighborhood Planning Guidebook, page 17

The number of stakeholders in a stakeholder group will depend on the roles and responsibilities of that group. If broader input is needed, then more stakeholders should be included; however, this presents additional organizational and communication challenges. A larger stakeholder group can be broken into committees (i.e., steering, technical, citizen, geographical) to make it more manageable. Before deciding how many stakeholders to include in the planning process, community groups should honestly assess their ability to

manage the engagement process responsibly.

4.3.2 Surveys

Surveys are useful for gauging public opinion and soliciting ideas. They can also be used to inform. They have the benefit of having a potentially broad reach. A potential drawback is the typically low response rates, especially with anonymous questionnaires distributed via mail, the Internet, or local establishments. Some methods, such as face-to-face or telephone interviews, have a higher response rate, but can also be more expensive and/or time-consuming. Furthermore, some respondents may be uncomfortable answering sensitive questions in a face-to-face or telephone setting.

Some tips for surveys:

- Base the questions on the information objectives.
- Choose the mode of distribution for the survey according to resource constraints, survey objectives, special needs (e.g., maps, graphics, complexity of questions, anonymity), and respondent characteristics.
- Provide incentives for completing the survey, such as gift certificates to local businesses, when possible.
- Provide feedback to the public on survey findings.

4.3.3 Public Meetings

Public meetings are a very common tool used to engage the community. They are particularly effective at informing large groups of people about a plan or project. Furthermore, when carefully planned, they are also useful for soliciting input.

Note that public meetings are not the same as public hearings, which governmental entities are required by law to hold in certain circumstances.

Every detail (from content to seating arrangements and communications) of a public meeting must be carefully planned and managed in order to be successful. When planning a meeting, first define the goal. Is it to inform?



LEAP Community Meeting.

Ask opinions? Solve a specific problem? Also, define the audience and make sure the format meets attendees' needs.

Since there are a variety of forms a public meeting can take, its form should follow its function:

- Informational – might include a forum for questions and answers, but no significant discussion
- Advisory – informational, the public gives meaningful feedback through structured dialogue
- Workshop – small groups with facilitators, focused on generating dialogue
- Open house – drop-in format (can reach people with different schedules), stations, written comment, and face-to-face interaction

Public meetings are often good for presenting information, however, unless a significant effort is made, they can be very structured and not conducive to discussion. Many people do not feel comfortable speaking out in a public large-group setting, so public meetings are often dominated by a few people with more forceful or assertive personalities. Diverse methods should be used to allow people to comfortably participate in a variety of ways. These could include allowing opportunities for written feedback, one-on-one conversations with facilitators, and visual preference surveys, among others.

Employ strategies to attract people who do not normally attend public meetings, such as providing child care, advertising in a variety of formats and (if appropriate) languages, scheduling the meetings on weekends, and reaching out to people or institutions with wide networks (e.g., religious leaders and trade organizations).

4.3.4 Charrettes

Charrettes are collaborative design workshops that can be a powerful tool in the comprehensive planning process. However, they should not be used in every case. Charrettes are best for:

- Complex design issues
- Development that will soon occur
- Projects with potential high impact
- Situations of disagreement, but where parties can work together

Charrettes are collaborative from the beginning. They involve a well-trained team that facilitates *stakeholders* over a short, intense period of planning (usually two to seven days), with frequent public input and revision based on that input. Charrettes must be well-planned (a process that can take months) and integrated into a larger planning effort.

For additional information on how to plan and organize a charrette:

- National Charrette Institute: <http://www.charretteinstitute.org/projects/community-planning.html>
- *Charrette Handbook: The Essential Guide for Accelerated, Collaborative Community Planning* by Bill Lennertz and Aarin Lutzenhiser (APA Planners Press, 2006)



Charrette style workshop for LEAP

4.3.5 Technology-based Engagement

In recent years, advances in computer technologies have opened up new ways to involve the public in community planning. These new methods should not be seen as replacements for traditional techniques such as public meetings and mailed or face-to-face surveys, but rather tools that provide additional ways to engage the community. They can be especially effective with groups that have been hard to reach, such as working people, families with young children, and youth.

Examples of computer-based public participation tools and their uses include:

- Websites – inform and provide a platform for feedback
- Social media (e.g., Facebook, Twitter, etc.) – inform and facilitate discussion
- Online surveys – solicit feedback and inform (Survey Monkey, etc)
- Internet-based community engagement services, including formats based on gaming (e.g., Mindmixer, Community PlanIt) – inform, solicit feedback, and build a sense of community
- Telephone town halls – inform, facilitate discussion, solicit feedback (groups must use a service provider to use this method)

4.4 Evaluation of Community Engagement

Evaluation of community engagement should be an important component of the community engagement strategy. At key junctures during the engagement process, community planning groups should evaluate their community engagement efforts to understand who is being reached, who is being missed, and if the engagement objectives are being met. This allows efforts to be modified if they are not working. In addition, maintaining detailed records of community engagement and levels of participation, as well as comments received, will help City decision makers when it comes time to formally adopt a community plan. P&DD staff will evaluate the engagement efforts to judge if the resulting community plan truly represents the vision of the entire community. City Council, in particular, is always interested in seeing the efforts community groups have made to reach out to their neighborhoods.

4.5 Community Engagement Resources:

- Jones, Bernie. *Neighborhood Planning: A Guide for Citizens and Planners*. (APA Planners Press: 1990)
- International Association for Public Participation (USA Chapter): www.iap2usa.org/
- The National Charrette Institute: www.charretteinstitute.org/
- MindMixer: www.mindmixer.com/
- Community PlanIt: <http://communityplanit.org/>
- The Community Engagement Toolbox: <http://www.community-toolbox.org/default.aspx>



Civic engagement tactics used in *Detroit Future City*.

5. Community Planning Process

The process described in this chapter is designed to create a plan that is comprehensive in scope and covers an entire community. Such a plan would typically be implemented over a ten to twenty year timeframe. Although the primary focus of this chapter is on a holistic planning process, many aspects of this procedure could easily be applied to smaller-scaled plans or action strategies.

The community planning process consists of four phases, with each phase incorporating key community engagement efforts and specific deliverables. Although communities are not required to follow this process strictly, it represents best practices from across the country and should be used as a framework as each community develops its own tailored approach. The community group should check-in with *Planning and Development Department* (P&DD) staff at the key points indicated in the process below. This will ensure that any potential inconsistencies or issues that conflict with citywide policy can be addressed and resolved well before the plan is complete. This will help ensure the plan is on track for City review and consideration for adoption and implementation.

5.1 Phase One: Start-up

The focus of Phase One is to establish a foundation for the community planning effort. It is primarily an organizing effort to ensure all the different pieces are in order before launching the project. Recommended steps for Phase One include:

5.1.1 Community Organizing

Is your community ready to start the comprehensive planning process? Before taking the first steps, the community needs to assess whether or not it has the capacity to go through the planning process at this time. Are the necessary people and resources available?

Before initiating a planning effort, it is important to understand and establish the organizational capacity within the community to lead the planning effort. If there isn't already a clear community organizational structure, time should be spent organizing the community to establish organizational capacity. Whether it is establishing block clubs,

RESOURCES FOR ORGANIZING YOUR COMMUNITY

- City of Detroit resource for organizing a block club: <http://www.detroitmi.gov/Departments/NeighborhoodCityHalls/NCHServices/BlockClubCommunityGroupOrganization/tabid/765/Default.aspx>
- Community Development Advocates of Detroit: <http://cdad-online.org/>
- University of Detroit's School of Architecture DCDC Impact Detroit Program: <http://www.dcdc-udm.org/community/impact/>
- Michigan Community Resources: <http://www.mi-community.org/home>
- Harriet Tubman Center: <http://tubmanorganizing.org/about>
- MOSES Detroit: <http://www.mosesmi.org/index.html>

neighborhood associations, or creating a group for the primary purpose of creating the community plan, it is important to ensure there is a core group of committed community members that represent the entire community before initiating the effort.

5.1.2 Is a Community Plan the Best Way to Accomplish Your Goals?

It is important to first understand and reach consensus on the intent of the planning effort by addressing the following questions:

- What are the objectives of the planning effort?
- Is there another method that would better accomplish the same objectives?

If it is determined that a community planning effort is the best way to accomplish the community's objectives, then it is recommended that the community follow the planning process discussed in this chapter. If it is determined that a comprehensive community plan is not needed and that a shorter-term, issue-driven strategy is more appropriate, the process laid out in this chapter may not be appropriate for your community.

IS A COMMUNITY PLAN THE BEST WAY TO ACCOMPLISH YOUR COMMUNITY'S GOALS?

Your community organization should carefully consider whether a community plan is the best way to accomplish your goals. Do your concerns cover a broad range of areas that impact the quality of life in your community?

If so, a community plan may be just the right tool for you! A community plan will address long range development in the community and allow you to identify problems and concerns on a wide range of issues by receiving comments from your neighbors, local businesses, and other stakeholders to determine the best course of action for your community.

If not, you may want to consider other methods. If your issues are limited to one or two specific immediate concerns, a community plan may not be appropriate because you may not want to spend the time and resources required to create a comprehensive community plan. An action strategy related to the specific issues or forming a task force to work with the appropriate public agencies may be more appropriate.

- Adapted from "City of Portland Neighborhood Planning Handbook"

5.1.3 Establish Organizational Structure of Planning Process

Before launching into an extensive planning effort, it is important to establish the organizational structure. This structure will likely vary from community to community depending on the size of the planning area, the group or individual that initiated the planning effort, and the funding available. At a minimum, a basic management structure should be established that designates project managers, paid staff, or consultants and who reports to whom. The organizational structure should also clarify the role of the stakeholder team (see below).

5.1.4 Establish Stakeholder Team

Regardless of the organizational structure of the planning effort, it is recommended that there be a stakeholder group that is representative of the community being planned (see [4.3.1](#) for more details). It may be decided that this stakeholder group plays an advisory role throughout the process or that the group becomes more of a steering committee and is responsible for the overall management and logistics of the planning process. Either way, the stakeholder group should be willing to commit a significant amount of time to the effort.

5.1.5 Pre-planning Meeting with the City

This pre-planning meeting should be scheduled with a P&DD staff planner representing the planning area. The staff planner will be able to provide the community group with important references including the most recent Master Plan, Detroit Future City documents, the Zoning Ordinance, relevant data resources and maps, and any other relevant plans for the subject area. The staff planner will also arrange for any other relevant City staff to attend meetings. To schedule this meeting, contact P&DD at: (313) 224-1421



Planning boundaries for Grandmont Rosedale Quality of Life Plan

5.1.6 Establish Planning Boundaries

Based on the pre-planning meeting with the City, boundaries for the planning area should be established. There is no correct size for a planning area for a community plan, but generally it should be larger than a block group and smaller than a Council District. Consider Master Plan Clusters and neighborhoods as well as City Council Districts when establishing boundaries. Choose an appropriate community name that is easily identifiable to community members.

5.1.7 Develop a Community Engagement Strategy

The community engagement strategy will layout the basic approach to community engagement. Use guidance from the Community Engagement chapter (Section 4.1) as a tool to create this strategy. Decisions will need to be made regarding the type of engagement techniques to be used, when events will be scheduled, and how the events will be organized. In order to encourage a high level of engagement, P&DD staff will review the community

HOW LARGE SHOULD A COMMUNITY PLANNING AREA BE?

The size of the neighborhood planning area may vary and should be determined by a number of factors, including:

- *Planning resources available;*
- *The community's traditional understanding of what constitutes the community or neighborhood;*
- *How long it will take to accomplish the community planning effort; and*
- *The capacity of the planning organization to cover the area.*

In the City of Austin's neighborhood planning process, guidelines recommend areas of approximately 5,000 people or 30 square blocks. This size enables the community plan to address a variety of issues that would be more difficult to resolve within a smaller planning area. In Portland, Oregon, neighborhood planning areas are approximately 50 to 60 square blocks. Regardless of the size, the community planning area should be large enough to include a mix of uses.

- Adapted from "NEIGHBORHOOD PLANNING" by Carol D. Barrett, FAICP

engagement strategy at the beginning of the planning process and provide feedback and recommendations to the community based on best practices. Throughout the community engagement effort, the community should keep track of the number of meetings and keep a list of participants for each meeting.

5.1.8 Establish a Planning Budget and Secure the Funding to Complete the Planning Effort.

Based on the work plan above, establish a preliminary budget to complete the community planning effort. If necessary, secure funding to ensure the community planning process can be completed. After completing an initial budget, assess if the scope of work and budget is feasible or if some aspects of the planning effort need to be scaled back. See *Chapter 8* for funding resources. Some resources for creating a budget include:

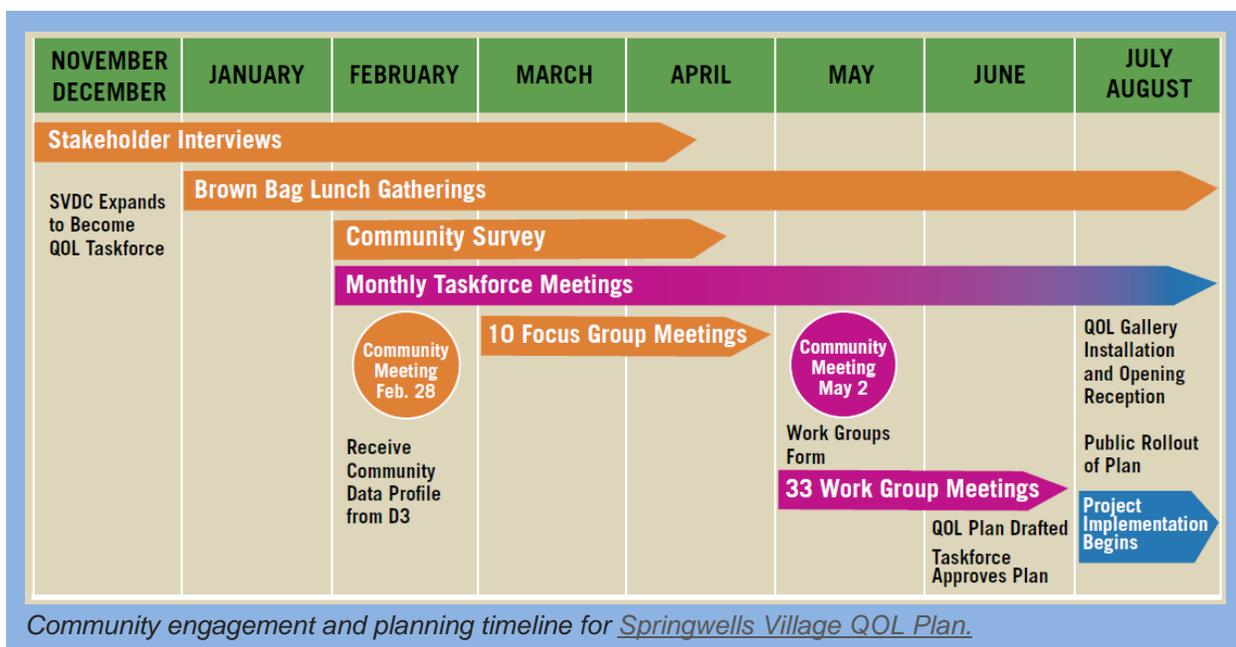
- http://ctb.ku.edu/en/tablecontents/sub_section_main_1303.aspx
- <http://www.cpn.org/tools/manuals/Community/pdfs/VSPHandbook.pdf>

5.1.9 Develop a Community Planning Strategy and Work Plan

Establish a detailed work plan that lays out the roles and responsibilities described in section 5.1.3 above, details the key phases of the planning effort, incorporates the community engagement strategy from section 5.1.7 above, provides a timeline for each phase, and includes expected deliverables with deadlines. The work plan should use the community planning process outlined in this guidebook as a starting point, but it can be tailored to the specific needs of the community. This work plan should guide the planning process, but should be flexible to accommodate changes when necessary.

5.1.10 Register the Plan with the City and Check-in With P&DD Staff

At the conclusion of Phase One, the community group should meet with



P&DD to officially register the community planning effort with the City. When the plan is registered, a specific staff planner will be assigned to the community plan and other relevant City staff will be notified of the planning effort. The City will add the planning effort to a citywide database to ensure that other people in the community are aware of the planning effort. The community group should provide the planning boundaries, the community engagement strategy, and the community planning strategy to the City.

5.2 Phase Two: Outreach and Visioning

5.2.1 Establish Existing Conditions

The existing conditions should become the baseline for understanding where the community is today in order to begin visioning for the future. Communities may be able to gather data using available resources, shown below:

Example Types of Data	Resource
Existing current land use, (including vacancy and condition)	<i>Detroit Parcel Survey, Detroit Commercial Land Inventory Data Driven Detroit Residential Neighborhood Analysis</i>
Existing Master Plan land use designations	City of Detroit, <i>P&DD</i>
Existing Zoning classifications	City of Detroit, <i>CPC</i>
Detroit Future City framework zones and 50-year land use typologies	To Be Determined
Transportation	State of Michigan, <i>GIS Information SEMCOG</i>
Demographic	United States Census Bureau
Health	<i>IPH: http://www.ipophealth.org Michigan Department of Community Health (MDCH): http://www.michigan.gov/mdch/0,4612,7-132-2944---,00.html</i>

In addition to existing resources, communities may find it necessary to gather their own data in order to get the most up-to-date information on existing conditions. For example, things like vacancy and housing condition can change from year to year, so many communities may want to perform their own data collection. Many communities have performed their own data collection surveys for property condition and vacancy. Some examples include:

- *[LEAP Commercial and Industrial survey](#)*
- *[Detroit Commercial Land Inventory, 2012](#)*
- *[Detroit Residential Parcel Survey, 2009](#)*

Before a community begins collecting data, the community should review best practices for methodologies of how to best collect this type of data. If funding is available, the group may be able to partner with a consultant to help initiate the data gathering.

An excellent tool for collecting data is *[LocalData](#)*, a digital toolkit designed to help community groups, professional planners and government agencies modernize community-led data collection of place-based information.

Other data resources:

- Data Driven Detroit: <http://datadrivendetroit.org/>
- LOVELAND Technologies: <http://makeloveland.com/>
- Michigan Community Resources: <http://www.mi-community.org/ourresources/cpr/mda>

5.2.2 Phase Two Community Engagement Effort: Conduct Community Assessment and Establish Community Vision

Using the existing conditions map and data as a starting point, work to identify the strengths, weaknesses, opportunities, and challenges of the community. Based on input on existing conditions, begin a discussion focusing on a general future vision for the community in 10- 20 years. Begin crafting a community vision statement.

Coming to consensus on a community vision is a critical component of the planning process that will guide the rest of the planning work. A strong community vision statement will be something community members can continue to use to explain the overall purpose of the plan and to help focus future efforts.

This can be accomplished in one large community meeting or a series of meetings, depending on the size of the community and the engagement approach. A public meeting with working groups or a charrette format may be appropriate. For community engagement techniques, see [Chapter 4](#).

In between large engagement efforts, there will likely be numerous stakeholder/steering committee meetings.

5.2.3 Check-in With P&DD Staff

After the initial phase of community engagement, check-in with P&DD staff to provide a status update. This is an excellent opportunity to summarize some of the key issues that have come out of the community engagement efforts and to highlight any areas where the community's vision may diverge from the citywide vision.



Summary of community challenges and assets from the [Springwells Village Quality of Life Plan](#).

5.3 Phase Three: Craft Community Plan

5.3.1 Draft Issues, Goals, and Policies

Using the feedback from the initial community engagement effort, begin to organize the input into key issues, structured around the planning elements discussed in [Chapter 6](#). With each issue, draft a general goal and policy based on the future vision established in Phase 2. In cases where there are differing opinions about the future direction of the community, offer alternatives for evaluation during the next community engagement effort. Use the [City's Master Plan](#) and the [Detroit Future City Strategic Framework Plan](#) to help guide goals and policies. Work with the stakeholder team to refine the issues, goals, and policies.

IMPORTANCE OF EARLY ACTION

Planning groups should consider identifying low-cost “early action” projects that can be initiated while the planning process is still underway. These projects should be meaningful, inexpensive tasks that make a visible difference in the community. The projects should be consistent with the overall vision identified in Phase Two of the planning process and should be projects that were identified during the engagement process.

Early actions can create momentum and provide visible evidence of change within the neighborhood. Early success can help establish trust and improve investment in the planning effort.

5.3.2 Phase Three Community Engagement Effort

The second major community engagement effort could be one large community meeting or a series of engagement events out in the community, depending on the community. The goal of this engagement effort is to get direct feedback on the summary of comments from the previous phase as well as feedback on the draft issues, goals, and policies. If applicable, participants will have an opportunity to evaluate alternatives. Some topic areas, such as land use, may merit additional meetings in the form of sub-committees or focus group meetings where individuals with a particular interest in the topic can meet to navigate the details. Surveys and technology-based efforts may be appropriate.



Large community meeting as part of the [Springwells Village QOL plan](#).

5.3.3 Refine Draft Community Plan

Working with the stakeholder group, summarize the results of the second community engagement effort and translate that into updates to the draft plan. Continue to refine the issues, goals, and policies and begin to assign specific implementation strategies for each policy.

5.3.4 Provide Draft Community Plan to City Staff for Review

This is an important check-in point with P&DD to ensure there aren't any major conflicts or concerns with the Community Plan from the City's perspective. P&DD will notify and coordinate with all other relevant City departments. City staff will evaluate the plan for overall consistency with the citywide vision and will ensure that the goals, policies, and implementation strategies are based on the realities facing the city. If there are areas of concern or inconsistencies, P&DD staff will work collaboratively with the community to resolve any issues before the plan is finalized. It is in the best interest of the community and the City to resolve any issues by negotiating and coming to consensus in order to ensure the plan will be implemented over time.

5.3.5 Brief City Planning Commission If Appropriate

P&DD and CPC staff will advise the community if briefing the Detroit City Planning Commission about the planning effort and presenting the draft plan to the Commission for feedback is appropriate. This step may be appropriate for plans that are considering significant changes to what currently exists in the community.

5.4 Phase Four: Finalize Plan

5.4.1 Update Community Plan

Based on feedback from City staff, the work in the second community engagement effort, and input from the stakeholder group, finalize the community plan.



Springwells Village project exhibit and celebration at the end of the planning process.

5.4.2 Phase Four Community Engagement Effort

This final engagement effort can be part celebration and part community meeting. Present the final plan to the community for final input and feedback. Provide opportunities to edit and comment on the draft, but the hope is that most issues and concerns will already have been addressed at this point. Solicit input from the community on the key priorities for implementation.

5.4.3 Finalize Community Plan

Based on the final community engagement effort, make any necessary updates or adjustments to the plan.

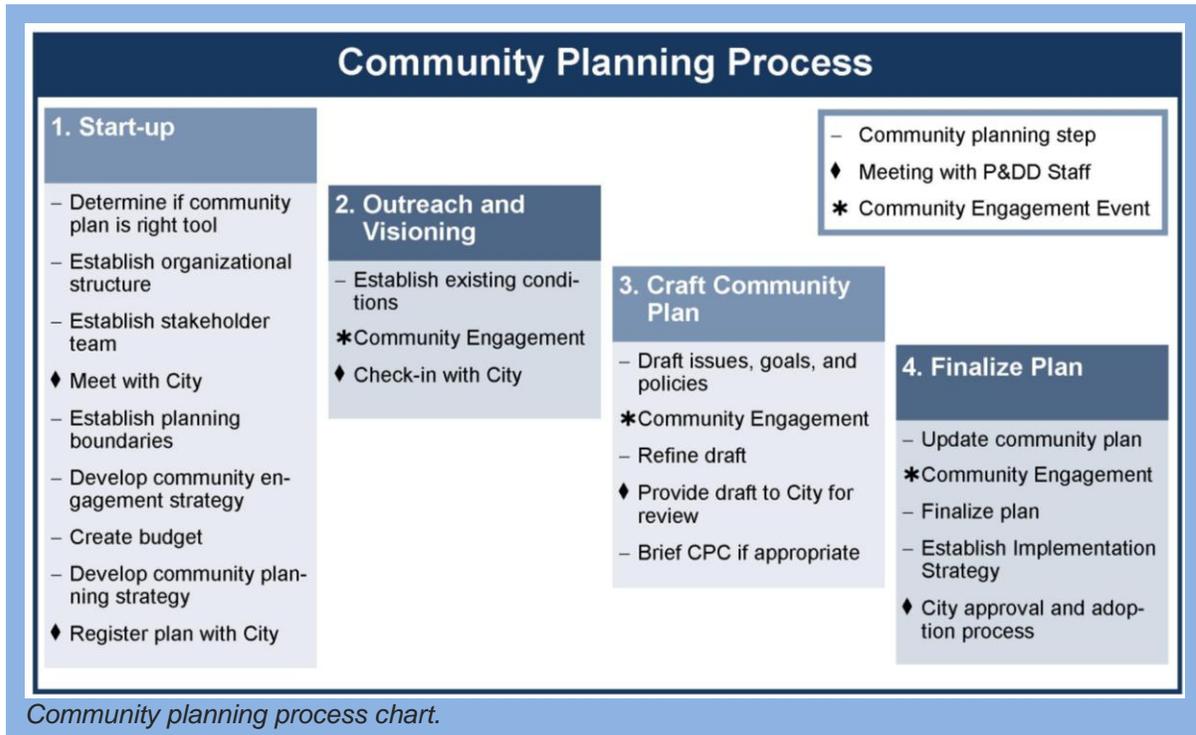
5.4.4. Establish a Community Implementation Strategy

Create an implementation strategy for the plan that prioritizes actions based on timing and funding availability. This implementation strategy can be used as a tool to solicit funding for projects and can provide a roadmap to ensure the plan is implemented over time. (See [Section 6.6](#) for details) The implementation strategy should also include plans and strategies for continued community engagement to ensure the momentum is not lost amongst community groups. Each implementation strategy should include:

- Responsible Party
- Timing for Implementation
- Funding/Resources Needed to Implement & Potential funding source

5.4.5 City Approval and Adoption Process

Once the plan is finalized, work with City staff to begin the City review, approval and adoption process, as set forth in [Chapter 7](#).



6. Plan Elements

This chapter highlights the recommended chapters and sections that should be included in a final community plan. The recommended plan elements stem from the City's *Master Plan of Policies* and from numerous other city examples.

6.1 Introduction

The introduction should introduce the reader to the community and provide information about why the community planning effort was undertaken. It can also summarize what the planning effort means for the community.

6.2 Existing Conditions/Background Information

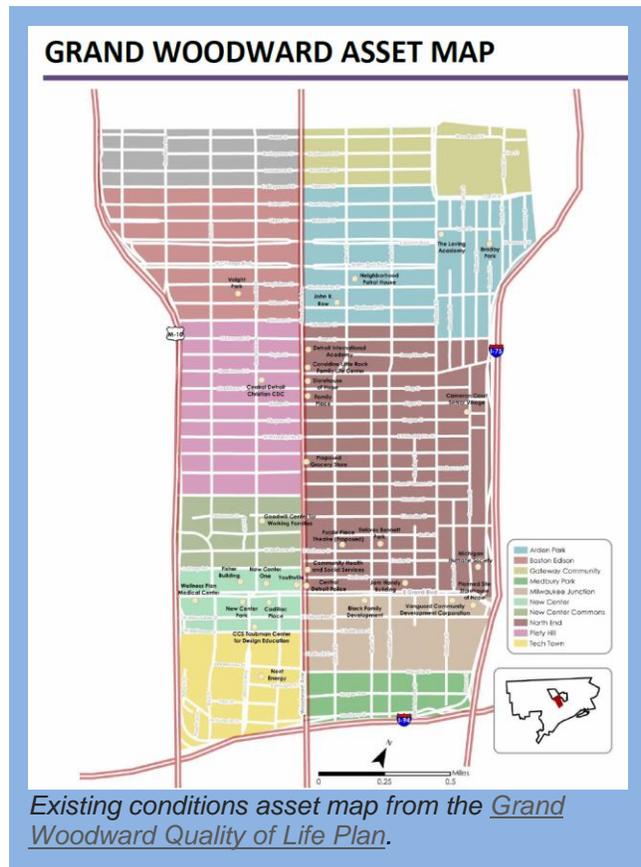
Provide information about the current conditions of the community. This section should also provide historical context to help explain existing conditions and demographic data to give a picture of who makes up the community. Asset maps, vacancy maps, existing land use maps, health, and demographic information such as data on elderly, youth, or immigrant populations in the community are helpful tools to help depict existing conditions. Some examples of health indicators include rates of diabetes, asthma, disability, smoking, injury, substance abuse, and obesity. See Section [5.2.1](#) for tips on data resources and collecting community data.

6.3 Community Engagement Summary

Summarize the community engagement effort – introduce the stakeholder team and the role they played, discuss the types of meetings that were held, and include statistics on the number of meetings and the number of people who participated in the effort.

6.4 Community Vision Statement

Based on the work from Phase Two of the planning process, provide the community vision statement to set the framework for the whole community plan.



6.5 Planning Elements

Each planning element should include at least one issue statement, a goal or goals for the future to address the issue, followed by a series of policies and implementation strategies. The issues, goals, and policies will be reviewed and considered for adoption into the Master Plan, while the implementation strategies will remain as a supplement to the Master Plan and will be used by the community to implement the plan. Implementation strategies are statements of specific activities to be carried out by an identified implementer. These actions should directly tie to the goals and policies. The implementer is an agency or group who has agreed to take on the task stated in the action.

According to the City's Master Plan of Policies:

- *Issues* describe existing conditions,
- *Goals* represent a desired outcome,
- *Policies* provide a specific direction,
- *Implementation strategies* are actions aimed at achieving particular policies.

- City of Detroit Master Plan of Policies, page 7

The planning elements addressed will vary depending on the needs and priorities of the community, but the community should consider the following planning elements used in the City's Master Plan of Policies, as described in Chapter 3.

The following examples outline planning elements for consideration in the community plan. For more background information and for related citywide policies, refer to the City's Master Plan.

6.5.1 Residential – Neighborhoods and Housing

Based on existing conditions, market realities, and the community vision, the planning effort should evaluate residential neighborhoods for areas that should be targeted for investment and infill development versus areas that should be reimagined for other uses. Based on the housing needs of the community, include goals, policies and strategies for providing affordable housing, transitional or supportive housing, and market rate housing as appropriate. Consider the recommendations for residential development in Detroit Future City. Include all recommendations for land use and zoning changes related to residential areas.

Housing

Springwells Village has an abundance of housing. However, there is little spacious housing for growing families and prospering residents. Residents also want to see vacant housing issues addressed, including demolishing homes that are beyond repair and boarding up those that can still be saved. They want to prevent vacancies by assisting homeowners in renegotiating upside-down mortgages, resolving credit problems, and helping interested buyers to purchase homes as they become available. Ensuring that both new and past housing developments have the amenities needed to support a higher quality of life is also important to the community. Many single-family homes in the area are nearing one hundred years old, and are not insulated or up-to-date. These aging homes drain needed income from low and moderate income families. As the community works to resolve these and other home maintenance issues, many residents will have their biggest concerns addressed.

Indicators of Success:
Decreasing number of vacant properties



Introduction to the housing element in Springwells Village Quality of Life Plan.

6.5.2 Commercial - Retail and Local Services

Evaluate and make recommendations for the commercial areas within the community planning area. Identify areas of priority for reinvestment and consider areas that may no longer be viable commercial areas. The issues, goals, policies, and implementation strategies in this section may relate to the Economic Development or City Design elements below. Consider commercial strategies from *Detroit Future City*, including neighborhood centers and district centers. Include all recommendations for land use and zoning changes related to commercial and mixed-use areas and uses.

6.5.3 Industrial Centers

Evaluate the industrial strategies for the community in the *Master Plan* and *Detroit Future City* and identify areas for improvement or change. Industrial sectors influence the economy of both the community and the city. While the City needs to continue to promote and maintain industrial businesses, the City and community must also work to reduce the negative impacts from industrial areas on the environment and city residents. Strategies in this section may relate to strategies in the Economic Development element below. Include all recommendations for land use and zoning changes related to industrial areas.

6.5.4 Parks, Recreation, and Open Space

Evaluate existing parks and recreation facilities and identify underserved areas of the community. Based on the specific needs of the community, work to provide diverse places for the community to relax, play, learn, and gather. Consider new management structures for existing park and recreation facilities. Review the *Detroit Recreation Department Strategic Master Plan* for background information on existing parks and recreation facilities. Consider incorporating new open space typologies as set forth in the *Detroit Future City* and the *CDAD Strategic Framework*. Include all recommendations for land use and zoning changes related to open space areas.

6.5.5 Vacant Land

Develop goals, policies and implementation strategies to reimagine vacant land. There are many innovative ways to repurpose vacant land and turn it into a community asset. See the *CDAD Strategic Framework* and *Detroit Future City* for ideas.

6.5.6 Transportation and Mobility

Transportation systems provide the means to connect residents to each other, employment, retail centers and other services. While many transportation issues are best dealt with at a larger scale than the

#3

COMMERCIAL REVITALIZATION

Goal: Improve the quality of the McNichols, Schoolcraft and Grand River commercial districts, with an emphasis on Grand River as the community's commercial core and destination business district.

Indicators of Success: Decreasing commercial vacancy rate; increasing number of new "destination" businesses opening; and increasing sales at area businesses.

Why This Matters:

- The commercial districts within Grandmont Rosedale are perceived as both a strength and a weakness by area residents. Compared to most neighborhoods in Detroit, our commercial areas, and in particular the Grand River commercial corridor, are relatively strong.
- The area boasts a wide variety of quality businesses, including both independent, locally owned businesses and major national chain stores. Currently there are 254 active businesses along Grand River, McNichols and Schoolcraft in the Grandmont Rosedale area.
- However, business vacancy has risen in recent years, especially along McNichols and Schoolcraft.
- Also, the commercial areas lack many of the type of businesses that residents and new home buyers desire, such as coffee shops, dine-in restaurants, and unique destination businesses that can draw customers from beyond the immediate area.
- The high residential density and higher than average household incomes found in Grandmont Rosedale represent a tremendous opportunity for businesses operating or wanting to locate to the area. The Grandmont Rosedale neighborhoods are among the highest income density areas (household income/square mile) in the region.

businesses in the area, creating even more opportunities to patronize locally based businesses and to circulate money in the neighborhood economy.

■ Despite beautification, streetscape, and business façade improvements spearheaded by GRDC over the last several years, the commercial areas lag far behind the residential neighborhoods in terms of appearance, walk-ability and sense of place.

Commercial Revitalization Strategies:

3.1 Encourage resident support of local businesses

3.1.1 Create an on-line business directory - As part of the proposed neighborhood information portal, GRDC will coordinate the creation of an on-line business directory that will include businesses located along each of the area's three commercial corridors, as well as home-based businesses.

3.1.2 Promote a 'buy local' marketing theme - The on-line directory will be an important tool for helping residents connect to local businesses. GRDC will seek funding to launch a 'buy local' marketing campaign, encouraging residents to consider buying from locally-based and -owned stores. The directory will also include information about the benefits of buying locally and the impact on the neighborhood economy.

3.2 Attract new desirable businesses to the area

3.2.1 Purchase and renovate vacant commercial properties for sale or rent to identified entrepreneurial businesses - GRDC has a successful track record of renovating commercial buildings and is actively seeking opportunities to partner with entrepreneurial businesses that are interested in locating in the Grandmont Rosedale area. GRDC could provide a range of services to prospective businesses up to and including purchase and build-out of commercial space.

Commercial revitalization goals and strategies from the Grandmont Rosedale Quality of Life Plan

community, the community can make recommendations based on their specific issues and needs. Priority should be given to those alternatives that reduce negative impacts on the environment and the city's residents. The City's *Non-Motorized Master Plan* should be used as a resource when drafting this section of the community plan. All goals and policies related to transportation and mobility issues should be included in this section. Some examples may include recommendations for consolidating or improving bus routes, improving or consolidating bus stops, improving pedestrian crossings, providing bike lanes or trails, improving safety for pedestrians and drivers at dangerous intersections, identifying truck routes, or providing traffic calming measures on residential streets.

6.5.7 Infrastructure and City Systems

The four main infrastructure systems are transportation (see Transportation and Mobility above), water and sewer, energy supply and transmission, and telecommunication technology. Maintenance and improvement of local infrastructure is critical to providing residents with a high quality of life and maintaining and attracting businesses and development. Because of their scope and scale, decisions regarding infrastructure impact the entire region.

This section should take into account the priorities set forth in the *Detroit Future City* with regard to city systems and the provision of services.

During the planning process, the community should set priorities for infrastructure and city systems based on the land use recommendations. These priorities need to be based on citywide policies and budget realities facing the City.

6.5.8 Economic Development

Community goals and policies related to the economy, employment, or workforce development can be included in this section. It is helpful to align community economic development efforts with citywide, regional, and state-wide efforts.

6.5.9 Public Safety

Public safety often comes up as a primary concern of residents at community meetings. Strong communities are places where people feel safe from harm. Relationships between residents and public safety agencies set the basis for effective public safety programs and responses. Community strategies for improving public safety should be included in this section.

Public Safety

Safety is at the core of creating a stable community. To build a base of civility and stability, we will **DEVELOP A COMMUNITY COURT TO MORE EFFECTIVELY ADDRESS LOCAL ISSUES**, thereby increasing community trust in the justice system, and incorporate a tenant and landlord court services; **DEVELOP ALTERNATIVE STRATEGIES FOR ADDRESSING SAFETY ISSUES** by implementing innovative practices such as lighting, home security, and neighborhood patrolling; **ADDRESS STRAY ANIMAL CONCERNS** by working with groups who focus on animal health and responsible pet ownership. For

Excerpt from the [Springwells Village Quality of Life Plan](#)



WHAT IS A HEALTHY COMMUNITY?

A Healthy Community provides for the following through all stages of life:

- Meets basic needs of all
 - Safe, sustainable, accessible, and affordable transportation options
 - Affordable, accessible and nutritious foods, and safe drinkable water
 - Affordable, high quality, socially integrated, and location-efficient housing
 - Affordable, accessible, and high quality health care
 - Complete and livable communities including quality schools, parks and recreational facilities, child care, libraries, financial services, and other daily needs
 - Access to affordable and safe opportunities for physical activity
 - Able to adapt to changing environments, resilient, and prepared for emergencies
 - Opportunities for engagement with arts, music, and culture
- Quality and sustainability of environment
 - Clean air, soil and water, and environments free of excessive noise
 - Tobacco and smoke-free
 - Green and open spaces, including healthy tree canopy and agricultural lands
 - Minimized toxics, greenhouse gas emissions, and waste
 - Affordable and sustainable energy use
 - Aesthetically pleasing
- Adequate levels of economic and social development
 - Living wage, safe and healthy job opportunities for all, and a thriving economy
 - Support for healthy development of children and adolescents
 - Opportunities for high quality and accessible education
- Health and social equity
- Social relationships that are supportive and respectful
 - Robust social and civic engagement
 - Socially cohesive and supportive relationships, families, homes, and neighborhoods
 - Safe communities, free of crime and violence
 - *Health In All Policies Task Force Report*

6.5.10 Health and Social Services

Helping people meet their basic needs is more than a moral imperative; it is essential to the social order and economic stability of the whole community. Families, children, elderly citizens, homeless individuals, the mentally ill and low-income residents all require assistance to achieve and maintain healthy lives. A healthy community is one that meets the basic needs of all residents, ensures quality and sustainability of the environment, provides for adequate levels of economic and social development, achieves health and social equity, and assures social relationships that are supportive and respectful.

6.5.11 Environment and Energy

Our neighborhoods must be clean, safe and livable in order for Detroit to thrive. This section should include ways to improve public health, conserve natural resources, reduce waste, promote recycling, and restore the land through strategies such as brownfield redevelopment, sustainable stormwater management, energy efficiency, anti-dumping initiatives, enforcement of air quality regulations, and appropriate zoning.

6.5.12 Arts and Culture

Artistic works and cultural diversity contribute to the quality of life in a community. Communities should consider strategies to improve the artistic and cultural climate in their community including opportunities for integrating public art, hosting cultural events, and fostering support for local artists.

6.5.13 History, Legacies, and Preservation

Detroit must look to its past to educate, guide and enhance its future development. Preservation is important to maintain a connection between the city's past, its current population and those to come. Policies and strategies related to historic preservation, historic districts, or other community legacies should be included in this section.

6.5.14 Community Organizations

Community organizations are important contributors to the stability and revitalization of neighborhoods throughout the city. Community

Detroit Future City and *CDAD’s Strategic Framework* typologies. Until those updates are officially adopted by the City of Detroit, please contact the staff planner at P&DD for guidance on which land use typologies to use.

6.7 Implementation and Conclusions

The implementation section should clearly lay out the steps that need to be taken in order to implement the plan and the community vision. The community will need to prioritize certain actions based on timing and budget allocation. Current activities or on-going projects should also be included in the implementation section to take into account the work the community is already working on and to show early wins. The priorities and implementation section can be revisited on an annual or semi-annual basis to track progress and show successes. A table or checklist can be a helpful visual to show:

- Deliverable/Task: What the strategy or task is
- Timeline: What the timeline is for completing the task
- Responsible Party: Who is responsible for managing/leading the task
- Resources: How much money or resources will be needed to accomplish the task
- Sources for funding if appropriate.

STRATEGY/PROJECT	PRIORITY			PARTNERS	TIMING				
	HIGH	MEDIUM	LOW		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Jobs & Economic Development									
Goal: The Grand/Woodward Community will be a vital retail and commercial center that provides goods, services and jobs to residents and to the broader region.									
I. Increase awareness of the goods and services available in the Grand/Woodward community				Performance Measures: number of businesses, sales					
A. Using students and resident volunteers conduct a survey of local retail businesses and restaurants and compile a listing that will be placed in strategic locations around the neighborhood, posted on Vanguard's website, and updated quarterly.	•			Vanguard CDC/ Milwaukee Junction Business Center, Midtown, Inc., DEGC, U of D Mercy					
B. Develop consumer focused marketing campaigns		•		North End/Central Woodward Governance Board, Midtown, Inc., DEGC, Henry Ford Health Systems, local business					

Implementation strategy, or 'Action Plan' from the Grand Woodward Quality of Life Plan.

7. Implementation

7.1 City Adoption Process

7.1.1 Master Plan Amendments and Supplement

Amendments to the Master Plan and consideration of supplements are guided by three documents: The City's *Master Plan of Policies*, The *City Charter* and the State's Municipal Planning Act.

1. The City's Master Plan of Policies

Consideration of supplements is outlined beginning on page 10 of the City's *Master Plan of Policies*. In brief, supplements are presented to the Planning and Development Department. P&DD will evaluate the supplement in consideration of its consistency with the City's *Master Plan of Policies*. P&DD will make a recommendation to the City Planning Commission and the City Council regarding the adoption of the plan as a supplement to the City's *Master Plan*. City Planning Commission and City Council will take one of three actions:

- Vote to adopt the recommended supplement as part of the plan;
- Decide not to adopt the recommended supplement; or
- Return the supplement to the Planning and Development Department (and, subsequently, to the originators) for modification.

In instances when a community plan is not consistent with the *Master Plan*, amendments to the plan may be considered. The amendment process is outlined beginning on page 11 of the *Master Plan*. In brief, the amendment process is similar to the process to consider supplements, except P&DD staff will make considerations regarding amending specific issues, goals and policies in the plan. P&DD will make a recommendation to the City Planning Commission and the City Council regarding the amendment(s) to the *Master Plan*. The City Planning Commission and City Council will take one of three actions:

- Vote to amend the plan;
- Decide to make no amendment to the plan; or
- Return the proposed amendment to P&DD (and, subsequently, to the originators) for modification.

2. The City Charter

Consideration of supplements is not outlined in the *City Charter*, however, the *Charter* does outline roles and responsibilities regarding adoption and amendment of the *Master Plan*. Section 8-102 of the *City Charter* outlines the responsibilities of the Mayor and City Council regarding amendments to the Master Plan:

"...the Mayor shall annually propose any amendments necessary to keep the Plan current and the City Council shall consider the Mayor's proposed

amendments and make the modifications in the Plan that it deems necessary.”

3. The Municipal Planning Act

The State of Michigan’s Municipal Planning Act outlines the roles and responsibilities of CPC and P&DD regarding adoption and amendment of the *Master Plan*. As noted above, the *City Charter* does not outline a role for the City Planning Commission, and the Municipal Planning Act does not outline a role for the City Council. These two documents are reconciled by P&DD submitting amendments to both the City Council and the City Planning Commission. It can be assumed that the Council will defer initial consideration (as per *City Charter*) to the CPC while CPC follows the requirements of the Municipal Planning Act. In brief, the Municipal Planning Act outlines public hearing and notice requirements required prior to Planning Commission action. After CPC acts on a proposed amendment, the recommendation is forwarded to City Council as per *City Charter*.

7.1.2 Zoning Ordinance updates

Detroit’s zoning ordinance regulates land use throughout the city. Zoning identifies and describes what is and is not allowed in a particular area. For example, home-based businesses, when located in an area zoned "R3" (Low Density Residential), are permitted to post exterior signs and hire nonresident employees. However, in an area zoned "R2" (Two Family Residential), they are prohibited from doing so. Each zoning classification has its own unique requirements, and community plans can utilize these classifications to encourage (or discourage) the types of activity that are desired within a particular neighborhood.

In addition to land use, zoning may also regulate the form and layout of individual buildings. In many cases, the zoning ordinance will define requirements for building height, orientation, open space, parking, and other design elements.

Sometimes, the zoning of a particular area may be inconsistent with the long-term vision of community stakeholders. When this happens, communities may wish to propose a change to the zoning ordinance, using the process outlined in this section.

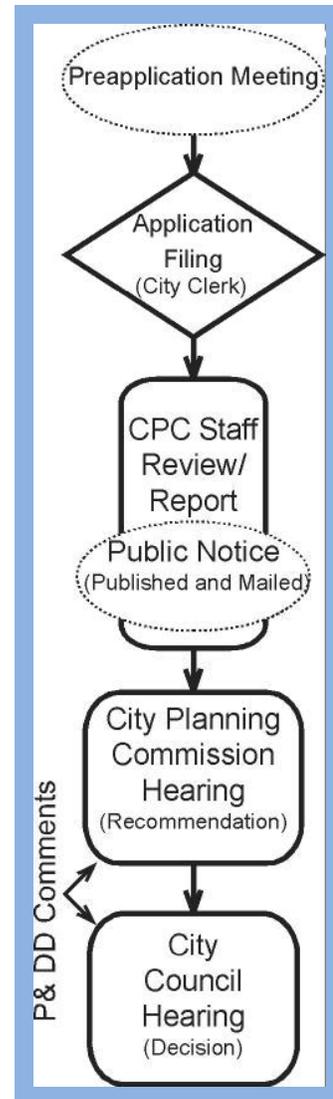
Detroit’s zoning maps and the complete Zoning Ordinance are available for download at detroitmi.gov/cpc

1. Zoning Map Amendments (Rezoning)

Map amendments (sometimes called "rezonings") may occur when the City, a property owner, or a person or entity with an interest in a property wishes to change a property or properties from one zoning classification to another. While the final determination will be made by City Council, the process begins with an application from any individual or organization with an interest in the property.

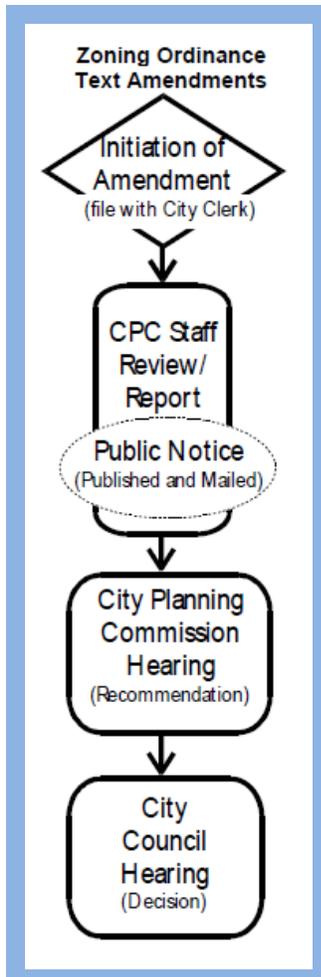
- a. **Pre-application Meeting**
Applicants must begin by arranging a pre-application meeting with CPC staff. Staff will discuss the request with the petitioner, in an informal setting, to determine if the request is feasible and consistent with applicable laws and the *Master Plan*. Any potential challenges will be identified. CPC staff members present at the pre-application meeting will be able to guide the applicant through the remaining steps of the map amendment process.
- b. **Staff Review**
The applicant officially begins the process by filing an application with the City Clerk. The application will be filed on a standard form that will be provided by CPC staff at the pre-application meeting. The City Clerk will forward the application to CPC staff for review.

CPC staff will review the application to ensure that it meets with eight approval criteria found in the zoning ordinance (see below). CPC staff will then present the application, along with its review and recommendation, to the City Planning Commission.
- c. **City Planning Commission Hearing**
Next the CPC will give public notice and hold a public hearing on the proposal. After the hearing, the CPC considers the application



MAP AMENDMENT CRITERIA

- 1 The proposed amendment corrects an error or meets the challenge of some changing condition, trend or fact.
- 2 The proposed amendment is consistent with the Master Plan and the stated purposes of this Zoning Ordinance.
- 3 The proposed amendment will protect the health, safety, and general welfare of the public.
- 4 The City and other service providers will be able to provide adequate public facilities and services to the subject property, while maintaining adequate levels of service to existing development.
- 5 The proposed amendment will not have significant adverse impacts on the natural environment, including air, water, soil, wildlife, and vegetation and with respect to anticipated changes in noise and regarding stormwater management.
- 6 The proposed amendment will not have significant adverse impacts on other property that is in the vicinity of the subject tract.
- 7 The suitability of the subject property for the existing zoning classification and proposed zoning classification.
- 8 The proposed amendment will not create an illegal “spot zone.”



in light of a report by CPC staff. The Planning and Development Department will comment on the application’s conformance with the Master Plan. The CPC then recommends that the City Council approve or deny the application.

d. City Council Hearing and Decision

City Council’s Planning and Economic Development Standing Committee then holds a public hearing, and sends the proposal to the entire City Council with a recommendation (for, against, or neutral). City Council then votes to approve or deny the proposed amendment.

2. Zoning Text Amendments

Text amendments are used when a stakeholder wishes to redefine what is or is not permitted within a particular zoning classification or alter any type of standard or regulation anywhere in the zoning ordinance. For example, in response to the burgeoning urban agriculture movement, the City added a number of agricultural uses to the lists of uses permitted most zoning districts and created standards related to those uses. Not all text amendments involve adding (or removing) uses in zoning districts. Anyone may petition to change any part of the text of the zoning ordinance, including uses, standards, and procedures. The final determination on all text amendment petitions will be made by City Council.

a. Staff Review

The applicant begins the process by filing a petition with the City Clerk. Petitioners are strongly encouraged to meet with City Planning Commission staff before submitting a petition for a text amendment to ensure that a text amendment is the best method

to achieve their goals, and that the letter of petition includes all the necessary information. The City Clerk will forward the application to CPC for review.

CPC staff will review the application with respect to three approval criteria found in the Zoning Ordinance. CPC staff will then present the application, along with its review, to the City Planning Commission.

b. Public Hearings and Decision

The public hearing and decision process is the same for text amendments as that described for map amendments above.

3. Nonconforming Uses

Sometimes, a map amendment or text amendment will create a situation where an existing land use — one that was legally created prior to the

TEXT AMENDMENT CRITERIA

- 1 The proposed amendment is consistent with the stated purposes of the Zoning Ordinance.
- 2 The proposed amendment will protect the health, safety, or general welfare of the public.
- 3 The proposed amendment corrects an error or meets the challenge of some changing condition, trend or fact.

amendment — is now not in compliance with an area's zoning classification. These “nonconforming uses” are generally allowed to remain in operation. They may, however, be prevented from expanding or intensifying their activities. Nonconforming uses are described in detail in Article XV of the Zoning Ordinance.

4. Overlay Areas

An overlay area assigns additional standards that apply in addition to an existing zoning classification. Communities may wish to be included in existing overlay areas, or propose the creation of new ones.

Several types of overlay areas exist. One that is relevant to many community planning efforts is the Traditional Main Street overlay, a designation applied to some commercial districts to encourage walkable, pedestrian-scale uses. In a Traditional Main Street area, additional design standards are applied to development, including storefront design, location of entryways, location of parking, and other attributes that encourage pedestrian-friendly design. Other overlay areas include the Gateway Radial Thoroughfare, Downtown and Riverfront, and Far Eastside Overlay Areas. Overlay areas are described in detail in Article XI of the Zoning Ordinance.

5. Historic Districts

In locations of particular historic significance, a historic district may be created to preserve the character of the area. Historic districts may range in size from individual buildings to entire neighborhoods. In a historic district, the Historic District Commission reviews all exterior changes (construction, demolition, or alteration) to buildings, structures, and landscaping to ensure that they comply with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

To propose a historic district, please contact the Historic Designation Advisory Board (HDAB) staff. HDAB will review a proposed district with respect to eligibility criteria found in the Chapter 25 of the *Detroit City Code*, conduct a public hearing, and make a recommendation to City Council. Once a historic district is established, development within that district will be regulated by the Historic District Commission.

Historic districts are described in detail in the Michigan Local Historic Districts Act (P.A. 169 of 1970) and Chapter 25 of the *Detroit City Code*.

For more information, please consult the following sources:

- Historic Designation Advisory Board: detroitmi.gov/hdab
- Historic District Commission: detroitmi.gov/historic

7.2 Community Implementation

Even after the community plan is formally adopted by the City it remains a critical tool for the community to use to continue to implement its vision over time. The community can use the plan to clearly articulate its vision to funders, elected officials, developers, investors, and public agencies. The plan and implementation strategies will become a critical tool for the community as it advocates its shared vision and goals. As the City moves to Council by District, the community plan will become a clear way to articulate the needs and desires of the community to the Council member that represents the community.

8. Funding Resources

Funding will be essential both for completing the community planning process and for implementing the community plan. Some funding sources are targeted specifically for planning efforts, while others are targeted exclusively towards implementation projects.

Applying for funding can be a challenging endeavor. Organizations should carefully research potential funding sources before applying, in order to identify a source (or sources) that will be the best match for a particular planning project. The lists provided below are far from exhaustive, but provide a sample of the variety of funding sources that are currently available.

8.1 Funding Opportunities for Planning Efforts

The amount of funding required will vary depending on the size of the area and the scope of the planning project, all community planning efforts will require funding. Volunteer-based organizations may require funding for technical assistance, research and outreach, and meeting expenses and supplies. Larger organizations with full-time staff will be able to execute more intensive planning efforts or cover broader areas.

This section discusses some potential funding sources for community planning efforts. Organizations should seek an appropriate funding source for a given phase of a project. Some sources may be designated for research and outreach activities, while others may provide technical assistance for the planning process.

- **Community Foundation for Southeast Michigan.** The Community Foundation grants support a range of projects and organizations that: reflect regional thinking and cooperation, promote civic participation, foster innovation and entrepreneurialism, respond to a unique opportunity to move the region forward, and improve the quality of nonprofit organizations leverage public and private resources. <http://cfsem.org/apply-grant>
- **Skillman Foundation's Good Neighborhoods Community Connections Small Grants.** <http://www.skillman.org/Grants/Good-Neighborhoods-Community-Connections-Small-Grants>
- **Michigan Community Resources Mini-Grants.** The mini-grants help communities organize, plan for, and create a better quality of life in their neighborhoods. The grant program provides supplemental financial assistance for community-initiated projects that improve neighborhood safety and reverse the impact of vacant and blighted properties. <http://www.mi-community.org/ourresources/ceor/minigrants>
- **Kresge Foundation.** The Detroit Complete Neighborhoods Program periodically provides grants to help foster sustainability, increase economic opportunity, and stabilize property values and the city's tax base by investing in neighborhoods. <http://kresge.org/programs/detroit/complete-neighborhoods>
- **Knight Foundation.** The Knight Foundation promotes an informed and engaged Detroit by fostering an environment where all Detroiters can connect with the city's social entrepreneurial momentum. <http://www.knightfoundation.org/apply/>

- **Brownfields Assessment Grants (Environmental Protection Agency)** – Provides funding to inventory, characterize, assess, and conduct planning and community involvement activities related to brownfield sites. www.epa.gov/brownfields/assessment_grants.htm
- **Choice Neighborhoods Planning Grants (Department of Housing and Urban Development)** – Supports the creation of comprehensive neighborhood plans, known as “Transformation Plans,” with emphasis on the revitalization of public and assisted housing units. www.hud.gov/cn
- **Healthy Community Design Initiative (Centers for Disease Control and Prevention)** – Technical assistance and some funding for community design and planning activities that prioritizes health considerations. www.cdc.gov/healthyplaces/
- **Wells Fargo Neighborhood Planning Grants** – Funding for outreach, organizing, and community engagement in the neighborhood planning process. <https://www.wellsfargo.com/about/regional-foundation/neighborhood-planning-grants>
- **American Planning Association’s Community Planning Assistance Team.** – The CPAT program is designed to bring planning resources and opportunities to communities with a demonstrated need for assistance and to strengthen the ability of local residents and other community stakeholders to influence or determine decisions that affect their quality of life. <http://www.planning.org/communityassistance/teams/>
- **Community Development Block Grant (CDBG).** Planning is an eligible activity for this grant which is allocated to the City of Detroit annually on a formal basis.
- **Health Impact Project grants.** Provides funding for Health Impact Assessments (HIA). <http://www.healthimpactproject.org/project/opportunities>

8.2 Funding Opportunities for Plan Implementation

Depending on the implementation strategy, there are a number of different sources to pursue funding for plan implementation. Ranging from projects related to the environment, transportation, community health, or urban design, below are some examples that may be worth pursuing:

- **Brownfields Assessment Grants (Environmental Protection Agency)** – Provides funding to inventory, characterize, assess, and conduct planning and community involvement activities related to brownfield sites. www.epa.gov/brownfields/assessment_grants.htm
- **Community and Economic Development (Department of Health and Human Services)** – Provides funding for Community Development Corporations that provide technical assistance towards economic development initiatives. The program also includes a Healthy Food Financing Initiative that supports projects that increase access to healthy, affordable food. <https://www.acf.hhs.gov/programs/ocs/programs/ced>
- **Community Development grant programs (Michigan State Housing Development Authority)** – Technical assistance and grants for community development, with a focus on homeownership and rental property development. <http://www.michigan.gov/mshda/0,4641,7-141-5564---,00.html>
- **Michigan Department of Environmental Quality** – Grants and loans related to water quality, stream cleanup, brownfield redevelopment, scrap tire removal, waterfront redevelopment, infrastructure and stormwater, and other issues. http://www.michigan.gov/deq/0,1607,7-135-3307_3515---,00.html
- **Our Town (National Endowment for the Arts)** – Funding for arts-centered placemaking projects. <http://arts.gov/grants/apply/ourtown/>

- **Safe Routes to School (Michigan Department of Transportation)** – Provides technical assistance and access to federal funding to improve sidewalks and make street improvements, including crosswalks and bicycle facilities.
<http://saferoutesmichigan.org/>
- **Smart Growth Implementation Assistance (Environmental Protection Agency)** – Technical assistance (but not funding) for community organizations that are partnered with a municipality or other government jurisdiction. Eligible activities include those that seek to incorporate smart growth techniques, with a focus on environmental protection, that overcome barriers to growth. <http://epa.gov/smartgrowth/sgia.htm>
- **Quicker, Lighter, Cheaper Challenge (Michigan Municipal League and the Michigan Association of Realtors)** – Awards for ideas that support placemaking by promoting gathering and playing in communities.
<http://www.michiganhomeownersalliance.com/lqcchallenge.htm>
- **W. K. Kellogg Foundation** – Grants that support the health and wellbeing of children.
www.wkkf.org/
- **Community Development Block Grant Home Repair Program**, (U.S. Housing and Urban Development, administered by the City of Detroit). Provides funding for assistant homeowners with their home repair needs, eliminate lead-based paint hazards, and address structural defects effecting health and safety of its residents.
<http://www.ci.detroit.mi.us/DepartmentsandAgencies/PlanningDevelopmentDepartment/HousingServices/HomeRepairProgram.aspx>
- **Community Development Block Grant, HOME**, (U.S. Housing and Urban Development, administered by the City of Detroit). Provides funding for low income housing.
<http://www.detroitmi.gov/DepartmentsandAgencies/PlanningDevelopmentDepartment/HousingServices.aspx>
- **Community Development Block Grant Neighborhood Opportunity Fund** (U.S. Housing and Urban Development, administered by the City of Detroit). CDBG funds may be used for a wide variety of activities including home rehabilitation, construction and rehabilitation of community facilities, demolition of blighted buildings, acquisition, relocation and preparation of property for new development, economic development, public services, and planning.
<http://www.ci.detroit.mi.us/DepartmentsandAgencies/PlanningDevelopmentDepartment.aspx>

8.3 Other Resources

- **Michigan Foundation Directory.** A guide to over 1,500 Michigan foundations, indexed by location and type of projects funded. The Michigan Foundation Directory is available at most major libraries.
http://www.michiganfoundations.org/issifiles/members_online/members/createorder.asp?action=catalog&catalog=PUB&af=MI&CID=5097&DID=11172
- **Partnership for Sustainable Communities (Environmental Protection Agency, Department of Housing and Urban Development, and Department of Transportation)** This interagency initiative maintains a list of federal programs that help support efforts to promote livable and sustainable communities.
<http://www.sustainablecommunities.gov/pdf/leveragingPartnership.pdf>
- **Detroit LISC.** *Detroit LISC* provides capital, technical expertise, training, and information to develop local leadership in creating affordable housing, spurring economic development, and supporting safe neighborhoods. Detroit LISC has led the Building Sustainable Communities model for community planning and implementation in three Detroit communities that resulted in Quality of Life Plans.
<http://www.lisc.org/detroit/index.php>

9. Glossary and References

9.1 Glossary

Administrative Branch. See *Executive Branch.*

CDAD Strategic Framework. Community Development Advocates of Detroit's (CDAD) Strategic Framework draws on the power of Detroit residents to shape their own neighborhoods. At its heart, Strategic Framework is a tool for communities to better understand what is happening in their neighborhoods, describe a common vision, develop and implement results-oriented, short- and long-term revitalization plans, and use a common language to forge best-practices. <http://cdad-online.org/resources/strategic-framework/>

City Charter. The 2012 Detroit City Charter establishes the ground rules from which City government operates, details the roles of the executive and legislative branches, enables the election process and mandates the duties for the departments, programs and services that make up the City government. http://www.detroitmi.gov/Portals/0/docs/legislative/cityclerk/calendar_2011/Charter%20Commission/Charter%20Word%20over%20in%20pdf%20file_%2012_1Word.pdf

City Code. http://library.municode.com/HTML/10649/level2/PTIICICO_CH25HI.html#ref.fn_158

City Planning Commission, City of Detroit. CPC is charged with amending and updating the [*Detroit Zoning Ordinance*](#) and also makes recommendations to the City Council regarding amendments and supplements to the [*Master Plan*](#). CPC also generally advises City Council on land use matters. <http://www.detroitmi.gov/CityCouncil/CouncilDivisions/CityPlanningCommission.aspx>

Commercial Land Inventory. A 2012 inventory of 9,536 commercial parcels in the City of Detroit conducted by Wayne State University students as a part of the Master of Urban Planning capstone project. The inventory documented the use, condition, and design of approximately one third of all commercially zoned parcels in the city. <http://clasweb.clas.wayne.edu/DUSP/CapstoneProjects>

Community Reinvestment Strategy. The Community Reinvestment Strategy (CRS) of 1997 was an effort to develop comprehensive recommendations for reinvestment across the entire city. The goal was to involve as many people as possible in the process and to complete the process within one year's time. The results of this effort were compiled into a series of ten cluster reports. These reports contain a wealth of information, and were intended to be used as tools for reinvestment. More details about CRS can be found at: <http://www.detroitmi.gov/DepartmentsandAgencies/PlanningDevelopmentDepartment/Planning/LongRangeandCommunityPlanning/1997CommunityReinvestmentStrategy.aspx>

Detroit Future City. The 2012 Detroit Strategic Framework Plan: Detroit Future City articulates a vision for Detroit's future and recommends specific actions for reaching that future. It establishes a set of policy directions and actions designed to achieve a more desirable and sustainable Detroit in the near term and for future generations

The vision resulted from a 24-month-long public process. More details about DFC can be found at: <http://detroitworksproject.com/for-detroit-to-work-we-need-action-today/>

Detroit LISC. Detroit LISC provides capital, technical expertise, training, and information to develop local leadership in creating affordable housing, spurring economic development, and supporting safe neighborhoods. Detroit LISC has led the Building Sustainable Communities model for community planning and implementation in three Detroit communities that resulted in Quality of Life Plans.
<http://www.lisc.org/detroit/index.php>

Detroit Non-Motorized Master Plan. Provides detailed locations and types of non-motorized facilities recommended for the City as a whole. Through a comprehensive analysis of existing destinations and available route corridors, it provides the framework and hierarchy for the citywide system. In addition, this plan proposes a strategy to implement the recommended improvements. Lastly, the plan outlines additional strategies related to maintenance and growth of the non-motorized system in the future.
<http://www.detroitmi.gov/Departments/PlanningDevelopmentDepartment/Planning/LongRangeandCommunityPlanning/MasterPlans/NonMotorizedMasterPlan/tabid/2077/Default.aspx>

Detroit Recreation Department Strategic Master Plan. This 2006 Master Plan lays out a plan for the City to better fulfill its mission to secure greater efficiency in delivering high quality services that target the needs of the community and guide longterm capital development of the city's parks and facilities.
<http://www.detroitmi.gov/DepartmentsandAgencies/RecreationDepartment/StrategicMasterPlan.aspx>

Executive Branch. This branch of government includes the Mayor and all City departments, including the Planning and Development Department. It is sometimes referred to as the Administrative Branch.

Future General Land Use Map. The City of Detroit's Master Plan of Policies includes a Future General Land Use Map that lays out the future vision for land use in the City. The map can be viewed by cluster here:
http://www.detroitmi.gov/Portals/0/docs/planning/planning/MPlan/MPlan_202009/Master20Plan20Maps20BW.pdf

Grandmont Rosedale Quality of Life Plan. The result of a year-long grassroots community planning process in Detroit, the Grandmont Rosedale Quality of Life Plan lays out concrete steps toward improving the quality of life in the community. The plan contains strategies for neighborhood stabilization, community security, commercial revitalization, beautification and place making, youth development and community engagement.
http://www.grandmontrosedale.com/images/safety_pdfs/GRDC_QoL_CS5_v13c_LO_WRES_v2.pdf

Grand Woodward Quality of Life Plan. The Quality of Life plan presents a roadmap for how residents and their partners can together create a community that leverages the significant public and private investment in Midtown and New Center in a manner that improves the quality of life for everyone in the community.
<https://docs.google.com/file/d/0B4Wq8CnxagdBTV5aDRuaDRFanc/edit>

Health in All Policies Task Force Report to the Strategic Growth Council Executive Summary, Sacramento (CA): Health in All Policies Task Force, December 2010. http://sgc.ca.gov/hiap/docs/publications/HiAP_Task_Force_Executive_Summary.pdf

Legislative Branch. This branch of government consists of City Council and its divisions, including the City Planning Commission.

LocalData. A digital toolkit designed to help community groups, professional planners and government agencies modernize community-led data collection of place-based information. <http://localdata.com/>

Lower Eastside Action Plan (LEAP). The Lower Eastside Action Plan (LEAP) is a community-driven project designed to engage people in a process to transform vacant land and property into uses that improve the quality of life in the neighborhoods and surrounding areas in the lower eastside area of Detroit. <https://sites.google.com/site/leapdetroit/>

Master Plan of Policies. Detroit's citywide plan that is intended to be both long range and visionary and to provide guidance for actions to be taken in the following ten years. The Master Plan's citywide policies, organized into 17 Elements, outline policies for the social, economic and physical development and conservation of the City. The Current Master Plan of Policies can be found at: <http://www.detroitmi.gov/Departments/PlanningDevelopmentDepartment/Planning/LongRangeandCommunityPlanning/2004MasterPlanDraft/tabid/2055/Default.aspx>

Planning and Development Department, City of Detroit. P&DD is the custodian of the Master Plan of Policies and initiates and/or evaluates proposed amendments and the adoption of supplements to the Plan. Similarly, P&DD is the custodian of development plans that have been adopted under Michigan Blighted Area Rehabilitation Act (MCL 125.71 *et seq.*), listed in Article IV of the *Zoning Ordinance*. <http://www.detroitmi.gov/DepartmentsandAgencies/PlanningDevelopmentDepartment.aspx>

Residential Neighborhood Analysis. Data Driven Detroit (D3) has worked with Community Development Advocates of Detroit (CDAD) to develop a composite analysis of indicators to illustrate the category, characteristics, and relative strengths of each census block in the city. Community organizations can use the strategic analysis to assess neighborhood conditions and guide investment decisions and revitalization efforts <http://datadrivendetroit.org/projects/cdad/>

Residential Parcel Survey. The Detroit Residential Parcel Survey was a landmark survey of Detroit's residential property. It was conceived and implemented by the Data Collaborative, a partnership between the Detroit Office of Foreclosure Prevention and Response (FPR), Michigan Community Resources (MCR) and Data Driven Detroit (D3). Surveyors went out in the field in 2009 to survey every residential property with one-to-four housing units in Detroit. This included 350,000 single-family houses, duplexes, and multi-family structures up to four units. <http://www.detroitparcelsurvey.org/>

Secretary of the Interior's Standards for the Treatment of Historic Properties. Devised by the National Park Service, these guidelines are used by the Historic District Commission as it reviews alterations to buildings, structures, and landscaping in historic districts. <http://www.nps.gov/hps/tps/standguide/>

Spot Zone. Spot zoning is generally not permitted. A spot zoning occurs when a small area of land is rezoned to a zoning district that differs substantially from the district surrounding it; is done arbitrarily and solely for the benefit of one party; and does not bring the zoning map in closer conformance with the Master Plan, nor protects the health, safety, and general welfare of the public.

Springwells Village Quality of Life Plan. A comprehensive community plan for the Springwells Village community in southwest Detroit that included an extensive community outreach process to develop solutions to existing issues to formulate a quality of life plan for Springwells Village.

http://unidetroit.org/pdf/Springwells_QoL_Plan.pdf

Stakeholder. A person, group, organization, member or system who affects or can be affected by a community's actions.

Zoning Ordinance. The City of Detroit's zoning ordinance regulates land use throughout the city. Zoning identifies and describes what is and is not allowed on a particular parcel of land. The most recent zoning ordinance can be found at:

<http://www.detroitmi.gov/CityCouncil/CouncilDivisions/CityPlanningCommission/ZoningandLandUse.aspx>

9.2 Additional References

Throughout the creation of this guidebook, case studies and examples of other community planning guidebooks from across the country were used as reference. Below are links to other guidebook examples:

- Boise Neighborhood Planning Guide:
<http://pds.cityofboise.org/media/80684/NeighborhoodPlanningGuide.pdf>
- Chicago LISC Planning Handbook
<http://www.newcommunities.org/cmadoocs/NCPPlanningHandbook.pdf>
- Indianapolis LISC - How to Create a Great Indy Neighborhood
http://neighborpowerindy.org/uploads/qol/qini_planning_handbook.pdf
- Louisville Metro Neighborhood Planning Guidebook:
<http://www.centerforneighborhoods.org/pdfs/LouisvilleMetroPlanningGuidebook.pdf>
- New Orleans Neighborhood Planning Guide.
<http://www.nola.gov/RESIDENTS/City-Planning/Special-Projects/Neighborhood-Planning-Guide/>
- Philadelphia Community Planning Guidelines:
<http://www.phila.gov/CityPlanning/programs/pdf/cpguidelines.pdf>
- Portland Neighborhood Planning Handbook:
<http://www.portlandoregon.gov/bps/article/90949>
- Seattle Neighborhood Planning Process 1994-1999:
<http://www.seattle.gov/planningcommission/docs/finalreport.pdf>