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NEIGHBORHOODS NOW

Making healthy neighborhoods happen in Detroit!

LISC Detroit

Helping neighbors build communities

Detroit Far East/ Lower East

Comprehensive Strategic Investment Area

Re-Creating Community

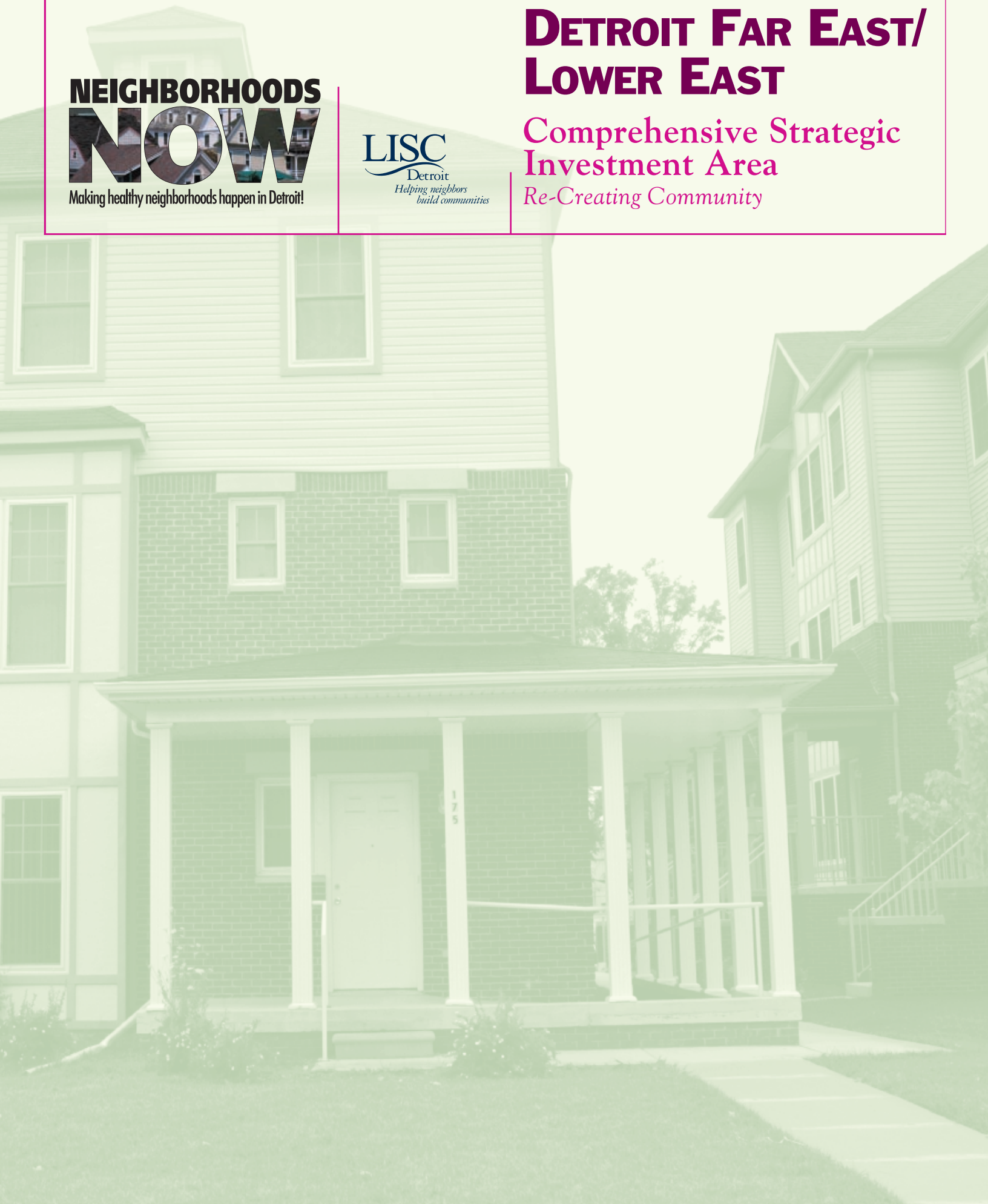


Table of Contents

Page 3 — Strategic Investing and New Partnerships

Page 4 — Executive Summary

Page 5 — Competitive Advantages

Page 7 — Our Community

Page 14 — Strategies & Projects

Page 19 — Workplan











Strategic Investment Area Initiative

On behalf of Detroit Local Initiatives Support Corporation (LISC)….

its partners and supporters, we are pleased to present the comprehensive investment strategies prepared by the local stakeholders participating in Detroit LISC's "**Neighborhoods NOW**" Detroit's Far East and Lower East Strategic Investment Area. The details of the plan presented in this report serve as a guide for their work on the Far East and Lower Eastside during the next three years and beyond.

Detroit LISC – Building sustainable communities in Detroit since 1990.

Detroit LISC's goal is to transform distressed neighborhoods into healthy ones – good places to live, do business, work, worship and raise families. We are initiating a new way of working, which will include new partnerships, cross-sector collaborations, new investment opportunities, and new ways to leverage resources for Detroit neighborhoods. Detroit LISC is serving as a catalyst to community reinvestment in Detroit by providing capital, technical assistance, training and information to support the local leadership tackling the quality of life issues that impact our residents.

Detroit LISC's current $40 million **Neighborhoods NOW** is an initiative that broadens its investments and partnerships in search for solutions to the issues impacting community revitalization in four geographic areas citywide.

Strategic Investment Areas: big thinking for big solutions.

Detroit LISC realizes that comprehensive and coordinated neighborhood planning creates a great sense of community and empowerment that reaps long term benefits. That is why Detroit LISC is extending its investments from rooftops and square feet to include public safety, education, workforce development, child care, health care, business assistance and other community services.

To address the question of what needs to happen to create healthy neighborhoods of choice in the designated Strategic Investment Areas, comprehensive investment strategies were developed by each Area's consortium of stakeholders.

They included community development corporations, residents, businesses, institutions, and community service organizations, pooling their resources to achieve a greater impact. The Far East and Lower East will use its proximity to the Central Business District and riverfront to support development of mixed income housing and expanded retail investment. They will also strengthen education offerings serving the area and address blighted and substandard housing. The plan serves as a blueprint for the work on the Far East and Lower East for the next three years and beyond, as the organizations take on key elements of the work plan and implement them in Far East and Lower East neighborhoods.



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DTE Energy Foundation
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NFL
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Community Foundation for Southeast Michigan
Fifth Third Bank
F.B. Heron Foundation
Surdna Foundation
Citizens Bank
The Home Depot Foundation
Wells Fargo Housing Foundation

* loan

that makes Neighborhoods NOW possible.

NEIGHBORHOODS NOW

Making healthy neighborhoods happen in Detroit!

Executive Summary

"We are going to rebuild our neighborhood on the eastside of Detroit. Our neighborhood is too important for us to let things keep going the way they are." Linda Smith, Executive Director, United Streets Networking and Planning: Building A Community (U-SNAP- BAC)

The Far East and Lower East sides are two distinctive geographic areas of unlimited potential that have been brought together as one Strategic Investment Area (SIA). Far East is bounded by I-94 on the North, Mack on the Southeast, Jefferson on the South, and St. Jean on the West. Lower East is bounded by Mack on the North, St. Jean on the East, Jefferson on the South, and Mt. Elliott on the West.

The Far East/Lower Eastside (FELE) neighborhoods are home to over 70,000 residents with over $1.2 billion of disposable income. Despite the spending potential of people in this community, it remains an underserved retail market for consumer goods and services.

Despite years of disinvestment throughout this 10 square mile community, many of its assets are seen as icons of stability. The beautiful historic homes in Indian Village, West Village, West English Village, and the Berry Subdivision have always been referenced with pride by Detroiters. Recent investments in the FELE community – ranging from Jefferson East Business Association's (JEBA) $2 million investment in commercial façade improvements to the $500 million mixed use Uniroyal development proposed by Detroiter and former NFL star Jerome Bettis – exemplify the value of this community's existing assets.

The core strength of this area has been the culmination of faith, vision, and commitment of residents and business owners who have worked to maintain the spirit and letter of community. Despite decades of wide spread disinvestment that came in the wake of an industrial exodus, these stakeholders stand ready to partner with prospective residential, commercial and technology based investors with a pioneering spirit for the 21st century.

Within the past two years, transformative physical developments have taken place in the near and lower eastside communities in the form of housing rehabilitation and new commercial and residential structures. Transformative social and economic development efforts have included providing assistance and support to existing and prospective small business owners. Such community development efforts have been the catalyst for stimulating over $200 million in investments.

FELE SIA stakeholders have designed a comprehensive investment plan to build on this momentum. The primary objective of the plan is to connect existing projects with proposed investments to improve the area's overall quality of life and transform it into a sustainable community of choice.

Five (5) priority areas provide the foundation for the plan include:

- Housing
- Retail Choices
- Safety and Security
- Workforce Development
- Youth, Families and Schools

Inherent to the success of the plan is the integration of individuals and organizations that possess expertise in the "soft skills," such as social and human services, with those possessing knowledge and skills essential to traditional "bricks and mortar development," such as planning, finance, architecture, and construction.

The plan includes opportunities for the community to build upon existing strengths while strategically addressing weaknesses. The foundation of this effort is the forging of new partnerships and collaborative initiatives with the shared mission of holistically improving the community.

Initiating/Lead Community Development Corporations

Jefferson East Business Association (JEBA)
Josh Elling

Messiah Housing Development Corporation
Frances Howze

U-SNAP-BAC
Linda Smith

Warren/Conner Development Coalition
Maggie DeSantis

Far East/Lower Eastside Planning Task Forces

HOUSING

Christ UMC Community Development
Freeman Johnson

Detroit Area Agency on Aging
Linda Gray, Chair
Earline Taylor Neal, Ret. Co-Chair
Angela Buchanan, Alternate

Creekside
Karen Brown

Eastside Detroit, LDHALP
Rev. Ann Johnson

Fellowship Non-Profit Housing
Jeffrey Jackson, Co-Chair

Field Street Community Association
Marvin Petty

Jefferson Avenue
Bill Swanson

Mack Alive
Tonya Mullen

Messiah Housing Development Corporation
Frances Howze

Morningside Community Association
Eric Dueweke

Nottingham Block Club
Floyd & Monica Mitchell

Nova Development
Drew Creamer

Open Hands Community Development
Rev. Presberry

Ridge Building Company
Gwen Lewis

St. John Homes II
Bennie Johnson

U-SNAP-BAC
Linda Smith, Co-Chair

RETAIL

Jefferson East Business Association
Chris Garland, Co-Chair
Robin Duncan, Alternate
Diana Stewart, Ret. Chair

LAND, Inc.
Rose Ourlain

The Villages CDC
Bill Swanson, Co-Chair

SAFETY & SECURITY

Northeast Guidance Center
Cheryl Coleman, Co-Chair
Johnnie Hill

Rebuilding Communities, Inc.
Sonya Grant Pierson

Wayne County/MSU Extension Svc.
Gary Bullock, Co-Chair

Weed & Seed
Kyle Smith

Competitive Advantages of Far East/Lower East (FELE) SIA

• Jefferson Village, a $116-million project of 300 single-family homes and a 15-acre shopping center near the Detroit River, includes restaurants, shopping, a post office and the largest Farmer Jack Supermarket in the State of Michigan. It is spawning additional commercial and housing investment.

• East Warren Business United/U-SNAP BAC was selected (2006) as one of three designated commercial corridors to receive $575,000 in support over five years by the City of Detroit's Office of Neighborhood Commercial Revitalization (ONCR). Jefferson East Business Association (JEBA) was the first eastside area business district to receive the grant award in 2003.

• Historic landmarks and institutions such as Belle Isle, Eastern Market and Pewabic Pottery serve as attractions for the area's visitors and residents

• Wayne County Community College (WC3) recently announced plans to serve as a site for a partnership with the Detroit Police Department to form a regional police academy. The Eastern Campus of WC3 provides a variety of highly regarded occupational and career programs, as well as traditional college and university transfer programs.

• The $10 billion DaimlerChrysler Jefferson North Assembly Plant, with its 2,800 employees and 2.7 million sq. ft. of manufacturing space, is the industrial hub of the eastside. The plant supports both a cadre of suppliers and numerous small and mid sized retail and commercial firms who prosper from the local market of high wage earners.

• The Community Foundation of Southeast Michigan recently received a $15 million Ford-Kellogg grant to create a 3-year initiative to leverage investment made along the riverfront, downtown and along the Woodward Corridor. The target area has approximately 2 square miles in common with FELE.

• The St. John Detroit Riverview Hospital, a 285-bed state-of-the-art community hospital, has a history of providing quality health care spanning more than 150 years.

• The City of Detroit's Next Detroit Neighborhood Initiative has targeted the East English Village neighborhood as one of six neighborhoods slated for significant investments and improved service delivery.

• Total purchasing power of area is estimated to be $182 million per year. Only 50% of which is currently spent within the target area.

• Former NFL star and Detroit native, Jerome Bettis and partner C.J. Betters have announced plans for a $500 million development on the former East Jefferson Avenue Uniroyal tire plant site. Plans call for a 300,000 sq. ft. residential, retail & commercial complex.

• The 80,000 sq. ft., five-phase Mack Alter Square retail center opened in the Spring of 2006. The development, an initiative of Warren Conner Development Coalition's Eastside Land, Inc., coalition's represents a $20 million investment in the community.

• The Conner Creek Greenway featuring landscaped shared use biking, walking and running paths is the first of the city's Greenway projects.

• The vast inventory of vacant and available land in the FELE area presents extensive opportunities for reinvestment.

• $50 million has been committed in the name of Ray and Joan Kroc for the development of a $100 million recreation and performing arts center.

• Founded in 1891, the historic Eastern Market, one of the oldest U.S. open air farmer's markets will undergo a $30 million renovation to include construction of a greenhouse, housing and a food education center.

• Proximity to downtown Detroit, the historic and stable communities of Indian Village, West Village, the Berry Subdivision, the high rise Towers on the river and Grosse Pointe make the FELE SIA a prime location for creative and innovative mixed-use development.

WORKFORCE DEVELOPMENT

Adult Well Being Services
Sara Gleicher

Goodwill Industries
Delois Caldwell, Co-Chair

Mariners Inn
David Sampson
Camille Price

Messiah Housing Development Corporation
Frances Howze, Co-Chair

Messiah Housing Corporation
Monique Pierre, Alternate

Michigan Neighborhood Partnership
Dennis Talbert, Co-Chair
Charlene T. Johnson, Ret. Chair

Partnership for Economic Independence Inc.
Faith Polk
Valerie Gordon

YOUTH, FAMILIES & SCHOOLS

College for Creative Studies
Mikel Bresee

Child Care Providers Together Union, AFSCME
Beverly Kindle-Walker
Russ Russell
John Hall

City Year Detroit
Penny Bailer, Executive Director
Sylvia Ridgway

Southeastern Village
Lynn Smith, Co-Chair
Orelia Brown

Think Detroit PAL
Dan Varner

United Way of SE Michigan
Dara Munson, Co-Chair
Rebecca Slay, Alternate

Warren Conner Development Coalition
Maggie DeSantis, Co-Chair

Youth Sports & Recreation Commission
Randy C. McNeil

Youth on the Edge
Nanci Gibson

Communities in Schools
Charles Anderson

Detroit/Wayne County 4C's
Peggy Graham, Alt.
Carole Quarterman, Co-Chair

Girl Scouts
Tina Gibbs
Stephanie Williams

Harding Friendship Block Club
Willie Mae Gaskin

Pewabic Pottery
Terese Ireland, Co-Chair
Gerri Kelly, Alternate

Salvation Army
Lt. Nathan Johnson
Joe Barger

Samaritan Center
Mark Owens

Detroit Parent Network
Sharlonda Buckman

Detroit Youth Foundation
Debra Taylor

More than 175 neighborhood residents, business owners, institutional leaders and youth came together over the past year to discuss and contribute to this quality of life plan for Detroit's Far Eastside/Lower Eastside.

Our Community

The far east/lower east has historically been divided into three distinct geographic parts. The "lower" eastside – an area of the community that is south of the Edsel Ford Freeway (I-94); the "near" eastside – an area that is closer to downtown; and the "far" eastside – an area farthest from downtown and closer to the city's eastern border.

Perhaps no other area within the city of Detroit reflects the impact of rapid industrial growth at the start of the 20th century and its slow but steady decline by mid-century than the far east/lower eastside.

The once bustling industrial complexes of Uniroyal Tire Company, Conner Creek Generating Station, Park Davis, The Budd Co., Packard and Lincoln Motor Works, are gone, leaving behind decaying shells of plants and neighborhoods that once provided gainful employment and significant tax revenues.

Production of the automobile in the early 1900s brought explosive growth to the City of Detroit. In 1914, Ford Motor Company's $5 per day wage movement attracted thousands of new workers, mostly immigrants from Europe and the American south, in search of employment and opportunity. The influx of these workers caused the city's population to grow exponentially from 285,704 in 1900 to more than 1.5 million by 1930. The need for housing to accommodate the new arrivals became critical.

African Americans, who were part of the great northern migration that began in 1915, were forced to reside in segregated areas of the city on the East side, known as Black Bottom and Paradise Valley. Paradise Valley became the center of African American business and social activity during the '30s, '40s and '50s. This was one of Detroit's most densely populated areas, with seven percent of the City's residents living in one percent of its total housing.

Today, the combined population of the far east/lower east Strategic











Investment Area totals 71,199, according to the most recent census data. Both neighboring eastside communities, mirroring the trend in the City of Detroit, have experienced a consistent decline in population during the last few years. The Far Eastside, with a population of 50,023, experienced a population loss of 7.95 percent between 1990 and 2000. The Lower Eastside, with 21,176 residents, experienced a loss of 13.25 percent during the same period.

There are significant differences between the Lower Eastside and Far Eastside when comparing owner occupied housing units household income and housing value.

The Far Eastside is wealthier, with more owner-occupied units and higher property values. Much of the Lower Eastside is poverty stricken, with the notable exceptions of Indian Village, an upper income historic enclave, and the luxury condos and apartments that line the riverfront. Although developers, both residential and commercial, are "rediscovering" the Eastside, there are many neighborhoods that have yet to experience the benefits of this new investment.













RECENT ASSET MAP

Legend -Physical Investment

A Messiah Housing
Total Units - 162
Number Complete - 162

B English Village
Marketrate Multi-Family
Planned Units - 105
Number Complete - 42
Number in Pipeline - 4

C East Village Homes
Total Units - 75
Number Complete - 8
Number in Pipeline - 67

D Greater Faith
Planned Units - 20
Number Complete - 3
Number in Pipeline - 2

E Pingree Park
Total Units - 50
Number Complete - 50

F Providence Place
Total Units - 50
Number Complete - 50

G St. John Homes
Total Units - 45
Number Complete - 45

H Open Hands
Total Units - 50
Number Complete - 50

I Brewer Park
Total Units - 150

J Fox Creek
Marketrate Single-Family
and Multi-Family
Total Units - 1000

K Morningside Commons
Total Units - 60
Number Complete - 50
Number in Pipeline - 10

Morningside Commons 2
Total Units - 67
Number Complete - 67

Habitat for Humanity
Total Units - 26
Number Complete - 13
Number in Pipeline - 13

L Creekside Homes
Total Units - 45
Number Complete - 45

Creekside West
Total Units - 10
Number in Pipeline - 10

M Jefferson Village
Marketrate Single-Family
Total Units - 410
Number Complete - 200
Number in Pipeline - 210



Legend

Housing Development
Retail Investment
Parks and Greenways
Community Assets
Schools
Library
Fire Station
Hospital

University of Michigan Detroit
Community Design Center Taubman
College of Architecture & Urban Planning

FAR EAST / LOWER EAST LISC SIA ASSET MAP
MARCH 2007
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N Marlborough Estates
Marketrate Single-Family
Total Units - 30
Number Complete - 30

P Kercheval Estates
Marketrate Single-Family
Total Units - 69
Number Complete - 39
Number in Pipeline - 30

Q Lester Morgan Estates
Marketrate Single-Family
Total Units - 18
Number Complete - 12
Number in Pipeline - 6





The Process

In August 2005, the Design Team was formed to create a common community revitalization strategy. It consisted of the four initiating community development corporations (CDCs) and a diverse group of community stakeholders.

High performing community development corporations in the geographic area defined as the Lower East/Far East Strategic Investment Area were identified: Jefferson East Business Association (JEBA), Messiah Housing Corporation, U-SNAP-BAC and the Warren Conner Development Coalition. These groups were selected by Detroit LISC as the "initiating CDC's" for the comprehensive strategic investment planning process. All have demonstrated capacity and track records of delivering projects and programs of significant impact. The geographic target areas represented by these four organizations were linked together and designated by LISC as the "Far East/Lower East Strategic Investment Area (FELE)," for the planning purpose of this initiative.

The initiating CDC's inventoried the sectors represented within their target areas. They conducted a gap analysis to determine unrepresented segments of the community and invited a diverse group of community stakeholders to join the design team.

In keeping with the emphasis placed upon an inclusive collaborative effort, it was stressed that an "empty seat" would always be available for additional collaborators as each quality of life element was addressed. From this process, a larger group of stakeholders was identified.

Taking an "asset based" approach to community development, the group identified recent investments in the target area, along with competitive advantages offered by the FELE SIA as a location to invest.

On May 22, 2006, over 175 residents, children, parents, grandparents, business owners, religious leaders, state and local government representatives, educators, social service providers, community development advocates, and activists gathered at the Butzel Family Recreation Center on Detroit's lower eastside. Responding to an invitation to be included in a planning process designed to ultimately improve the quality of life in their community, many entered the large assembly room curious, intrigued and in a few instances – quite honestly - skeptical.

They were asked to share and describe concerns about the neighborhood and what originally brought them there. They recalled fond memories of beautiful, clean, tree lined streets on blocks with families they knew well and with whom they shared values. They reminisced about sleeping in their homes at night without a need to lock doors. They remembered having ready access to essential goods and services - generally within walking distance of homes. A sense of camaraderie came from the knowledge that they were not alone in desiring positive change and believing it could occur in their respective neighborhoods and lifetimes.

Among the crowd of long committed and dedicated stakeholders are new faces who are responsible for an infusion of new energy and hope. The thought of planning and instituting an investment strategy designed to focus new development efforts around the existing strengths of their neighborhood was inspiring to them. Despite the historical focus on community's weaknesses, people are more aware of its strengths than ever.

This plan recognizes strengths as catalysts for continued growth and success. It highlights how much this area has to offer.

The Far East/Lower East Strategic Investment Plan reflects the collective wisdom, expertise, experience and collaborative planning of local residents, businesses, churches, CDC's engaged in bricks and mortar projects combined with the vast resources of human service agency providers. With a common vision of delivering comprehensive, impactful, visual change with the FELE SIA, the partnership is driven to re-create the community.









Strategic Visioning

The FELE area will be a diverse and thriving community of choice that fosters the economic, social, and recreational well being of seniors and children in a safe and attractive environment where families can live, learn, work, shop, and play.

This is a compilation of the vision of each of the individual sub committees.

Housing

The FELE area will offer a blight free neighborhood that includes good quality, diverse housing types for all segments of the area.

Retail

The FELE area will offer attractive, clean, safe and well-maintained commercial districts with diverse retail and service choices that meet the needs of the residents.











Safety & Security

The FELE area will be a community that is conducive to the economic, social and recreational well being of families and children by providing a safe and secure environment where residents can live, work and play.

Workforce Development

The FELE area will have an increase in the number of individuals who are self sufficient and are employed at a living wage and raise the employment rate to the national average. This will be accomplished by increasing the availability of training and education to meet the needs of residents, and by attracting, supporting, and retaining businesses.

Youth, Families and Schools

The FELE area will have programs that ensure its children and youth are prepared to succeed in school and in life. The community's adults will be prepared and supportive, to help all children and youth succeed in school and in life.

The map that follows, show the recent investment and projects of the initiating CDCs and other for profit and non profit developers in the FELE area.











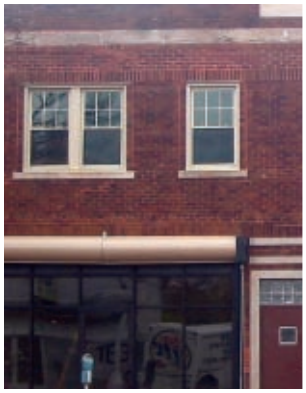
PROPOSED OPPORTUNITY AREAS MAP



FAR EAST / LOWER EAST LISC SIA INVESTMENT AREAS
MARCH 2007
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The Far East/Lower East (FELE) Strategic Investment Area (SIA) initiative is based on research data as well as input of community development corporations and institutions, local neighborhood and religious organizations, leaders and residents, resulting in a comprehensive, multi-level strategic plan for community revitalization devised by the FELE Design Team. This process is part of Detroit LISC effort to establish new and innovative ways of supporting community-based neighborhood revitilization that envisions new partnerships, new investment opportunities and new ways to leverage resources.

The Design Team reviewed research on median household income, households below poverty level, area education, median value of owner occupied housing, median cost as percentage of income and poverty status of seniors as well as issues of safety, security and transportation access.

Analysis of that data showed a high level of home ownership in the FELE SIA, with a majority of the residents paying 30 percent or less of their gross income for housing costs. The area is well served by east/west transit lines, connecting it to both the downtown and employment centers along Jefferson Avenue. There are also a number of north/south routes serving the areas. A recent study by the Brookings Institution suggests that the area has a significant amount of retail leakage, due to currently limited retail and service options. The Design Team selected two sub-areas: one on the Lower East side and one on the Far East side. These areas currently host a significant amount of residential and commercial development, with even more anticipated in coming years. They offer strategic advantages for investors, due to their proximity to the Central Business District, and substantial amounts of development activity currently underway.

The two areas designated as Primary Focus Areas include new developments that have already made a difference in both the appearance and quality of life of their neighborhoods. These projects, and others already initiated in each Primary Focus Area hold the promise of expanding into true catalysts for significant improvement.

The characteristics of these two areas that led the Design Team to designate them as three-year targets for bricks-and-mortar investment were:

- The presence of geographic sites, existing or planned projects that are significant for the planning goals identified by the issue-focused design subcommittees.
- Redevelopment targets that meet the indicators of healthy neighborhoods, providing assets upon which to build.
- Well-established, highly capable and well-coordinated leadership, with a track record of successful development.

The research further indicated a current lack of support for children during and after school leads to early dropout rates and a lack of employment skills. For this reason, the Design Team wished to emphasize the potential offered by the co-location of Samaritan's Family Life Center, Wayne County Community College, and the proposed Salvation Army Kroc Center. In the opinion of the Design Team, the area noted as "service hub" on the map, has the potential to become a wonderful centralized resource for employment, education, recreation, and youth enrichment on the Eastside.






Strategies & Projects: Housing

At a rate of 75 percent, residential parcels dominate land use in the FELE SIA. While there is a high level of home ownership concentrated along its borders, the availability of quality, affordable housing has been a long-term challenge for residents in the far east/lower eastside of Detroit. The steady decline in population over the past 40 years and disinvestment have resulted in the total number of housing units decreasing at a faster rate than the loss of population.

While over 124 new homes were constructed in 2004, and 571 were repaired, there were 184 demolitions. With 27 percent of persons in families with income below the poverty level, community stakeholders propose financial support, credit counseling and repair assistance to enable residents to stabilize existing neighborhoods.

Strategy

To preserve and maintain the existing housing stock and develop new and diverse units to sustain and increase home ownership.

Project I

Expand existing programs to assist low and moderate income homeowners improve and maintain their homes in the target areas. The program would be carried out in two target areas that have a) documented need, b) active development and diverse housing options.

Project Elements:

- Funding for actual repairs
- Funding for maintenance
- Financial literacy classes
- Home maintenance training and counseling
- Credit counseling services
- Social service support for seniors to help with decision-making about home repair needs and options
- Advocacy and education with City of Detroit to insure ongoing funding
- Lead abatement in target areas

Project II

Create a clearinghouse for housing information to assist homeowners, prospective homeowners, tenants and landlords.

Project Elements:

- Provide information and referral on available programs
- Provide a toolkit for landlords with substandard properties to provide info on available funding through MSHDA and City of Detroit for property upgrades

Project III

Continue to create new quality housing options targeting three distinct income levels.

Project Elements:

- Determine areas that need, and can best absorb, affordable, low-to-moderate, and market rate new housing stock
- Partner with other housing developers to develop the quality new housing targeting approx 60% of median income levels
- Build affordable or approximately 80 percent of median targeted quality housing stock
- Build Market Rate quality housing stock targeting the 100% of median incomes











Strategies & Projects: Retail Choices

Largely due to the decline in the area's population and existing land use configurations (only 3.5% of the FELE SIA is zoned commercial/retail), retail development has been largely confined to the Jefferson Avenue corridor, which captures both resident and commuter trade. As more residential development occurs in the neighborhoods away from the river, additional retail will be needed to service the new residents.

Ready access to an assortment of quality goods and services is a key barometer of the quality of life in a community, and the market for these goods and services is expanding within the Far East/Lower Eastside area. Retail opportunities exist along major corridors of Warren and Mack.

In the FELE SIA, it is estimated that the total annual purchasing power of residents for 15 categories of consumer spending including food, apparel, electronics, furniture and major appliances is $182 million. Because the area is underserved by retail establishments however, there is an estimated retail sales leakage of approximately 50 percent or $91 million. Given additional retail choices in the target area, a significant portion of this $91 million would remain in the area.

Community stakeholders recommend maximizing opportunities to address unmet retail needs of consumers through promotion and marketing campaigns of existing districts, research and data collection and development of a business attraction program.

Strategy

Identify and promote key retailer districts to attract new businesses and customers, and to strengthen existing businesses

Project I

Expand programs that increase the number and variety of retail stores and attracts new businesses in the targeted districts:

Project Elements

- Collect demographic data that presents the true economic characteristics of the districts
- Use data to create a professional, multifaceted marketing program that creates strong brand identities for the districts
- Use data to promote the FELE districts as clean and safe
- Use data to counteract negative perceptions of prospective retailers
- Provide support for local organizations to implement the marketing strategies

Project II

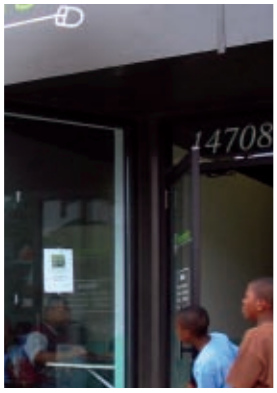
Promote existing business and teach them to thrive in the targeted districts:

Project Elements

- Collect demographic data that presents the true economic characteristics of the districts
- Use data to create a professional, multifaceted marketing program that creates strong brand identities for the districts
- Identify methods for retaining existing customers and attract new customers
- Provide support for local organizations to implement the marketing strategies











Strategies & Projects: Safety & Security

The FELE SIA has experienced a consistent decline in the number of serious crimes reported annually. Moreover, real and perceived threats to one's person and property is one of, if not the most significant quality of life factor impacting residential and commercial investment decisions, and the ability to attract and retain residents and business.

Seeking to develop a healthy and whole community, community stakeholders propose to address the issues of crime prevention, blighted properties and nuisance abatement targeting small areas and organizing the areas most vulnerable members of the community – youth and seniors.



Strategy

Reduce crime by targeting and eliminating blight and working with government officials on crime prevention.

Project I

Develop a community collaborative that fosters alliances to improve the cleanliness of the FELE area, thereby increasing the safety of the community.

Project Elements:

- Select small target areas within FELE using an asset-based and needs-based approach
- Gradually expand target areas each year
- Identify blighted residential and commercial properties
- Address nuisance abatement issues
- Organize youth and seniors to create intergenerational projects and activities that are service opportunities and leadership opportunities
- Identify evaluation strategies to measure outcomes



Project II

Work collaboratively with law enforcement to focus on prevention of crime

Project Elements:

- Jointly identify the conditions that present opportunities for criminal activity
- Jointly address these conditions
- Identify an evaluation strategy to measure outcomes











Strategies & Projects: Workforce Development

The dynamics of a growing global, advanced technology marketplace require that those who wish to compete be well prepared. The city of Detroit's past decades of industrial dominance created a highly skilled workforce, however, post secondary education was not a prerequisite. The result has been a workforce left vulnerable and significantly limited in their ability to transition acquired skills to the changes of the emerging high-technology based industries. Additionally, as the economy has transitioned from manufacturing to service, workers are often faced with having to accept significantly lower wages.

According to the most recent census data, one-half of the FELE SIA population, 20,069 residents ages 25 and older possessed less than a high school diploma. Access to appropriate educational and training resources supports are essential. The design team is determined to find new ways to link these residents with the excellent education and training programs available in FELE.

Community stakeholders propose, employee readiness training, a business attraction program and entrepreneurship training program to address the workforce development needs in the FELE SIA.

Strategy

Reduce high rates of unemployment through meaningful job readiness training, new business attraction and entrepreneurial enterprises.

Project I:

Coordinate and publicize programs to reduce unemployment in the FELE area

Project Elements:

- Collaborate and coordinate with the City of Detroit's One Stop Shop program through the Samaritan Center
- Create awareness campaign to inform residents and employers of FELE about services available to unemployed, dislocated workers, and disabled workers
- Incorporate life skills
- Incorporate employee readiness training
- Incorporate case management
- Incorporate vocational training and on-the-job training
- Incorporate substance abuse treatment
- Incorporate non-traditional employment training
- Coordinate all available transportation through Samaritan Center
- Incorporate training for residents in home repair and maintenance, working with the Housing Group

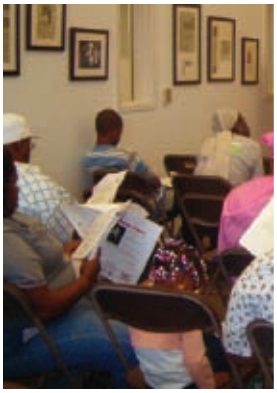
Project II:

Develop Business Attraction Program to recruit new employers for FELE area

Project Elements:

- Identification of high growth, high demand employment opportunities.
- Collaboration with Michigan Economic Development Corporation (MEDC), Detroit Planning and Development, Detroit Workforce Development, Detroit Regional Chamber, and Detroit Economic Growth Corporation to attract new businesses.











Strategies & Projects: Youth, Families & Schools

The future of the FELE SIA depends upon the people who inhabit it. Over one-third of the target area's population is under the age of 18. Providing youth in the community with the resources they need to grow into healthy, whole adults is critical to the sustainability of the area. Their educational attainment, ability to develop decision making and life skills to transition into adulthood require support from the adults in their families and the institutions within their communities.

The most recent census data states that 49 percent of the households in the FELE SIA are headed by single females. Recognizing the need to provide support to both youth and their families, community stakeholders propose developing a comprehensive array of programs and services that are easily accessible within the community. These support programs and services would be made available through the schools and community centers.



Strategy:

Support youth and families through parent education, after school support, youth and employment program, and school facility improvement.

Project I

A three phase "Hub and Spoke" model strategy that provides coordination, curriculum, advanced programs for older youth, information sharing, and transportation as the "HUB" by working through "Spokes" which are schools and/or community centers that provide complementary programs. Phase One is Butzel's Hub in the western section of FELE; Phase Two is Carsten's Hub in the eastern section of FELE; Phase Three is Samaritan Center/Kroc Center Hub.

Project Elements:

- Create after school programs through Hub and Spoke model
- Incorporation of year-round advanced neighborhood based arts and culture programming with the three Hubs; integration of basic arts and culture programs within surrounding spokes
- Education/Training for parents and primary caregivers regarding early childhood development and youth development, anger management, communication and brain/social development of children
- Utilize existing collaboration between service providers and target area schools to reach more families

Project II

Improve the physical appearance of targeted schools

Project Elements:

- Identification of schools that are part of Hub and Spoke Approach
- Use of service learning approaches to involve youth in projects to improve school appearance

Project III

Youth Employment Program

Project Elements:

- Incorporate into schools/centers involved in Hub and Spokes model
- Career Education
- Job Preparation
- Summer Jobs
- After School Job Placement for older youth
- On the Job Skills Training programs with local youth employers











WORK PLAN: HOUSING

STRATEGY	TIMEFRAME				PRIMARY LOCATION(S)	SPONSOR(S)
	2006	2007	2008	FUTURE		
PRESERVE AND MAINTAIN EXSISTING HOUSING STOCK WHILE SUSTAINING AND INCREASING HOME OWNERSHIP						
1. Expand existing programs to assist low and moderate income home owners improve and maintain their homes in the target area(s). The program would be carried out in two target areas that have a) documented need, and b) active development, diverse housing options.						
1.1 Funding for actual repairs	✓	✓	✓		PFA*	USB, FNPH, MA, CMHC
1.2 Funding for Maintenance	✓	✓	✓		PFA*	USB, FNPH, MA, CMHC
1.3 Financial Literacy	✓	✓	✓		Entire SIA	USB, FNPH, MA, CMHC
1.4 Home maintenance training/counseling	✓	✓	✓		Entire SIA	USB, FNPH, MA, CMHC
1.5 Credit Counseling	✓	✓	✓		Entire SIA	USB, FNPH, MA, CMHC
1.6 Social Service support for seniors to assist them with decision-making about home repair needs and options	✓	✓	✓		PFA*	MA, AWB
1.7 Advocacy and education with City of Detroit to assure ongoing funding	✓	✓	✓	✓	Entire SIA	USB, CMHC
1.8 Lead Abatement in targeted areas	✓	✓	✓		PFA*	USB, FNPH, MA, CMHC
2. Create a clearinghouse for housing information to assist homeowners, prospective homeowners, tenants and landlords						
2.1 Information on available programs		✓			PFA*	USB, DAAA, MA, CMHC, FNPH
2.2 Toolkit for landlords with substandard properties to provide info on available funding through MSHDA and City of Detroit for property upgrades	✓	✓	✓		PFA*	CMHC
3. Continue to create new quality housing stock options targeting three distinct income levels						
3.1 Determine areas that need, can best absorb affordable, low/mod, and market rate new housing stock.	✓	✓	✓	✓	PFA*	CMHC
3.2 Partner with other housing developers to develop the low/mod quality new housing targeting approximately 60% of median income levels.	✓	✓	✓	✓	PFA*	CMHC
3.3 Build affordable or approximately 80% of median targeted quality housing stock	✓	✓	✓	✓	PFA*	CMHC
3.4 Build market rate quality housing stock targeting the 100% of median income			✓	✓	PFA*	CMHC

***Primary Focus Area** *(See Map)*

Work Plan: Retail Choices

STRATEGY	TIMEFRAME				PRIMARY LOCATION(S)	SPONSOR(S)
	2006	2007	2008	FUTURE		
IDENTIFY AND PROMOTE KEY RETAILER DISTRICTS TO ATTRACT NEW BUSINESS AND CUSTOMERS, AND TO STRENGTHEN EXISTING BUSINESSES						
1. Expanding existing programs that increase the number and variety of retail stores and attracts new businesses in the target districts						
1.1 Collection of demographic data that presents the true economic characteristics of the districts	✓				RIA**	JEBA, LI
1.2 Use of data to create a professional, multifaceted marketing program that creates strong brand identities for the districts	✓	✓	✓		RIA**	JEBA, LI, USB
1.3 Use of data to promote the FELE districts as clean and safe	✓	✓	✓		RIA**	JEBA, RCI, W & SI, USB
1.4 Use of data to counteract negative perceptions of prospective retailers	✓	✓	✓		RIA**	JEBA, LI
1.5 Provide support for local organizations to implement the marketing strategies		✓	✓		RIA**	JEBA, LI
2. Promote existing business and teaches them to thrive in the targeted districts						
2.1 Collection of demographic data that presents the true economic characteristics of the districts	✓				RIA**	JEBA, LI
2.2 Use of data to create a professional, multifaceted marketing program that creates strong brand identities for the districts	✓				RIA**	JEBA, LI, USB
2.3 Identify methods for retaining existing customers and attract new customers	✓	✓	✓		RIA**	JEBA, LI, USB
2.4 Provide support for local organizations to implement the marketing strategies			✓		RIA**	JEBA, LI, USB

Work Plan: Safety & Security

STRATEGY	TIMEFRAME				PRIMARY LOCATION(S)	SPONSOR(S)
	2006	2007	2008	FUTURE		
REDUCE CRIME BY TARGETING AND ELIMINATING BLIGHT AND WORKING WITH GOVERNMENT OFFICIALS ON CRIME PREVENTION						
1. Develop a community collaborative that fosters alliance to improve the cleanliness of the FELE area, thereby increasing the safety of the community						
1.1 Selection of smaller target areas within FELE using an asset-based and needs-based approach	✓				PFA*	JEBA, RCI, W&S, SEV
1.2 Gradual expansion of target areas each year		✓	✓	✓	PFA*	JEBA, RCI, W&S, SEV
1.3 Identification of blighted residential and commercial properties	✓	✓	✓	✓	PFA*	JEBA, RCI, W&S, SEV
1.4 Addressing of nuisance abatement issues	✓	✓	✓	✓	PFA*	JEBA, RCI, W&S, SEV
1.5 Organize youth and seniors and create intergenerational projects and activities that are service opportunities and leadership opportunities	✓	✓	✓	✓	PFA*	GSMD, MSUE, PP, CSS, YOE, CYD, SEV
1.6 Identify evaluation strategies to measure outcomes	✓	✓	✓	✓	PFA*	JEBA, RCI, W&S, SEV
2. Work collaboratively with law enforcement to focus on prevention of crime.						
2.1 Jointly identifying the conditions that present opportunities for criminal activity	✓	✓	✓	✓	PFA*	MSUE
2.2 Jointly addressing these conditions	✓	✓	✓	✓	PFA*	MSUE
2.3 Identify evaluation strategy to measure outcomes	✓	✓	✓	✓	As applicable to strategy & target area	MSUE

Work Plan: Workforce Development

STRATEGY	TIMEFRAME				PRIMARY LOCATION(S)	SPONSOR(S)
	2006	2007	2008	FUTURE		
REDUCE HIGH RATES OF UNEMPLOYMENT THROUGH ENTREPRENEURIAL ENTERPRISES, NEW BUSINESS ATTRACTION, AND MEANINGFUL JOB READINESS.						
1. Coordinate and publicize programs to reduce unemployment in the FELE area						
1.1 Collaborate and coordinate with the City of Detroit's One Stop Shop program through the Samaritan Center	✓	✓	✓		Entire SIA	JEBA, LI, VILLAGES, CMHC, USANPBAC
1.2 An awareness campaign to inform residents and employers of FELE about services available to unemployed, dislocated workers, and disabled workers	✓	✓	✓		Entire SIA	JEBA, LI,
1.3 Incorporate life skills	✓	✓	✓		Entire SIA	DWDD, MW
1.4 Incorporate employee readiness training	✓	✓	✓		Entire SIA	JEBA
1.5 Incorporate case management	✓	✓	✓		Entire SIA	Task Force Chrs, GI, PEI, DLEG, MPRI, MRS
1.6 Incorporate vocational training and on-the-job training	✓	✓	✓		Entire SIA	Task Force Chrs, GI, PEI, DLEG, MPRI, MRS
1.7 Incorporate substance abuse treatment	✓	✓	✓		Entire SIA	NEGC
1.8 Incorporate non-traditional employment training	✓	✓	✓		Entire SIA	Task Force Chrs, GI, PEI, DLEG, MPRI, MRS
1.9 Coordination of all available transportation through Samaritan Center	✓	✓	✓		Entire SIA	MRS
1.10 Incorporate training for residents in home repair and maintenance, working with the Housing Group	✓				Entire SIA	MRS, GI
2. Develop Business Attraction Program to bring in new employers to FELE area						
2.1 Identification of high growth, high demand employment opportunities	✓	✓	✓		FELE Industrial Corridors & Parks	MEDC, GI
2.2 Collaboration with MEDC, Detroit Planning and Development, Detroit Workforce Development, Detroit Regional Chamber, and DEGC to attract new businesses	✓	✓	✓		Entire SIA	MEDC, GI

**Retail Investment Area *(See Map)*

WORK PLAN: YOUTH, FAMILIES & SCHOOLS

STRATEGY	TIMEFRAME				PRIMARY LOCATION(S)	SPONSOR(S)
	2006	2007	2008	FUTURE		
SUPPORT YOUTH & FAMILIES THROUGH ARENT EDUCATION, AFTER SCHOOL SUPPORT, YOUTH & EMPLOYMENT PROGRAM, & SCHOOL FACILITY IMPROVEMENT						
1. A three phase "Hub and Spoke" model strategy that provides coordination, curriculum, advanced programs for older youth, information sharing, and transportation as the "HUB" by working through "Spokes" which are schools and/or community centers that provide complementary programs. Phase One is Butzel's Hub in the western section of FELE; Phase Two is Carsten's Hub in the eastern section of FELE; Phase Three is Samaritan/Kroc's Hub						JEBA, RCI, W&S, GSMD
1.1 Create after school programs through Hub and Spoke model	✓	✓	✓		Butzel Center, Carstens School, Samaritan Center	YDC,SC, SA, SEV, CIS, GSMD
1.2 Incorporation of year-round advanced neighborhood based arts and culture programming with the three Hubs; integration of basic arts and culture programs within surrounding spokes	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	CCS, PP, GSMD, GIS, YDC, CCS
1.3 Education/Training for parents and primary caregivers at convenient times before, during and after school; regarding early childhood development and youth development, to offer assistance with anger management, communication and brain/social development of children	✓	✓	✓		Butzel Center, Carstens School, Samaritan Center	DPN,4Cs. WCCD-E, GSMD
1.4 Utilize existing collaboration between service providers and target area schools	✓	✓	✓		Southeastern Village, Carstens School	GSMD, PP, DW4C, SEV
2. Improve the physical appearance of targeted schools						
2.1 Identification of schools that are part of Hub and Spoke Approach	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	CIS, YDC
2.1 Use of service learning approaches to involve youth in projects to improve school appearance	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	CSS, PP, YOE, CYD
3. Youth Employment Program						
3.1 Incorporate into schools/centers involved in Hub and Spokes model	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	PEI, YDC, DW4C
3.2 Career Education	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	PEI, YDC, DW4C
3.3 Job Preparation	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	PEI, YDC, DW4C
3.4 Summer Jobs	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	PEI, YDC, DW4C
3.5 After School Job Placement for older youth	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	PEI, YDC, DW4C
3.6 On the Job Skills Training programs with local youth employers	✓	✓	✓		Butzel (1st), Carstens (2nd), Samaritan Center/ Kroc (3rd)	PEI, YDC, DW4C

Work Plan: Legend

Key to Organization Symbols

Adult Well Being	AWB
Church of the Messiah Housing Corporation	CMHC
City Year Detroit	CYD
College for Creative Studies	CCS
Communities In Schools	CIS
Detroit Area Agency on Aging	DAAA
Detroit Parent Network	DPN
Detroit/Wayne County Child Care Coordinating Coucil	DW4C
Detroit Workforce Development Department	DWDD
Fellowship Non Profit Housing	FNPH
Goodwill Industries	GI
Girl Scouts of Metro Detroit	GSMD
Jefferson East Business Association	JEBA
Land Inc.	LI
Mack Alive	MA
Michigan Department of Labor & Economic Growth	MDLEG
Michigan Ecnomic Development Corporation	MEDC
Michigan Rehabilitation Services	MRS
Michigan Works	MW
Messiah Housing Corporation	MHC
Northeast Guidance Center	NEGC
Pewabic Pottery	PP
Primary Focus Area	PFA
Retail Investment Areas	RIA
Salvation Army	SA
Samaritan Center	SC
Southeastern Village	SEV
Wayne County Community College Eastern Campus	WCCC
U SNAP BAC	USB
Warren/Conner Development Coalition	WCDC
Weed and Seed	W&S
Youth Development Commission	YDC
Villages CDC	VILL

Community Participants

Donnell & Peggy Jackson
James Allen
Sandra Fulgiam
Regina & Craig Kuper, Detroit Historic Neighborhood Coalition
J. Givens
Juanita Wells Williams, Cherbon GAU Coop REAL/SE CDC
Mildred Hamilton, REAL/SE CDC
Rose Lee
Phenice Curry, Church of the Messiah
Colin Hubbell, Hubbell Group
Rudy McCloud, Office of State Senator Hansen Clark
Maud Stuell, Church of the Messiah Housing Corporation
Linda JackBerry, Field Street Block Club
Sandra & Mose Primus, Jr.
Alecia Jenkins
Cora Manning
Emogee Beulah, Church of the Messiah
Cecilia Walker, Butzel Family Center
Laelee Hansen, Resident – U SNAP BAC
Murial L. Hanson, Resident – U SNAP BAC
Deborah Cooper, Creekside
Wilhelminia Cotton, Mafok
Joy Bass
Felicia Taylor
Joshua Walters
LaVerne Barham
Wesley Agnew
Lucille & James Fisher, St. Clair Community
Sandra Butler, Dickerson Block Club
Helen Gillespie, Dickerson Block Club
Anita Floyd, SE Village Parent Network
Esther Abrams, Seminole Block Club
Isaiah Landrum
William McFee
Hildred Ruffen, Church of the Messiah
Akhisheia Lewis, Lewis Group Daycare
Cornelia O. Ware, U SNAP BAC
Mattie Cavin, St. Clair Community
Bobbie Johnson, Dickerson Community Block Club
Marsha Marshall, Lenox Block Club
Rita C. Graves
Sarah & Fred Patterson
Helen Parkham, O,I,K
Patricia Lovett, SEV
Marja Winters, C of D Office of Neighborhood Revitalization
Vanessa Rech, English Village
Men Booker
Cynthia Willigrad
Susan Burton
Darnell Adams, Wayne County MSU
Pat Kernachan, Wayne County MSU Extension Service
Mary Ann Herold, Church of the Messiah
Berdie Bibbs, Seminole Block Club
Betty Sullivan, Sullivan's Child Care Home & Outreach Ministry
Cynthia Garrett, U SNAP BAC
Rose Lee
Jerrie Weems, SEV Parent Network
Denise Sinclair, CMHC
Demetrius Cooper, Creekside
Hildred Ruffin, Island View
Roxann Gain, Loving Favour
Gerri Kelley, Pewabic Pottery
Emma Sweet, New Bride Church
Katrina Dixon
Teri Moore
Matt Kuper
William Robinson
Earl Scott, Holcomb/Tascher Neighborhood Block Club
Earl Scott, NOW
Beverly Hamlar
Charles Anderson, Cities in Schools
Kenghia Billings,
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Keith Martin
Chris Rozelle, The Villages CDC
Sharon McGhee, Harding Friendship 57 Block Club
Mark Owens, Samaritan Center
Thomas J. Bolden, Help Save Our Youth
Jacqueline E. Williams, Girl Scouts of Metro Detroit
Evelyn Harsten
Elizabeth Freeman, Trinity Deliverance Church
Mary Nelson, Helen Street Block Club
Stephanie Jackson, Paulette Foster, JEBA
Darius Wray
Calvin Jackson, ECRC
J. Coleman
Willie Mae Gashi, Harding Friendship 57 Block Club
Phyllis Fairchild
R. Simmons
Brenda Howard, Wearable Praises
Alesheia Lewis, Lewis Group Day Care
Defrico Gibson, Jr., Messiah
Quiana Rowell
Tony Shipley, U SNAP BAC
Albert Adams, U SNAP BAC
Timothy Riclatt, The Villages CDC
Diedra D. Jones, D-Jones Taste of Flavor
Rev. Barry Randolph, Church of the Messiah
Patsy Womack, Jonnie Hill, Northeast Guidance Center
Mr. & Mrs. Floyd Mitchell, Nottingham Block Club
Kem Lawrence, MTC Church of the Messiah
Delrico Gibson, Church of the Messiah
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