CDAD

Neighborhood Revitalization
Strategic Framework
Process Guide

Spring 2012

Detroiter's Guide To Neighborhood-Based Revitalization

April 2012

Dear Reader,

Since the publication of CDAD's Neighborhood Revitalization Strategic Framework in February 2010, public perception around alternative land use in Detroit has shifted dramatically. In less than three years, the notion that Detroit cannot sustain its current land use pattern went from being a controversial and radical idea to a self-evident truth.

It has been inspiring to watch citizens initiate more and more conversations about Detroit's enormous land use potential and gratifying to think that CDAD's Strategic Framework has made some contribution to the dialogue. But our work is not over.

Neighborhood stakeholders remain at the forefront of Detroit's revitalization and often intrinsically sense what their community needs before others do. CDAD remains committed to supporting these communities and to creating ways of amplifying the latent expertise within them. CDAD believes that the next phase of work is to hone techniques for connecting this community expertise to other neighborhoods, city decision makers, and national experts.

It is with that in mind, that the CDAD Strategic Framework Committee is proud to present its CDAD Strategic Framework Process Guide. This guide, supplemented by other tools, is meant to assist any community conducting its own neighborhood planning process. Such plans will enable communities to articulate and ultimately implement future directions through practical projects and programs they deem most fitting for themselves.

This document, the result of over a year's worth of discussion, community meetings, and hard thinking could not have been accomplished without the tremendous work of all those who participated with the Strategic Framework Committee. The residents and other stakeholders who contributed to the work in our two pilot projects, the Lower Eastside Action Plan (LEAP) and Springwellls Village (Southwest Detroit), also deserve much of the credit for the guide. Special acknowledgement goes to Khalil Ligon and Michael Boettcher for serving as the project managers of those efforts.

Special thanks goes to Alan Levy of Goaltrac Consulting who provided guidance as CDAD published the original Neighborhood Revitalization Strategic Framework and then returned to serve as the lead consultant as we wrote this Process Guide. We would also like to thank Sarah Szurpicki and the rest of the staff of the New Solutions Group. Their tireless efforts helped refine and complete this work. Finally, The Strategic Framework Co-Chairs would like to thank the other CDAD board members for their stalwart support and unflinching advocacy.

Now that this version of the Process Guide is finished, CDAD hopes it will remain a living document - continuing to collect best practices around participatory neighborhood planning and spreading community expertise citywide.

Sincerely,

Kris Miranne
Sam Butler

Co-chairs, CDAD Strategic Framework Committee

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Introduction: The Need and Use for the Strategic Framework in Detroit Neighborhoods

Detroit's crisis of population loss and disinvestment is well known and has elicited responses on a variety of scales. Unfortunately, while this crisis has devastated Detroit neighborhoods, many of the potential responses fail to understand, acknowledge, and incorporate Detroit's greatest assets: Detroit's neighborhoods and their residents.

As the leading voice for Detroit's community development industry, Community Development Advocates of Detroit (CDAD) has been working at the heart of Detroit's communities and advocating for public policies that benefit and empower Detroit's neighborhoods. Over the past two years, CDAD has developed a robust process for putting residents at the center of planning efforts. **This process, called the Strategic Framework, trusts residents to make realistic, well-founded decisions when given solid data and the opportunity to meaningfully engage.** It allows communities to create a common vision, using a common lens, and to describe that vision with a common language. In turn, this vision can lead to readily implementable action plans for Detroit neighborhoods.

CDAD hopes to help implement the Strategic Framework process in communities throughout Detroit over the coming years to help neighbors take charge of their futures. The Strategic Framework has already been used in two Detroit neighborhoods: the Lower East Side (creating the Lower East Side Action Plan, or LEAP, in partnership with the eight local community development organizations) and in Springwells Village (in partnership with Urban Neighborhood Initiatives and the Southwest Detroit Development Collaborative). These pilots have allowed CDAD to refine the Strategic Framework using real-world input and impacts. Essentially, Strategic Framework has been shaped by real Detroiters living in neighborhoods where they want to be a part of positive change.

But why create a plan at all? A neighborhood plan created by residents and stakeholders can be valuable for a number of reasons:

- **Shared vision:** A community plan encourages partnerships and prevents wasted resources if everyone is working towards the same goals along the same timeline.
- **Credibility:** When neighborhood groups share a plan created by meaningful civic engagement, others (funders, the City, for example) take note.
- **Advocacy:** It's easier to take a stand for a neighborhood vision if it's a shared vision. Neighborhood stakeholders can identify and work to change the policies that would interfere with the accomplishment of their neighborhood plans—allowing that vision to be a strong basis for advocacy.
- **Motivation and Opportunity:** At the conclusion of the Strategic Framework process, the community has created a plan it can implement. That plan becomes a beacon for anyone who cares about the neighborhood to get involved and help move the plan forward.

While the Strategic Framework focuses residents on making land use decisions, it includes opportunities and flexibility for participants to consider other elements of community quality of life in the resulting plan. Issues like community policing, blight removal, and streetlights naturally arise—and CDAD believes that a vast range of interventions can and should be incorporated into the short- and long-term plans for the neighborhood.

The Strategic Framework works because it is:

- **Community-based** - local residents, business owners, neighborhood associations, community development organizations and other stakeholders use the tool to align land use with community needs.

- **Data driven** - neighborhood-based data provide an agreed-upon foundation for determining future priorities.

- **Results oriented** - local stakeholders implement neighborhood plans with measurable results.

- **Flexible** - priorities and plans are updated regularly as neighborhoods change.

The Strategic Framework is powerful because it draws on and builds the power of Detroit residents to shape their neighborhoods.

An Overview of the Strategic Framework Process

CDAD's Strategic Framework is a community-based process that recognizes the importance of neighborhood planning by allowing meaningful citizen input into a future vision for a neighborhood. 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 neighborhood-level plans that are practical and readily implementable. Along the way, they will have aligned land use with needs identified by the community. Neighborhood-based data will have provided an agreed-upon foundation for determining future needs that allow for flexibility as priorities and plans are updated regularly as neighborhoods change. In addition, neighborhood residents will have worked together and with other stakeholders to build a system of community engagement that will strengthen over time.

The process requires utilizing CDAD's typologies of land use to not only validate current conditions (i.e., residents confirm what the data says about their neighborhood with their actual experience of living there), but to determine future directions of neighborhoods or study areas outlined during the community planning process. CDAD's typologies refer to ten different land use categories including residential, commercial, greenscapes and industrial areas, and represent the many opportunities that exist in the city. Investment strategies can be developed that are associated with each typology that in turn, help communities direct neighborhoods from current conditions to future uses (see CDAD's publication, *Neighborhood Revitalization: Strategic Framework Neighborhood Typology*, for a detailed description of each typology). An introduction to the typologies and an understanding of the data used to create the various land use categories is essential before the process begins.

The questions the Strategic Framework are asking community stakeholders to consider include:
- What is the 10 year vision for your neighborhood?
- What are your short- and long-term priorities?
- How do partners identify resources needed to move neighborhoods from current conditions to desired future directions?
- How will we reevaluate progress and recalibrate goals for success?

Components of the Strategic Framework Process
When a neighborhood is utilizing the Strategic Framework process, two groups central to the process should be formed in the very beginning: 1) a Steering Committee comprised of Community Development Organizations (CDOs), their partners and representatives from the community and 2) a Community Stakeholder Team that includes residents and other engaged individuals. For the sake of consistency, members of the team need to commit to participate through the entire process and possibly beyond its completion. The Strategic Framework process is driven by community residents and other stakeholders, who determine much of the work and hence the outcomes focusing on sustainable community planning. The Steering Committee acts as advisor, facilitator and is ultimately responsible for the work plans that come from this process, including securing the resources necessary to implement what the community states are their priorities for intervention and investment.

The Strategic Framework consists of four phases:
DATA: Lays the groundwork for the Strategic Framework planning process.

DELIBERATE: Develops a common vision of the future based on a realistic expectation for change given current conditions.

DECIDE: Develops consensus around which areas should be the first priority for strategic interventions and investment.

DO: Transforms the priorities of investment and intervention determined by community stakeholders into a work plan of implementable actions.

How to Use this Process Guide

The Strategic Framework Process Guide that follows lays out the basic steps for completing the process. But any community interested in utilizing Strategic Framework should, as its first step, initiate a conversation with CDAD. CDAD can: help train facilitators, connect users with data sources, provide assistance with raising resources, and help customize a process that fits each neighborhood's specific needs.

The guide provides a detailed description of the community process that includes recommended steps for each phase, sample facilitator agendas for community meetings, and notes and work products that form the basis for each subsequent step. During 2010-2011, CDAD helped facilitate two pilot demonstrations of the Strategic Framework recommended process: the Lower Eastside Action Plan (LEAP) and Springwells Village. Valuable lessons learned during the pilots have been synthesized and can serve to guide other community-based groups undergoing the Strategic Framework process.

Each of the following chapters contains a process description of one of the four phases of the Strategic Framework process. Each chapter also includes additional materials related to that phase (for instance, the chapter on Phase 1 contains detailed information to help participants understand and use Data Driven Detroit's data maps). Finally, an agenda and/or facilitator notes for the community meeting(s) that are intrinsic to that phase are included as appendices.

As noted above, it is essential that neighborhood groups that are interested in bringing the Strategic Framework process to their neighborhood first reach out to CDAD for assistance tailoring a process that fits their community's needs and aspirations.

To begin the conversation, visit www.cdad-online.org.

Glossary

While CDAD urges facilitators to avoid jargon, there are a few terms essential to the Strategic Framework process that it may help to define upfront and for ongoing reference. You will find these terms throughout the Process Guide.

"Community Stakeholder Team" is the group of residents and other community stakeholders (representatives of organizations working in the neighborhood, for example) who volunteer to participate in the community meetings that are essential to the Strategic Framework process. It is ideal if outreach is performed such that every part of the study area is represented by residents on the Community Stakeholder Team.

"Current Conditions" refers to the condition of each block within the project area at the start of the Strategic Framework process. Data Driven Detroit will produce a map that uses a variety of data (including, for instance, housing values, vacancy rates, and housing density) to estimate the current condition and display it on a Current Conditions map, used during Phase 1. That map is then verified or corrected by the residents who live there. Current conditions are expressed as one of the CDAD typologies.

"Future Direction" is the goal or vision for each block after implementation of the Neighborhood Revitalization Plan. Like the Current condition, the future direction is expressed as one of CDAD's typologies.

- "Preliminary Future Directions Map" is the map created by the end of Phase 1, showing the Future Directions residents would like to see for the blocks within their study area.
- "Final Future Directions Map" is the map created at the end of Phase 2. The Preliminary Future Directions Map is revised to achieve consensus, to take into account existing neighborhood plans, and to reflect a realistic understanding of the resources required to achieve different levels of stabilization or change.

"Implementation Strategy Matrix" is a system for organizing the planned interventions needed to achieve the outcomes desired by residents as expressed by the Final Future Directions Map. Developed during Phase 3, the matrix categorizes different types of interventions and assists residents in prioritizing those interventions.

"Implementation Work Plan" refers to the ultimate outcome of the Strategic Framework process. The Implementation Work Plan integrates priorities for short and long-term intervention with the appropriate intervention strategies (both projects and programming) that include potential budgets, funding sources, and roles for community partners and residents in making the community's vision a reality.

"Neighborhood Revitalization Plan" is the final output of the four phases of Strategic Framework. It incorporates the Final Future Directions Map, short- and long-term intervention priorities, and broad-based investment strategies. The Neighborhood Revitalization Plan is the description of the shared vision for the neighborhood, accompanied by the work plan for achieving that vision.

The "Steering Committee" is responsible for guiding the Strategic Framework process. It should be made up of several representatives from the community, staff from the Community Development Organizations working in the area, staff from a GIS-mapping partner such as Data Driven Detroit (D3), other paid technical consultants as needed or desired, and a staff member or consultant from CDAD. The Steering Committee should be assembled as the very first step in the process.

"Typologies" refers to the classification system for land used by the Strategic Framework. CDAD's neighborhood typologies represent potential ways that Detroit can be developed in the future. The great value in typologies is that they imply a productive future direction for every block in Detroit. Multiple typologies can be stitched together to create a vision for a single neighborhood. Throughout the Strategic Framework process, participants utilize the typologies as a common language for expressing the hoped-for future direction of their blocks and neighborhoods.

"Work Plan Implementation Team" is a recommended outcome of Phase 4: a team of community stakeholders committed to meeting periodically after the completion of the Neighborhood Revitalization Plan to raise funding, community support, or other resources to ensure that the plan is being implemented.

DATA
Analyze Current Condition

1. Engage a Steering Committee
2. Define the study area
3. Map current conditions by working with data partners
4. Review Current Conditions Map
5. Draft strategic framework process schedule
6. Train meeting facilitators

7. Community Meeting #1: Current Conditions to Preliminary Future Directions

Community Stakeholder Team receives an overview of the process, and explanation of the data criteria used to create the Current Conditions map

Community Stakeholder Team revises map to reflect preliminary Future Directions

8. Revise Future Directions Map
9. Continue building the Community Stakeholder Team

DELIBERATE
Determine Future Direction

1. Steering Committee reviews Preliminary Future Directions Map from Meeting #1 and identifies key issues/areas of concern
2. Train meeting facilitators

3. Community Meeting #2: Budgeted Future Directions Map

Use budget exercise or other exercise option along with available data to further revise Future Directions Map. Map reflects 10-year time frame.

Steering Committee assesses if second Future Directions exercise is necessary

4. Prepare Final Future Directions Map

DECIDE
Agree on Strategic Priorities and Interventions

1. Review final Future Directions Map as determined by Community Stakeholder Team
2. Train meeting facilitators

3. Community Meeting # 3: Short-Term Priority Actions and Interventions

The Community Stakeholder Team determines priority areas for short-term actions (1 – 5 years)

Community Stakeholder Team maps short-term priority action areas linking intervention strategies to geographic areas while building consensus on both future directions and geographical priorities

DO
Develop Neighborhood Implementation Plan(s)

1. Steering Committee drafts implementation work plan(s)
2. Train meeting facilitators
3. Community Meeting #4: Short-Term Neighborhood Revitalization Work Plan

Community Stakeholder Team reviews and revises work plan, linking intervention to neighborhood geography using typologies and Future Directions Map

4. The Steering Committee and Community Stakeholder Team sign off

on the plan and intervention strategies that will lead to funding for short-term projects/programs deemed to have the most impact.

Final outcomes should include:
- Future Directions Map(s),
- Identified priority areas for investment
- Implementation work plan(s)
  - work plan
  - implementation
  - team in place

Phase 1: DATA
ANALYZE CURRENT CONDITIONS

The intent of this phase is to lay the groundwork for the Strategic Framework planning process.

Phase Overview: In this phase, the basic foundation for the process is established, including the creation of a Steering Committee and the selection of the project area. Maps are created to show the current conditions of every block within the study area. The Steering Committee recruits residents and other stakeholders to form the Community Stakeholder Team, which becomes the primary body attending the series of community meetings and shaping the outcome of the Strategic Framework process. At the first community meeting, the Community Stakeholder Team verifies the maps' accuracy, and then makes preliminary decisions about their chosen Future Direction for each block.

1. Engage a Steering Committee
The Steering Committee is responsible for the overall management and logistics of the Strategic Framework Process as well as technical support for the products created during the process. These products include the maps and final work plan. The Steering Committee is made up of Community Development Organizations (CDOs) working in the area and other community stakeholders in partnership with planning and technical experts. The community stakeholders provide local expertise and historical context while the technical experts offer planning expertise and a non-local viewpoint to the community. The Steering Committee should include at least one staff member from each partner CDO, a number of representatives from the community, staff from a GIS-mapping partner such as Data Driven Detroit (D3), other paid technical consultants as needed and a staff member or consultant from CDAD to help shepherd the Strategic Framework Process along.

- Managing the process, supporting the Steering Committee and engaging the public are all time-intensive activities. It is preferable that the CDO hire new staff or explicitly dedicate time for existing staff to oversee these activities.

- It is critical that from the beginning, all stakeholders use neutral, everyday language to explain and describe the Strategic Framework and the community process. Residents will readily grasp the typologies, data, the framework etc. if the message is consistent and direct. In addition, the community process leads to facilitated candid conversations among residents about very difficult topics while providing a safe table for discussion.

- From the beginning, providing the community with solid data allows the community to see and balance what is possible with what is realistic. At the same time, the sessions allow for discussions that combine long-term directions with short-term projects. This differentiates Strategic Framework from many planning efforts that are typically one or the other, not both.

Lessons Learned

Phase 1: DATA

ANALYZE CURRENT CONDITIONS

The intent of this phase is to lay the groundwork for the Strategic Framework planning process.

The LEAP Experience

Residents wanted an opportunity to contribute and participate in an authentic and meaningful way to the decisions being made about their neighborhoods. LEAP partners worked to create a structure that was transparent and inclusive in its decision-making and forthcoming with information and tools useful to residents and other community stakeholders. LEAP helped build its credibility among community stakeholders by:

- training residents to become researchers of their communities and contribute to collecting data and information from a technical and analytical perspective;
- recognizing and acknowledging the value of experiential expertise that residents bring to the community planning process;
- preparing residents to facilitate conversations with and educate their neighbors on planning-related concepts, including the CDAD Framework typological application;
- creating an advisory group to be engaged in an iterative process with the community, LEAP Steering Committee and each other.

LEAP began on the premise that significant influxes of new net population increases would not be realized in the near term, a factor that is atypical for community planning processes, which are often planned with the expectation of population growth. LEAP focused on a localized geographical area with a diverse range of land use types and densities, and allowed the application of more local knowledge and refined, block-level planning. This allowed the Steering Committee to facilitate candid conversations among residents about very difficult topics and created space for residents to advise on how those difficult issues should be communicated and addressed, In addition, LEAP had technical advisors and residents regularly deliberating together.

The Springwells Village Experience

Springwells Village did not engage a Steering Committee; rather, staff from Urban Neighborhood Initiatives (UNI), the primary community development organization working in this community, partnered with CDAD to serve in this capacity. UNI had recently conducted a comprehensive strategic plan for two of the Village's six neighborhoods. During that time, they built a collaborative comprised of community stakeholders, including residents. Staff felt that their prior experiences with neighborhood planning, and their ongoing engagement with residents, allowed them to act as the Steering Committee, especially in light of planned efforts for the other four neighborhoods and the expansion of residents serving on the collaborative.

Similar to LEAP, UNI and its collaborative partners began the process with an understanding that residents had a critical role to play in determining the future of their neighborhoods, not only what they should become, but the projects and programming that should be developed and implemented to realize short- and long-range plans. Community outreach was intense and consistent, a fact reflected in attendance of a core group of individuals at each of the meetings. Translators were at each meeting as well to enable the full participation of Spanish-speaking residents.

Phase 1: DATA

ANALYZE CURRENT CONDITIONS

The intent of this phase is to lay the groundwork for the Strategic Framework planning process.

2. Define the Study Area

The Steering Committee will determine the geographic area to be studied and planned during the process. Once the area is defined, the Steering Committee should pick an appropriate community name that will be readily identifiable to resident stakeholders.

- In some neighborhoods, the boundaries of the study area may be defined by long-standing convention before the Steering Committee is even formed. Alternatively or additionally, the study area may have been defined by prior conversation between CDOs, government, and/or foundations as part of a funding or selection process.

- Residents may expect the study area to encompass an area larger than the Steering Committee recommends. The Steering Committee should be prepared to explain why particular boundaries are chosen. As the process gains momentum, there may be a desire to expand the boundaries and it is best to relegate expansions to an additional phase in order to keep the process moving forward. Revising boundaries during the process takes additional time, resources and may result in uneven attention throughout the study area.

- There may be reason to plan a larger region encompassing several CDOs and/or neighborhood associations. A larger region, however, will likely require the development of subareas to ensure that each neighborhood is properly evaluated by people who know that area well. Larger areas also require additional management to ensure that all relevant organizations are involved and working in concert with other partnering organizations. At the same time, planning for a larger area, with smaller areas denoted, ensures that smaller neighborhoods are not planning in a vacuum.

- The Steering Committee, CDAD and D3 should agree upfront on how many maps will be produced for the first community meeting.

Lessons Learned

The LEAP Experience

The LEAP target area was loosely defined in part according to the City of Detroit's boundaries for "Cluster 3," focusing largely on areas served by the community partner organizations. The initial project area was expanded to the north once the process had begun. It was estimated that the LEAP area had the highest concentrations of aggregated vacant land in the city. The entire target area was divided into five "Engagement Zones" for which the LEAP Community Partners each assumed outreach-related duties.

The Springwells Village Experience

For the past few years, Springwells Village had been working with six defined neighborhoods that were recognized by residents who accepted not only the boundaries but the names assigned to each. During the pilot project, however, data showed that one neighborhood contained two distinct zones containing different typologies. The community decided that these zones were different enough that the neighborhood should be divided into two smaller neighborhoods to better represent the populations living there and the current conditions of each area. This shows the real-life insight that data application can help residents and community stakeholders achieve about their neighborhood.

**Phase 1:
DATA**

**ANALYZE
CURRENT
CONDITIONS**

The intent of this
phase is to lay the
groundwork for the
Strategic Framework
planning process.

3. Map Current Conditions by Working with Data Partners

Once the study area is defined, D3 will provide a Current Conditions Map detailing the typologies represented throughout the study area, based on the most current data available. Note: there should be at least one large map of the entire study area, but the Steering Committee may also want to request smaller maps defining neighborhoods or other smaller communities within the study area.

4. Review Current Conditions Map

The Steering Committee should review the initial Current Conditions Map to check whether the data sets and analysis accurately reflect the conditions in the neighborhood. Significant anomalies, obvious errors and major omissions should be corrected before taking the Current Conditions Map(s) to the first community meeting. D3 will make corrections to produce the actual map to be presented to residents and other stakeholders attending the first community meeting.

5. Draft Process Schedule

Once the map(s) are complete for the study area, the Steering Committee should develop a schedule that includes the dates and times for the four to six community meetings as well as due dates for the Steering Committee members to deliver products. The process as described in this guide is intended to take 4-6 months to complete.

**Lessons
Learned**

- Outlining the schedule at the beginning of the process provides realistic expectations for potential members of the Community Stakeholder Team, promotes comprehensive understanding of the process goals, and allows participants to plan ahead for consistent participation. Meetings should be held in the evening or on weekends in order to give community members the opportunity to attend. Meetings are best scheduled for the same day and time of the month so that people can plan accordingly. A schedule of regular meetings gives the process a sense of momentum and stability.

- Be realistic about the amount of time and resources it takes to prepare for each step. Remember that D3 needs adequate time to prepare maps, conduct data analysis and revise the maps based on community input, etc. Typically, meetings are monthly, but there is no guarantee that this will be sufficient time to prepare technical products. It is advisable that both CDAD and D3 are consulted when creating the process schedule.

- The Steering Committee may want to consider opportunities to provide D3 with additional data that reflects local knowledge.

6. Train Meeting Facilitators

Meeting facilitators should be trained prior to each community meeting so they have a complete understanding of the exercise to be conducted, as well as how it fits into the larger process. It is helpful if the facilitators are the same for each community meeting so they know the history of each step in the process.

Initial Work Products (Prior to Community Meeting #1)
- Current Conditions Map(s)
- Preliminary roster of the Community Stakeholder Team
- Community process schedule
- Meeting #1 Facilitator Guidelines

7. Conduct Community Meeting #1:
Introduction and Preliminary Future Directions

Community meetings throughout the Strategic Framework Process should begin with a brief education piece that includes a description of CDAD's typologies and end with a feedback exercise. During the first community meeting, the CDO partner (or partners) should introduce the community to the overall process and goals. The CDO partners will also explain the role of the Community Stakeholder Team, describe the timeframe, and request that attendees think about volunteering for the Community Stakeholder Team. Note: prior to the meeting, the Steering Committee should have already identified some key participants who can help recruit other residents to the team.

CDAD partners or trained representatives will introduce the typologies, using a PowerPoint presentation and printed materials to explain the concept. CDAD will have the base PowerPoint presentation readily available; D3 will briefly explain how data were used to build the typologies. Attendees will then be able to examine the Current Conditions Map as prepared by D3. There should be an opportunity for participants to recommend changes if needed. These changes are likely to be minor, as the map will have already been vetted by the Steering Committee, which includes residents from representative areas. Even so, the opportunity for residents to modify or react to the Current Conditions Map is essential to the validity of the remainder of the process. The Steering Committee will next discuss what the Current Conditions Map implies about the suitability and feasibility of Future Directions for blocks within the study area. In some cases, an area's current condition may be aligned with more than one possible future direction and all possibilities should be indicated on the map.

For the first exercise, residents should work in small groups (no more than 10 people at each table) to review the maps. Questions to be addressed include:

- Are there current conditions that seem incorrect based on local knowledge of the area?
- Based on the current conditions, which Future Directions make sense for various areas on your neighborhood?

Phase 1:
DATA

ANALYZE CURRENT CONDITIONS

The intent of this phase is to lay the groundwork for the Strategic Framework planning process.

Phase 1: DATA
ANALYZE CURRENT CONDITIONS

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The LEAP Experience

With the assistance of students from the University of Michigan's Metro Design Studio, LEAP created "typology stations" which showed visual examples of each CDAD typology and results for the directed research and design studio. These stations, set up at community meetings, gave residents an opportunity to learn more about the different land use types, ask questions of technical advisors and get a greater understanding of which typologies made sense in their neighborhoods.

Lessons Learned

- Success depends on substantial outreach. The residents and other stakeholders who attend in the beginning form a core of knowledge and understanding and may be the best source of volunteers who will continue as part of the Community Stakeholder Team for the rest of the process.

- It is critical to reach out to residents in every part of the study area. Residents are typically hesitant to talk about or make decisions about areas they do not know or that are not represented in the conversation.

- The Steering Committee should decide beforehand whether breakout groups will work on the entire study area or on smaller subsections of the study area.

- Maps must be easily readable by participants. Each map must be large enough to be shared by a small group; 4 ft. x 5 ft. is typically a good size. In addition to having streets noted, orienting landmarks such as highways, schools (both open and closed), parks, government buildings and major commercial buildings should be identified.

- Community Stakeholder Team members should be encouraged to write on the maps, but there should be a single designated map reflecting the table's choices. Someone should be a note taker as well. Having a pad for miscellaneous "parking lot" issues to be addressed later is also encouraged.

- If possible, computers with Internet access should be available during the meeting. Throughout the entire Strategic Framework Process, meeting attendees may want to look at aerial photos of the study area and possibly 1st-person photos such as Google Street View. If laptops are not available, aerial photos of the study area can be printed prior to the meeting.

- At a minimum, it is important for the Steering Committee to provide light refreshments at the meetings. An entire meal is not generally expected but finger foods and soft drinks are necessary and welcoming.

- To help build strong relationships and transparency among the Steering Committee, Community Stakeholder Team, and any other participants, it is a good practice to share contact information with each other, and to designate certain members of each team to take questions from the other teams.

8. Revise Future Directions Map

D3 will collect the maps at the end of the first meeting in order to revise and reprint for the next meeting. The Steering Committee will meet to provide input for the next mapping iteration, as they will have notes, etc. from the meeting to supplement the actual edited/marked maps. The revised maps should be available for the next meeting.

9. Continue Building the Community Stakeholder Team

After the initial meeting, the Steering Committee should finalize the team of volunteers willing to participate throughout the process. These individuals will form the nucleus of the Community Stakeholder Team with the understanding that other individuals can join as the process moves forward. The intent is to gain as much representation as possible throughout the entire study area, which will most likely be comprised of more than one neighborhood. These individuals also need to be an active conduit of information to and from the neighborhood.

In addition to outlining the composition and role of the Community Stakeholder Team, the role and the relationship of the Steering Committee to the Community Stakeholder Team must be explained, especially the process for resolving disagreements. Recommendations for building consensus between the two bodies are noted below:

- The Steering Committee should develop a process for deciding difficult issues such as when the Community Stakeholder Team and the Steering Committee have differing views on the best solution. The Strategic Framework Process is designed to be community-driven so one solution may be to agree that the Community Stakeholder Team has final decision-making power based on majority-vote consensus. This solution, however, may raise concerns that about self-interested or unrealistic decisions coming to dominate the process.

- Another option is to give the Steering Committee final decision-making power but have the majority of the members of the Steering Committee come from the Community Stakeholder Team. Whatever the choice, the organizational structure for decision-making must be decided and agreed upon by all stakeholders early in the process.

Final Work Products

- Map outlining Preliminary Future Directions (additional work is undertaken in the remaining phases to prioritize and create consensus around the Future Directions). This map is now the basis for ongoing work.

**Phase 1:
DATA**
ANALYZE CURRENT CONDITIONS

The intent of this phase is to lay the groundwork for the Strategic Framework planning process.

Lessons Learned

**Phase 1:
DATA**

**APPENDIX A:
ROLES,
COMPOSITION
AND DUTIES**

Phase 1: DATA
Roles, Composition and Duties

	STEERING COMMITTEE	COMMUNITY STAKEHOLDER TEAM
ROLES	Manage Strategic Framework Process	Provide a broad range of local knowledge and input to process
COMPOSITION	CDO Board Chairs or designees CDO staff Neighborhood association board chairs or designees Block club leaders CDAD technical support staff D3 technical support staff City representation Foundation and Intermediary representation Other technical support as needed	Residents Business owners Commercial property owners Residential property owners Representatives from interested institutions: faith-based, social service agencies, other nonprofits, local, state and county government, etc.
DUTIES	1. Manage Process 2. Ensure a broad representation of community interests 3. Provide a balance between technical and local viewpoints 4. Decide study area size and process timeline 5. Revise and prepare materials in between meetings 6. Prepare final work plan and supporting documentation	1. Commit to being engaged during the entire process 2. Attend meetings 3. Serve as a conduit for information to and from the rest of the community. 4. Volunteer for activities outside the meetings—surveying, communication information in outside meetings, advocacy, etc.

Study Area Considerations:

QUESTIONS	YES/NO	FOLLOWUP ACTION/QUESTION(S)
1. Do the study area boundaries respect neighborhood boundaries?	Yes	Do you need to include part of adjacent neighborhoods? How do you take into account what may be occurring on borders between neighborhoods?
	No	Why is part of a neighborhood excluded?
2. Are boundaries created by highways, major streets, railroad tracks, creeks, rivers, parks, or large industrial areas?	Yes	Balance these natural and man-made boundaries with neighborhood boundaries (see question 1).
	No	These affect how people walk, drive, live and work in the study area. While they may not form the study area boundary, how do they affect what occurs inside neighborhoods?
3. Do the boundaries follow U.S. Census block/group/tract boundaries?	Yes	Balance the census boundaries with the items in questions 1 and 2.
	No	If you plan to use data from the U.S .census, splitting the study area across a block group or census tract will complicate the data analysis. D3 will be able to provide advice and information.
4. How many city council districts are included (when applicable)?	1	Make sure the council person is invited to be part of the process and will advocate for its results.
	More than 1	Multiple council people represented can create more political power to advocate for the process and its results. However, council representatives may have different interests.

**Phase 1:
DATA
APPENDIX A:
ROLES,
COMPOSITION
AND DUTIES**

CDO Involvement:

QUESTIONS	YES/NO	FOLLOWUP ACTION/QUESTION(S)
1. Are multiple CDOs involved?	Yes	Discuss whether having sub-areas within the study area based on CDO service areas makes sense. See Question 6.
	No	Does the CDO have the capacity to implement all the strategies that will be employed in the study area? See Question 6.
2. Should the entire service area of the CDO or CDOs be included?	Yes	No further action necessary.
	No	Note that Community Stakeholder Team members may push back on areas not included. Be prepared at the outset to say why those areas were not included.

Resources – The more resources, the larger the study area can be.

QUESTIONS	YES/NO	FOLLOWUP ACTION/QUESTION(S)
How much funding is available?	Less than $10,000	The study area should be limited to a small area, perhaps a single neighborhood or CDO service area of about 100 city blocks.
	Between $10,000 and $50,000	The study area can be expanded to encompass several neighborhoods/CDO service areas of about 100 to 500 blocks. The larger the area, the more expensive the process due to mapping, meeting expenses, additional staff time of CDOs, etc.
	More than $50,000	The study area can encompass several neighborhoods/CDO service areas of more than 500 blocks.
How much staff time is available?	Portion of existing staff time	The study area should be a portion of or, at the most, the entire service area of the CDO.
	Dedicated project member	The study area could be multiple neighborhoods and/or CDO service areas.

Previous Plans

QUESTIONS	YES/NO	FOLLOWUP ACTION/QUESTION(S)
If areas have been recently planned, will they be included?	Yes	How will you present the planned area(s) to the Community Stakeholder Team? What additional information do you want to get about the planned area(s)? How will you deal with a proposal from participants during the process for something different from the plan?
	No	Be prepared to tell participants why you decided not to include the planned area (did not want to repeat previous work, etc.). Also, think about how the planned areas could affect the study area and be prepared to share that information.

Phase 1: DATA
Composition and Explanation of Data Sets

Data Driven Detroit (D3) was CDAD's technical partner during the development of the Strategic Framework process and was instrumental in developing the ten typologies. D3's goals were to utilize neighborhood indicators to illustrate existing conditions and create tools to assist neighborhoods to better understand and access data relevant to their decision-making processes. Data was presented to the community as a tool to inform as opposed to direct, neighborhood-based decisions. D3 presented the data as a tool to inform (not direct) community-based decisions. D3 provided technical assistance to both CDAD and the community stakeholders in the Springwells Village and LEAP areas.

Residential Analysis: Traditional Residential Sector, Spacious Residential Transition Zone, Urban Homestead
The most robust data available in Detroit relate to population, housing and residential land use. D3's analysis and presentations centered primarily on conditions within residential areas. Map 1 shows their analysis of current conditions for residential areas across the city. The map is color-coded based upon a combination of several key neighborhood indicators. Broadly speaking, the dark brown represents areas that are the most active residential areas and as the color spectrum moves toward dark green, the areas tend to have fewer housing structures or more abandonment. Note: the two pilot project areas are outlined as well.

Map 1
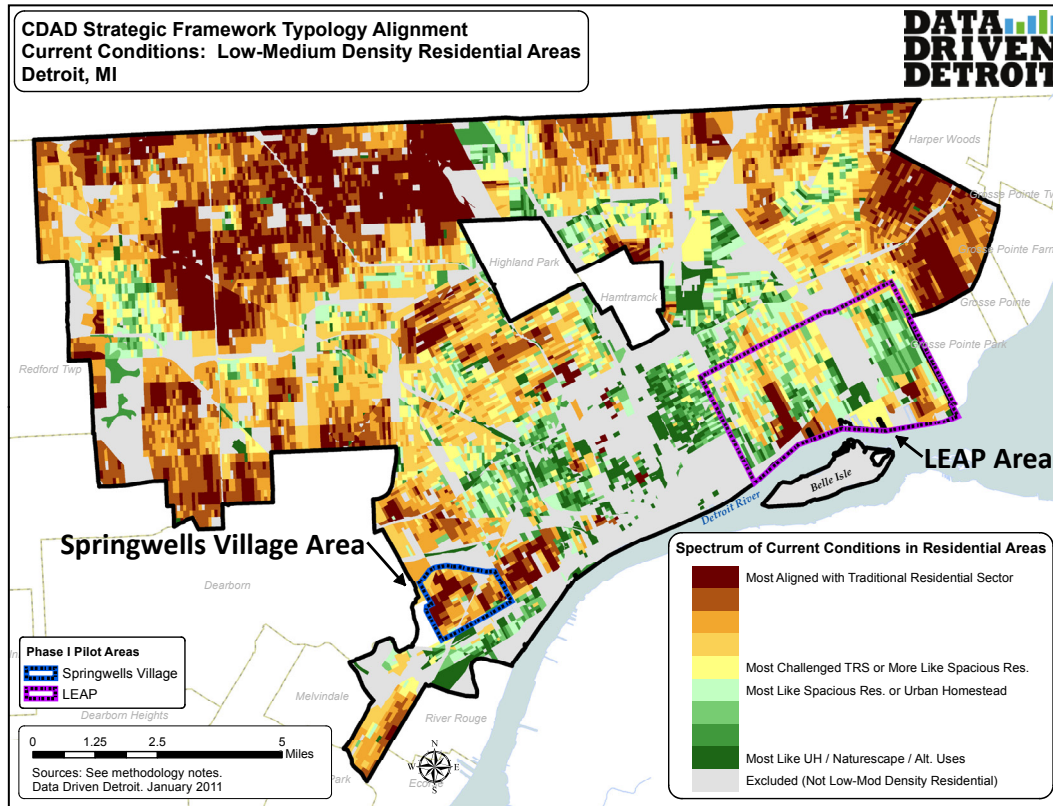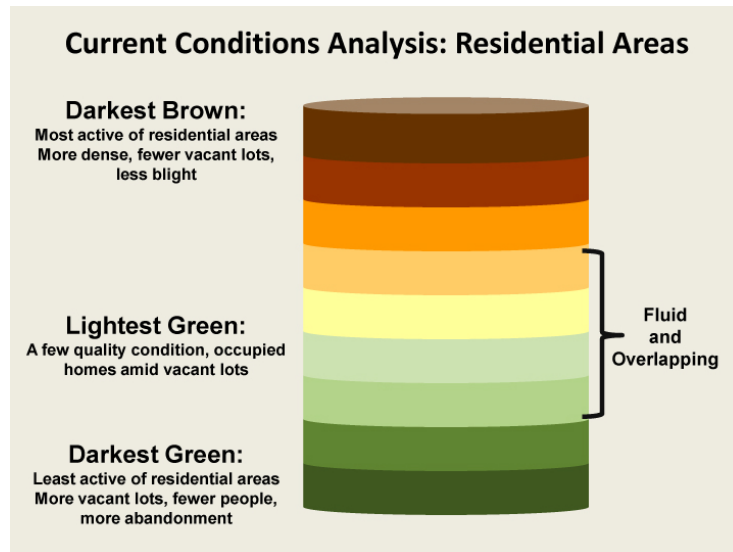Current Condition: Low-Medium Density Residential

CDAD Strategic Framework Typology Alignment
Current Conditions: Low-Medium Density Residential Areas
Detroit, MI

DATA DRIVEN DETROIT

LEAP Area

Springwells Village Area

Spectrum of Current Conditions in Residential Areas
- Most Aligned with Traditional Residential Sector
- Most Challenged TRS or More Like Spacious Res.
- Most Like Spacious Res. or Urban Homestead
- Most Like UH / Naturescape / Alt. Uses
- Excluded (Not Low-Mod Density Residential)

Phase I Pilot Areas
- Springwells Village
- LEAP

0   1.25   2.5   5 Miles

Sources: See methodology notes.
Data Driven Detroit. January 2011

Figure 1
Low-Medium Density Residential Analysis Spectrum

Current Conditions Analysis: Residential Areas

Darkest Brown:
Most active of residential areas
More dense, fewer vacant lots,
less blight

Lightest Green:
A few quality condition, occupied
homes amid vacant lots

Darkest Green:
Least active of residential areas
More vacant lots, fewer people,
more abandonment

Fluid
and
Overlapping

**Phase 1:
DATA**

APPENDIX B:

**COMPOSITION
AND
EXPLANATION
OF DATA SETS**

There are two color spectrums represented in Map 1: the Brown to Yellow represents the evaluation of attributes related to Traditional Residential Sector. The Light Green to Dark Green represents the evaluation of areas that are primarily residential, but with few to no housing structures.

The darkest brown areas have current characteristics that are most aligned with CDAD's Traditional Residential Sector (TRS) typology. Generally, the darker brown areas reflect residential areas that are more active, have higher population density, fewer vacant lots, fewer properties owned by banks, investors or the city, and less population decline.

Orange areas have characteristics aligned with TRS, but tend to have more challenges to the stability of the neighborhood such as higher rates of housing vacancy, bank ownership or population decline. These areas are stable neighborhoods, but require more intervention than brown areas to retain that stability.

As brown fades to yellow, the areas see greater challenges to neighborhood stability as TRS areas. Generally a yellow area has less housing structure density than a brown area (or more vacant lots).
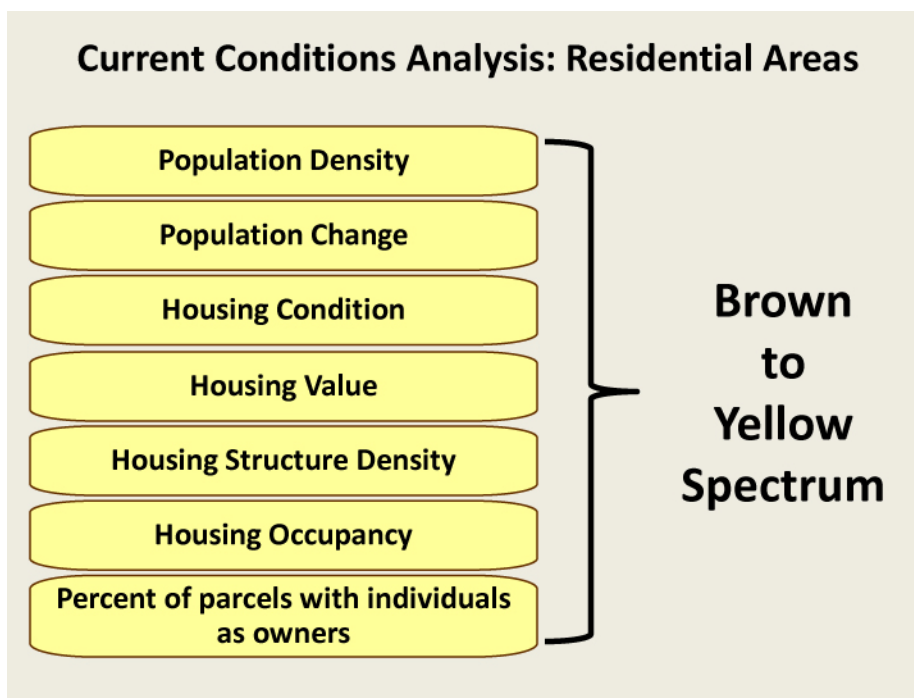
One of the goals of this analysis is to demonstrate the relative activity of neighborhoods, regardless of different attributes found in Detroit's unique neighborhoods. For example, when examining CDAD's two pilot areas, Springwells Village may have lower housing values than Indian Village, but Springwells has higher population density and less population loss. On the citywide map, both of these areas are dark brown, despite their differences in character. In other words, both areas have attributes that make them active and aligned with TRS characteristics, but for different reasons.

D3 created a two-tiered analysis to better identify areas at the low end of the residential analysis that still have good quality homes and home occupancy rates, albeit in less dense areas. The light green areas have similar characteristics to the yellow areas. These are still primarily residential areas, but with higher percentages of vacant lots or low housing occupancy rates compared to brown areas. Compared to dark green areas, the light green areas have some good quality housing stock, but this stock is intermixed with vacant lots. The darkest green areas are generally residential, but are the least active, with less density, more abandonment, and generally the highest concentrations of vacant lots (Figure 1).

D3 also created a composite score from the following neighborhood indicators to illustrate how closely aligned residential areas are with the characteristics of Traditional Residential Sectors (Figure 2):

1. Population density,

2. Rate of population loss or gain,

3. Housing condition ratings,

4. Estimated housing values,

5. Density of housing structures (or the opposite of residential vacant lots),

6. Housing occupancy rates, and

7. Parcel ownership type. Specifically, D3 included whether or not residential parcels are owned by a non-investor individual as opposed to a bank, investor or public entity.

Figure 2
Neighborhood Indicators for Brown to Yellow Spectrum

Current Conditions Analysis: Residential Areas

- Population Density
- Population Change
- Housing Condition
- Housing Value
- Housing Structure Density
- Housing Occupancy
- Percent of parcels with individuals as owners

Brown to Yellow Spectrum

D3 next created a light green to dark green spectrum to better understand which areas might be most like spacious residential areas, urban homesteads, or residential areas that may be considered for repurposing. This spectrum thus re-evaluates least dense "residential" areas to distinguish between areas with low density, but occupied, quality condition homes and areas with almost all vacant lots or abandonment. The green spectrum (Figure 3) evaluates the blocks with the lowest composite scores in the brown to yellow spectrum for the following characteristics:

1. The number of occupied homes (with a minimum number required),

2. The number of homes in good or fair condition,

3. The percent of parcels with individual, non-investor owners, and

4. The density of housing structures (as opposed to concentration of vacant lots).

Figure 3
Neighborhood Indicators for Light to Dark Green Spectrum

Current Conditions Analysis: Residential Areas

Number of Occupied Homes

Number of Homes in Good or Fair Condition

Percent of parcels with individuals as owners

Housing Structure Density

Light to Dark Green Spectrum
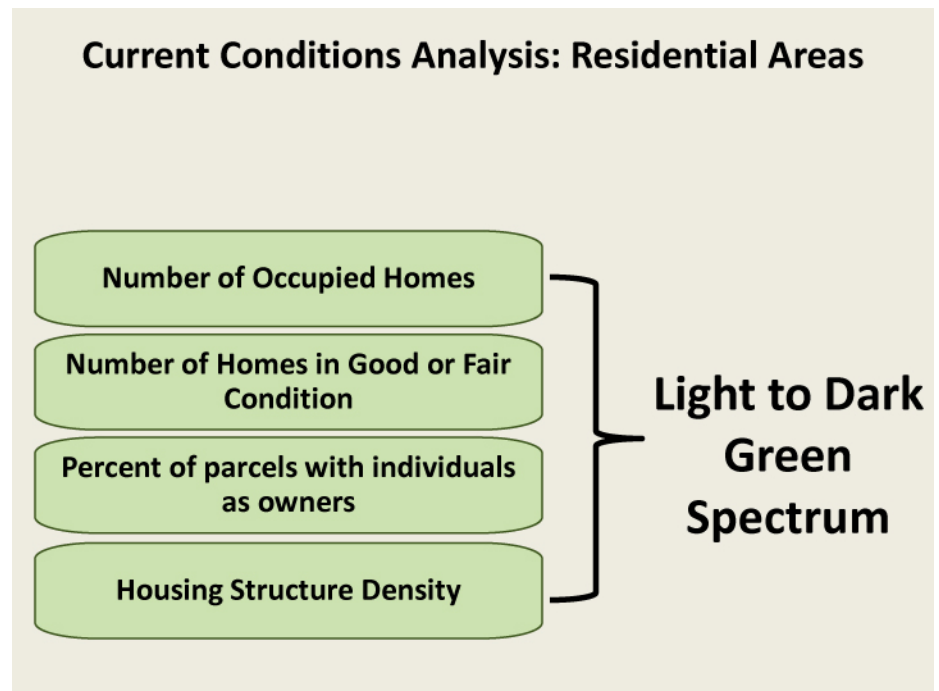
Corridor Segment Analysis:
Village Hub and Green Thoroughfare

The corridor segments in Map 2 represent a 160 foot buffer around roads most likely to have commercial activity. This map contains two analyses of the characteristics of parcels and businesses within these segments:

1) The purple spectrum illustrates the level of commercial activity within the corridor segments, specifically the type of commercial activity described in the Village Hub typology. The businesses within each corridor segment were filtered for specific type including grocery stores, restaurants, apparel, retail, hardware and personal services (the only categories provided in the data).

2) The green spectrum illustrates corridor segments that more closely align with the Green Thoroughfare typology. The green corridor segments have experienced a greater degree of disinvestment or have lower levels of activity. This analysis is limited to two criteria: the concentration of vacant lots and/or the business vacancy rate.

Map 2
Current Condition: Commercial Corridor Segments
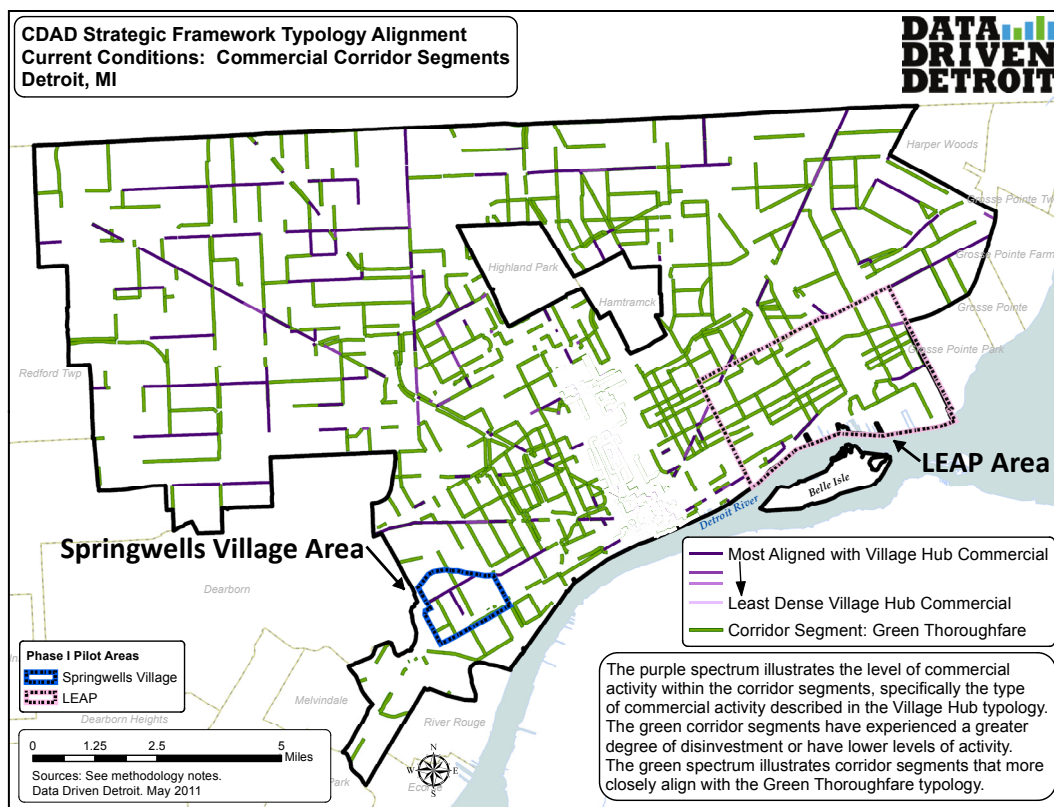
Data to analyze commercial areas are particularly difficult to incorporate into a study for Detroit. For example, accurate public data are not available to indicate key variables such as presence of buildings, the occupancy rate for commercial buildings (to a greater detail than at Census Tract level from US Postal Service) and the type of businesses on a property. D3 did, however, utilize SEMCOG land use data and the National Establishment Time Series (NETS) data for the analysis. In this map, corridor segments are not shown in the City Hub area located in Greater Downtown (Downtown and Midtown). Corridors in this area require a separate analysis, unique to the density and characteristics of the City Hub typology.

**Phase 1:
DATA**

APPENDIX B:

**COMPOSITION
AND
EXPLANATION
OF DATA SETS**

Residential Analysis: Village Hubs

Map 3 roughly shows residential areas with characteristics more closely aligned with the Village Hub typology. The analysis includes the relative activity within both the corridor segments and the low-medium density residential neighborhoods. High density residential neighborhoods are not analyzed due to unavailability of reliable data.

Census Blocks highlighted in purple have the following characteristics:

> 1) Ranked above the median when analyzed for residential characteristics; and

> 2) Located within 1/4 mile of a commercial corridor segment that had relatively higher density of certain types of open businesses (of types found in Village Hubs).

Map 3
Current Condition: Village Hubs
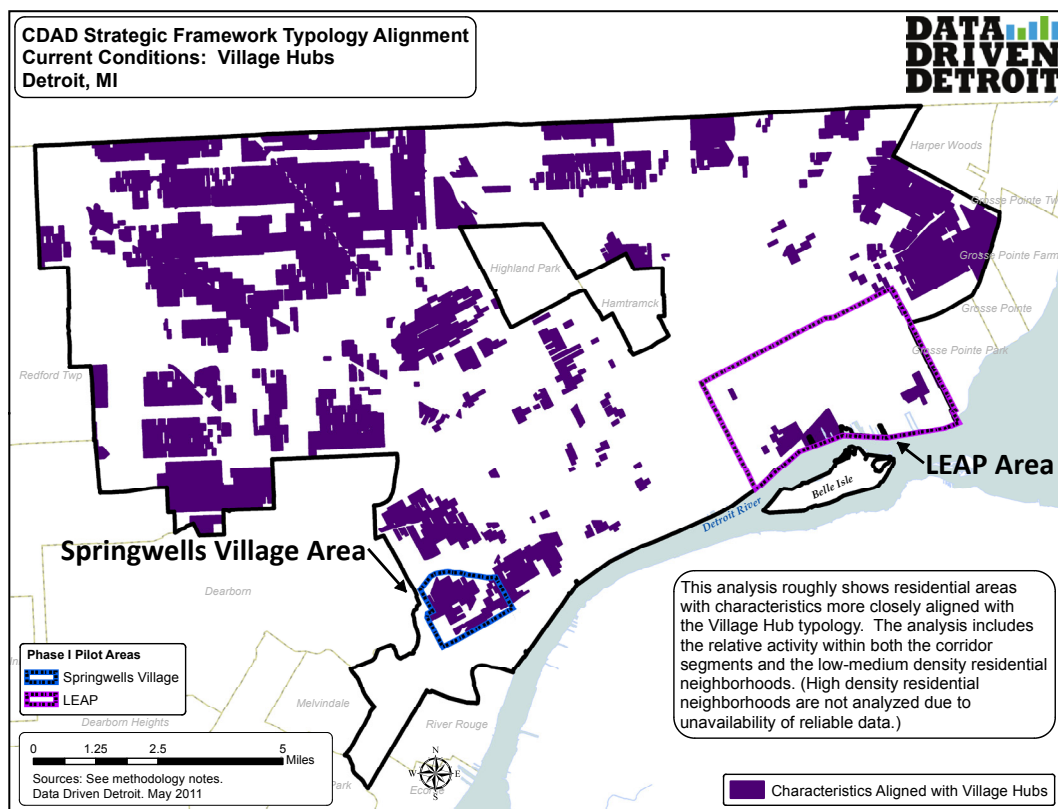
As noted, access to relevant and accurate commercial and industrial data have been far more limiting than residential. D3 combined Southeast Michigan Council of Governments (SEMCOG), City of Detroit, and NETS data to map vacant lots, inactive buildings and possibly active buildings. In addition to the corridor segment analysis, this parcel-level mapping was provided to community stakeholders as a tool. Validation of the data has been difficult and D3 will continue to develop tools that assist neighborhoods to understand the characteristics of commercial and industrial areas relative to areas across the city. In addition to parcel mapping, D3 included an additional analysis to illustrate Shopping Hubs.

Current Analysis: Shopping Hubs

The analysis in Map 4 roughly shows areas aligned with the Shopping Hub typology. The "hot spots" on the map show concentrations of revenue for commercial and retail establishments. Active Shopping Hubs will have specific types of businesses and higher revenue volume than scattered site retail.

Map 4
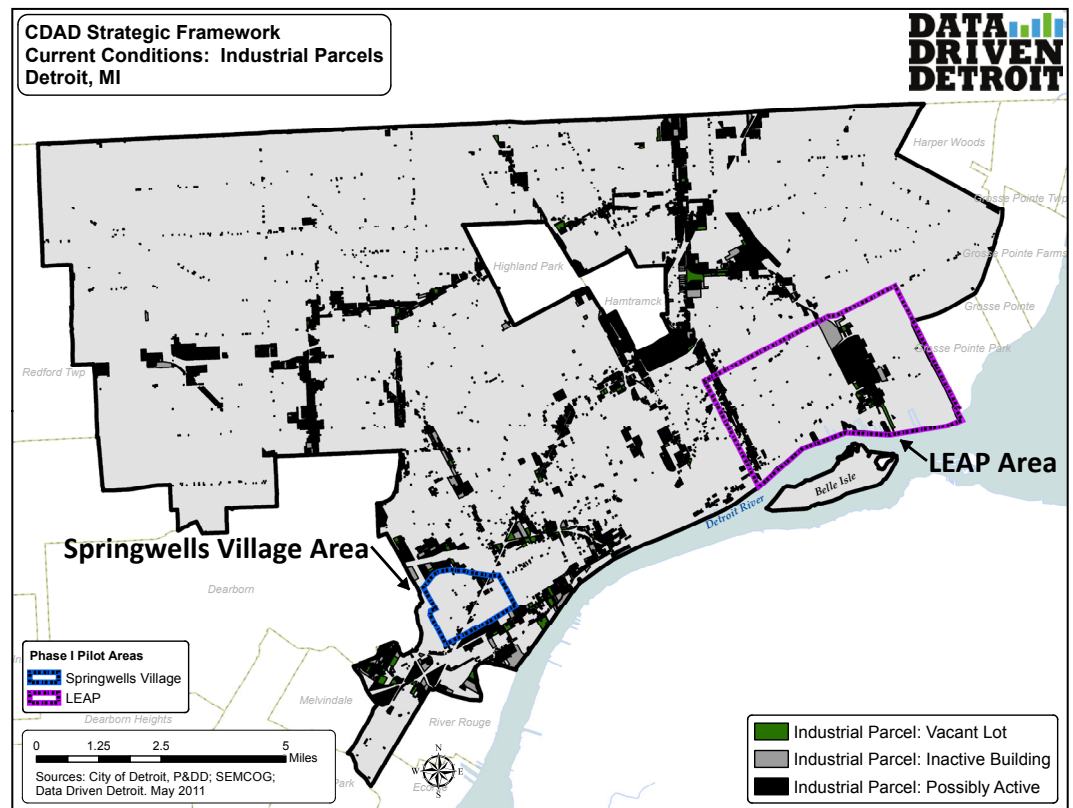Current Condition: Shopping Hubs
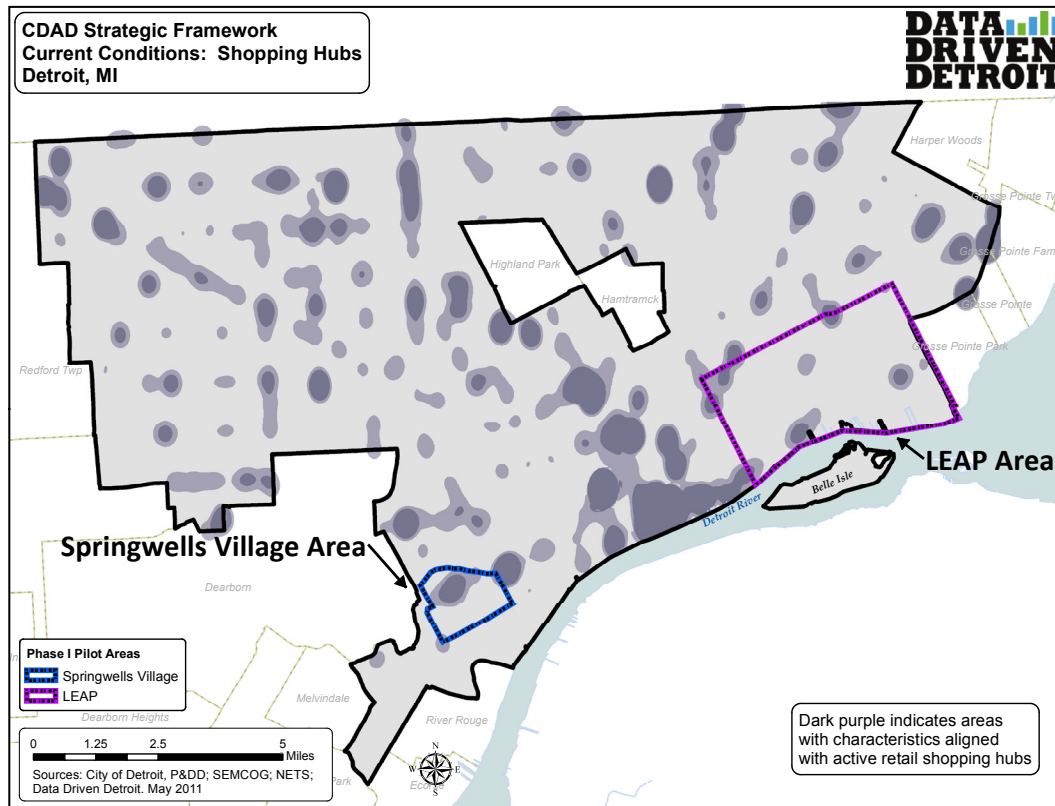
Current Analysis: Industrial Parcels

The analysis shown in Map 5 roughly shows the characteristics of industrial parcels. Based upon a combination of SEMCOG, City of Detroit, and NETS data, the parcels are coded as industrial lots that are either:

1) Vacant Lots,

2) Inactive Buildings, or

3) Possibly Active Buildings.

Map 5
Industrial Analysis: Parcel Detail

CDAD Strategic Framework
Current Conditions: Industrial Parcels
Detroit, MI

DATA DRIVEN DETROIT

LEAP Area

Springwells Village Area

Phase I Pilot Areas
Springwells Village
LEAP

0   1.25   2.5   5
Miles

Sources: City of Detroit, Pⅅ SEMCOG;
Data Driven Detroit. May 2011

Industrial Parcel: Vacant Lot
Industrial Parcel: Inactive Building
Industrial Parcel: Possibly Active

Current Conditions to Future Directions Exercise

Facilitator Instructions

1. Introductions (3 min.): Take a moment and introduce yourself and state your role clearly.

2. Discuss the workshop goals with participants and familiarize the materials (10 min.): Briefly outline the goals of the work to be done. Participants should be introduced to the Current Conditions Map (base map developed by the Steering Committee prior to the meeting) and CDAD's brochure showing the various typologies with examples. The facilitator should go through the legend to make sure everyone understands what the different colors and symbols on the maps represent.

3. Discuss Current Conditions Map (15 min. total): Review the draft Current Conditions Map with your group. Verify that the conditions shown on the map reflect the reality of the neighborhood and correct any inaccuracies. Emphasize that establishing a shared understanding of the neighborhood's current condition is essential to the work that will follow to create a shared vision of the future.

4. Create Preliminary Future Direction Map (50 min.): Through structured conversation, ask participants to express their vision for the neighborhood in 10 years (or whatever time period agreed upon the Steering Committee). The facilitator should have a map designated as the "facilitator's" map, and can work with the participants to fill the map with their desired typology (for example, using stickers, colored pencils or markers).

5. Next Steps (10 min.): After the individual tables have presented their maps, the Steering Committee will discuss conclusions and briefly outline the next steps.

Phase 2:
DELIBERATE
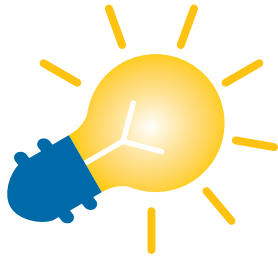
DETERMINE FUTURE DIRECTION

The intent of this next step in the process is to utilize the typologies to develop a common vision of the future with realistic expectations for neighborhoods given current conditions.

Phase 2: DELIBERATE
DETERMINE FUTURE DIRECTION

The intent of this next step in the process is to utilize the typologies to develop a common vision of the future with realistic expectations for neighborhoods given current conditions.

Phase Overview: During this phase, the community resolves any issues with the Preliminary Future Directions map created at the end of Phase I, then undertakes an exercise to finalize the Future Directions desired by the community. The community should decide on Future Directions while considering feasibility and the level of resources needed to see their vision become reality. Thus, the output of this phase—the Final Future Directions map—reflects realistic calculations.

1. Review Preliminary Future Directions Map
Prior to Community Meeting #2, the Steering Committee should review the Preliminary Future Directions Map for potential issues that will need to be resolved at the next meeting. These might include:

- Areas where there was disagreement between breakout groups on a future direction typology
- Areas where there was no assigned future direction typology
- Areas where the future direction assignment does not make sense based on current conditions
- Areas where the future direction assignment conflicts with the future direction assignment of another, neighboring parcel
- Areas where the future direction assignment conflicts with existing neighborhood plans

If any of these issues are reflected on the map, the Steering Committee should generate a series of questions to ask the community in facilitated discussions at the beginning of the next community meeting. In the meantime, D3 will have generated a Preliminary Future Directions map reflecting the blocks identified by the Steering Committee that are in need of discussion. This map will be used as the base map during Community Meeting #2.

- A map showing the issues identified by the Steering Committee will help to direct the conversation, along with a handout summarizing the conflict(s), the pros and cons of different solutions and an advisory opinion by the Steering Committee on the best solution. A best practice may be to number the issues on the map and corresponding handout for people to easily locate them.

Lessons Learned

Phase 2:
DELIBERATE

DETERMINE FUTURE DIRECTION

The intent of this next step in the process is to utilize the typologies to develop a common vision of the future with realistic expectations for neighborhoods given current conditions.

2. Train facilitators for Meeting #2

As with all the community meetings, facilitators should be trained prior to the meeting so they have a complete understanding of the exercise to be conducted.

Lessons Learned

• It is helpful if the facilitators are the same at each community meeting as they will know the history of each step in the process.

Initial Work Products (Prior to Community Meeting #3)

• Current Conditions Map(s)

• Preliminary Future Directions Map (with numbers to correspond to issues handout, if applicable)

• Handout of issues/conflicts identified by Steering Committee (with numbers to locate issues on map, if applicable)

• Materials to create Final Future Directions Map (could include LEGOs, typology slide rule, stickers, markers or colored pencils)

• Meeting #2 Facilitator Guidelines

Phase 2:
DELIBERATE
DETERMINE FUTURE DIRECTION

The intent of this next step in the process is to utilize the typologies to develop a common vision of the future with realistic expectations for neighborhoods given current conditions.

3. Conduct Community Meeting #2: Future Directions Map Deliberation

The bulk of the meeting should be spent with the Community Stakeholder Team working in small groups (10 people maximum) who will agree on the future direction for various blocks within the target area (previously identified by the Steering Committee). There are several exercises that can accomplish this objective and CDAD will be able to help communities determine which may be best suited for their own needs. Regardless of which exercise is used, the outcome at the end of the meeting should be the same – a Final Future Directions Map developed from the neighborhood's current condition, community input on typologies and potential strategies to accomplish short- and long-term outcomes.

- There will always be people who haven't been to the previous meeting. In order to make newcomers feel welcome but not frustrate the residents who have been to previous meetings, it is recommended that the first 15 – 20 minutes be spent as a debriefing while participants are registering, serving themselves food, etc.

- Participants in the meeting should include representatives from the CDO(s) working in the area who are knowledgeable about current and future plans for investment in the neighborhood as this may dictate Team members' decisions about resource allocation.

- The Steering Committee should be explicitly clear about the timeline for which the residents are creating a Future Directions Map. CDAD recommends that the Community Stakeholder Team be asked to describe a 10-year vision; an understandable time frame to strike a balance between grandiose ideas and realistic, actionable plans.

- It is important that Team members have a common understanding about typology definitions as well as how they will "look like on the ground". For example, some residents considered a railroad track as a green thoroughfare. This was not the original intention of the green thoroughfare typology, but the interpretation of the community was then incorporated into the planning. During the discussion, they agreed that the greening of the track was important to residents living in the area but would not reflect a change from current condition to future direction based on the Strategic Framework definitions.

- It is possible that an expensive neighborhood typology will be chosen because of the self-interest of the participants. Additionally, some areas might be slighted because there is no one from that area representing those stakeholders' interests. These are issues that will mostly likely have to be addressed by the Steering Committee. It may be necessary to increase outreach efforts to be sure that by the end of the process, representation from the community has been as comprehensive as possible.

- This meeting requires a minimum of three hours in order to complete the exercise to the point that the Community Stakeholder Team will have revised the Future Directions map, allocated resources and built consensus.

- If the Steering Committee desires, the exercise can be repeated if they feel, for example, that they need to bring more stakeholders to the table or need more time to make decisions. An additional meeting would also allow controversial decisions to be addressed by the Steering Committee. As noted previously, a process should already be in place for making final decisions by the Steering Committee.

- It is important that participants agree that the final map is the best representation of potential strategic investment. At the same time, CDAD emphasizes that the future directions for any community is a fluid process and there should be regular meetings in the near future (every year or at a minimum, every five years) to review future directions, what investments may have occurred and to review the plan as it moves forward.

Lessons Learned

Phase 2: DELIBERATE

DETERMINE FUTURE DIRECTION

The intent of this next step in the process is to utilize the typologies to develop a common vision of the future with realistic expectations for neighborhoods given current conditions.

The LEAP Experience

LEAP conducted regular Stakeholder Advisory Group meetings during this phase, continuing to educate residents on the use of the Strategic Framework and to gain feedback on critical questions, issues and recommendations. The Technical Team identified issues from the Preliminary Future Directions map that required further discussion. LEAP then conducted multiple facilitated conversations with their Technical Expertise Team, Stakeholder Advisory Group, and Steering Committee to achieve consensus on the future directions (CDAD now recommends condensing this work into one community meeting). These facilitated dialogues were supplemented by suitability research for the LEAP target area, done by graduate students from the University of Michigan School of Natural Resources and Environment and supervised by technical consultants.

Throughout this phase, LEAP focused on building relationships and trust among the different teams, residents, and stakeholders participating in the process through several data-based visioning sessions.

The Springwells Village Experience

After participants completed the Preliminary Future Directions Map, CDAD introduced a resource exercise that used LEGOTM bricks as a way to represent a limited budget of resources (defined to include time, talent and funds). Working in small groups, participants determined the cost of a change with the help of a simple slide rule-like tool that is part of the Strategic Framework tool kit (see Facilitator Guidelines).

In addition to determining final future direction, Springwells Village participants were asked to use the LEGOs to determine areas of priority for strategic interventions. At the same time, it readily became apparent that some changes to different typologies were too costly, at least in the short-term. Participants were able to see how investment in one area might both positively or negatively impact adjacent areas. At the end of the exercise, they had a Future Directions map that was realistic, timely and reflected stabilization, revitalization and potential redevelopment for their neighborhoods.

Certain sections of Springwells Village showed either no future directions noted or allocated resources. This prompted a discussion as to whether the area had not been represented by any member of the Community Stakeholder Team, or alternatively, whether these areas were not considered a priority for investment in the first five years. Facilitators need to make the distinction so that new members are recruited to the Community Stakeholder Team from underrepresented areas.

4. Prepare Final Future Direction Map

D3 will prepare the Final Future Directions Map based on the decisions from this meeting. This map should note any changes made regarding future directions typologies. The map will be the basis for deciding priorities and interventions for a 1 – 5 year time frame; the next step in the planning process resulting in the final work plan.

Final Work Products

- Final Future Directions Map showing final typologies as determined by the Community Stakeholder Team

- In preparation of the "Decide" phase of the Strategic Framework process, the Steering Committee may also want to request smaller-scale Future Directions Maps by neighborhoods or sub-areas within the total study area.

**Phase 2:
DELIBERATE**

**DETERMINE
FUTURE
DIRECTION**

The intent of this next step in the process is to utilize the typologies to develop a common vision of the future with realistic expectations for neighborhoods given current conditions.

Phase 2:
DELIBERATE
APPENDIX:

COMMUNITY
MEETING
FACILITATOR
GUIDELINES

Phase 2: DELIBERATE
COMMUNITY MEETING
FACILITATOR GUIDELINES

Purpose: To revise the Future Directions map by using a limited budget exercise.

Facilitator Instructions

1. Introductions (3 minutes): Take a moment to introduce yourself and state your role clearly. Each participant should write his/her name on the current condition base map.

2. Familiarize participants with materials (10 minutes): The facilitator should familiarize the participants with the materials:

- Current Conditions Base Map: Go through the legend to make sure everyone understands what the different colors and symbols on the maps represent.

- Preliminary Future Directions Map: Remind participants this was developed during the previous meeting and is the basis for the work to be done today.

- Typology Stickers: The stickers are used to show the future typology of a block or corridor segment. As decisions are made, place them on blocks or corridor segments with LEGO™ bricks

- Residential Resource Allocation Slide Rule: The slide rule shows how many bricks a change in typology will cost (see Slide Rule and instructions on following page).

Instructions:

- Place the slide rule on the Future Directions Map so that the Current Condition is matched to a square in the Current Condition line of the Slide Rule.

- Count the number of squares in the lower current condition line between the frames of the desired typology and the current condition, including the block in the current condition frame and directly below the typology frame. That number equals the amount of bricks for that change.

  - For example, if a current block is "Most Challenged TRS" (orange) and the participants want to move it to "Traditional Residential," (dark brown) the "cost" is four bricks.

  - If the group decides the future typology should be the same as the current condition, the number of bricks is one.

  - If the group wants to move an area from "Most Aligned with Urban Homestead" (light green) to "Spacious Residential" (white), three bricks are required.

Typology	Current Condition
Traditional Residential (TRS)	Most Aligned with TRS
	Aligned with TRS
	Somewhat Challenged TRS
	Most Challenged TRS
	Somewhat Aligned with SR
Spacious Residential (SR)	Most Aligned with SR
	Somewhat Aligned with SR and UH
Urban Homestead (UH)	Most Aligned with UH
	Somewhat Aligned with UH & NS
Naturescape (NS)	Most Aligned with NS

3. Confirm which areas to stabilize (20 minutes):
Give out bricks to the group members. Ask them to study the Current Conditions map and put a single brick on each block or corridor segment that they want just to stabilize, i.e. the current condition color on the map will match the color of the future direction typology. Recognize that the cost of stabilization is only one brick, and typology changes will be the next step in the conversation. Let participants know they can use the Preliminary Future Directions Map as a starting point.

Community Stakeholder Team members will most likely ask how much money is represented by each LEGO brick. Facilitators should reiterate that each LEGO represents a theoretical chunk of investment that can include, time, money, effort and volunteers. For instance, in the earlier example about a rail line that might operate as a green thoroughfare, the maintenance could be performed by paid workers, by a block club volunteer effort, or through a partnership with a gardening or greening nonprofit organization.

For blocks or corridor segments where bricks were placed but there was not agreement across the board, ask the group members to discuss why or why not that area should be stabilized. What other typologies would work? If your group is not moving towards consensus by discussion, ask them to vote on options, with the understanding that majority determines the typology. When your group reaches consensus on a block or corridor segment, place the sticker reflecting the change in future directions and the Bricks on the block or corridor segment.

4. Lead group through key typology decisions (20 minutes):
Continue with the exercise allowing participants to determine priority of investment not only with typologies but within the geography of the study area (i.e., the group may decide to prioritize investment within a few areas, rather than spreading the bricks across the entire map). If your group is running out of bricks or has used them all, feel free to revisit to previous decisions to see if a less expensive option is acceptable.

It is natural that participants will begin to brainstorm particular interventions during this time, but it's necessary that they not be allowed to sidetrack the conversation. It is recommended that facilitators have a clear method for capturing those ideas for future meetings. A large "parking lot" pad of paper that can be brought out during Phase 3 helps demonstrate transparency and allows residents to feel confident that their ideas will be incorporated.

5. Determine typology for remaining areas (15 minutes):
At this point, a number of blocks or corridor segments may not have a typology designated. Using the slide rule and the Preliminary Future Directions Map, ask the group if the typology from the Preliminary Future Directions Map still holds. For instance, a block is bright yellow on the current conditions map and the future direction map shows the community designating it as dark brown, traditional residential. You should ask, "Should this block be traditional residential, which will cost 5 bricks?" If your group gets bogged down, ask them to vote on options after a brief discussion. Place the sticker and bricks on the block or corridor segment once the group reaches consensus. If your group is running low on bricks or has used them all, feel free to go back to previous decisions to see if a less expensive option is acceptable.

6. Finalize your map (10 min.):
A "ten-minute warning" will be called. Once the group has finished arranging the stickers on the map, stick them down and write the number of Bricks used for that block on the sticker or map. If the group has any additional points to make, you can annotate the map itself. Designate someone from your group to report to the larger group the main features of their future direction map and any remaining questions.

7. Report to Large Group (15 minutes):
Each group will report to the larger group the main features of their future direction map and outstanding questions, if any. Note: During Springwells Phase 2, consensus was easily reached during this report out among the groups performing this exercise. With larger or different groups, this may not be the case. The facilitator should determine whether further discussion at this meeting will allow the group to reach consensus on a Final Future Directions Map. If not, the Steering Team should review the maps of different groups and determine the best course of action for achieving consensus at the beginning of the Phase 3 meeting. The Steering Committee could identify the areas of conflict for discussion, attempt to resolve those issues themselves, or consider creating three Final Future Direction Maps that could undergo a vote.

Phase 3: Decide
AGREE ON STRATEGIC PRIORITIES AND INTERVENTION

The intent of this phase is to develop consensus around which areas should be the first priority for strategic interventions and investment.

Since the beginning of the Strategic Framework process, the Community Stakeholder Team has been collecting and understanding data and information about its community. Team members adopted planning-related concepts centering on CDAD's typologies and their applications to focus on localized, geographical areas—block level—within their communities. By this step in the process, participants will be ready to determine implementation strategies that will further define priorities for investment and intervention. During Phase 3, they will define what areas are priorities for intervention in the short-term, and will select the types of intervention most appropriate for those areas. For each of the identified priority areas, the community further prioritizes specific intervention strategies, based on a suggested Implementation Strategy Matrix and the ideas of community stakeholders.

1. Review Final Future Directions Map as Determined by Community Stakeholder Team
Before Community Meeting #3, Steering Committee members should review the Final Future Direction Map(s) created by the Community Stakeholder Team during Phase 2. The Steering Committee will be preparing a modified Future Directions Map to reflect the types of intervention appropriate for different areas of the community.

Note: If consensus was not reached on a single Future Direction Map during Phase 2, then the Steering Committee may want to create one based on the community input given. Alternatively, the Steering Committee may want to compile multiple versions of a Future Direction Maps based on community input and ask the Stakeholder Advisor Team to vote on a final selection at the next Community Meeting. As previously noted, a method for resolving such issues between Steering Committee and Stakeholder Advisor Team should be established at the beginning of the Strategic Framework process.

Whatever method is selected, the Final Future Directions Map must be decided before the Phase 3 community meeting can continue on to discussions of particular interventions.

- While voting on a Final Direction Map is an efficient way for the community to make a selection, it might prevent some members of the community from taking ownership over the final selection. The Steering Committee should be prepared to explain how they created the final scenarios and show how community input was directly factored into each.

Lessons Learned

Phase 3:
DECIDE
AGREE ON STRATEGIC PRIORITIES AND INTERVENTION

The intent of this phase is to develop consensus around which areas should be the first priority for strategic interventions and investment.

Before Community Meeting #3, the Steering Committee should review the Final Future Directions Map and compare the number of "bricks" between the Current Condition and Future Direction based on the slide rule from Phase 2. If a community chose to conduct Phase 2 without using the slide rule and LEGOs, the slide rule can still be a helpful tool to consider the amount of resources it will take to achieve the Final Future Direction for a given block.

Regardless of whether the slide rule is used, the Steering Committee will be identifying for different portions of the map whether achievement of the future direction, based on the current condition, will require "Reinforce" implementation strategies, "Revitalize" implementation strategies, and "Redevelop" implementation strategies, and will color the map to visually show what is appropriate, where:

- Actions under REINFORCE require little or no professional or technical staff time, nor significant financial resources.
- Actions under REVITALIZE require some investment but can be accomplished in the short-term (1 – 5 years).
- Actions in the REDEVELOP UP and REDEVELOP DOWN intervention strategies:
  - are typically difficult to accomplish,
  - will generally take years to show results,
  - will require substantial financial investment, and
  - will require professional or technical staff time to administer.

Identifying areas based on these broad categories, and then showing them visually to the Community Stakeholder Team at Community Meeting #3, can help expedite conversation about implementation strategies using the Implementation Strategy Matrix. This tool is meant to both suggest possible intervention strategies and help the community brainstorm new ones. It also helps people to understand that not all interventions are appropriate to all areas in the community. The Steering Committee may want to consider customizing the Implementation Strategy Matrix to fit their neighborhood before Community Meeting #3.

One possible way to mark these areas on the map is to cross hatch over the Final Future Direction Map like so:

REINFORCE   **REVITALIZE**   **REDEVELOP UP**   **REDEVELOP DOWN**
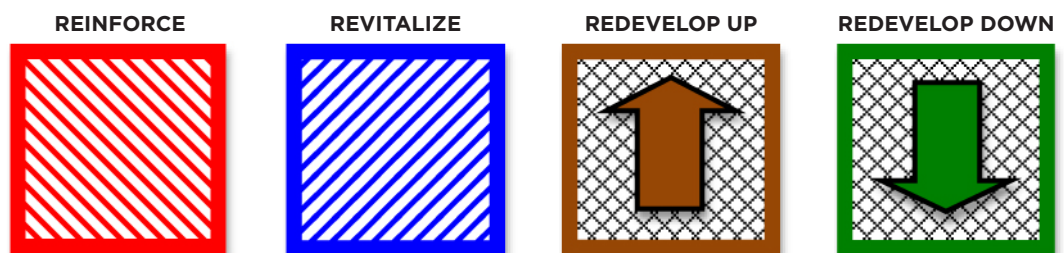
2. Train Facilitators for Meeting #3

As with all the community meetings, facilitators should be trained prior to the meeting so they have a complete understanding of the exercise to be conducted.

Initial Work Products (Prior to Community Meeting #3)

- Current Conditions Map(s)

- Final Future Directions Map (or multiple Future Direction Map scenarios, if applicable)

- Final Future Direction Map identifying areas to Reinforce, Revitalize, or Redevelop (does not necessarily have to be a separate Final Future Directions Map)

- Meeting #3 Facilitator Guidelines

- Implementation Strategy Matrix (may be customized by Steering Committee)

- Materials for brainstorming and prioritizing implementation strategies (CDAD recommends sticky notes, as an example)

**Phase 3:
DECIDE**

AGREE ON STRATEGIC PRIORITIES AND INTERVENTION

The intent of this phase is to develop consensus around which areas should be the first priority for strategic interventions and investment.

Phase 3:
DECIDE
AGREE ON STRATEGIC PRIORITIES AND INTERVENTION

The intent of this phase is to develop consensus around which areas should be the first priority for strategic interventions and investment.

3. Conduct Community Meeting #3: Implementation Priorities Exercise

In the Phase 2 community meeting, participants evaluated the costs of various future directions within the study area. This next step is an exercise to determine geographic preference within the study area for strategic interventions over the next one to five years. Similar to previous meetings, the meeting will primarily take place through geographically organized breakout groups (participants should be asked to choose a group based on the neighborhood or block group they identify as their home community).

Each breakout group will review the Final Future Direction Map, and through facilitated discussion, identify areas that require the most immediate short-term interventions for the next one to five years. If consensus cannot be reached, the facilitator can resort to voting among the group. It may be difficult for groups to prioritize some areas of the community over others; the Steering Committee may want to consider, given the community and process so far, whether it should ask groups to choose a limited number of areas, or constrain the conversation is some other way.

Once these areas for short-term action have been identified, the group will refer to the Implementation Strategy Matrix. The Team will then begin discussing intervention strategies that should be implemented in order for changes to occur as delineated on the Future Directions Map. Participants will be asked to brainstorm additional intervention strategies that will be added to the list. Through facilitated discussions and voting, participants will build consensus as to which strategies should be top priority.

Actions supporting each implementation strategy are classified into five areas:
- Supporting Household Economics
- Fighting Blight
- Fighting Crime
- Empowering the Neighborhood
- Promoting the Community

As the Community Stakeholder Team reviews the Future Directions Map and the various implementation strategies assigned to each area, it is recommended that actions from each of these five categories be considered for prioritization. The intent is to create a holistic menu of intervention strategies that will yield the greatest impact and protect investments made into the neighborhood. Once participants have finished brainstorming interventions, they should be ranked through consensus or by voting.

Each group will present their priorities to all in attendance. The similarities and differences between priority strategies will be highlighted. At the conclusion of this meeting, participants will have linked broad intervention strategies to future directions depicted on the map.

- The Steering Committee should explain at the meeting that this exercise allows for resources to be concentrated in order to increase the chance that interventions will change an area's current trend and move it toward the desired future use. Participants will begin to see how investment in one area either supports, or is supported by, investment strategies in adjacent areas. This can be helpful in determining levels of priority. For example, one area may be targeted for investment in years 1 – 5 with the understanding that adjacent areas will be "next" in line.

- It is important that Community Stakeholder Team members understand that this exercise will lead to identifying specific projects and programming that can have a short- and long-term impact on their neighborhoods and the directions they want to see happen. Overlaying "reinforce, revitalize and redevelop up/down" on the Future Directions Map hones in on how geography, typologies and strategies all intersect.

- Using the Implementation Strategy Matrix allows meeting participants to see how future direction typologies could be realized. There is a need to build consensus around what was a short-term compared to a long-term intervention. At the same time, for example, interventions can begin "small" and build over time.

Lessons Learned

Phase 3: DECIDE

AGREE ON STRATEGIC PRIORITIES AND INTERVENTION

The intent of this phase is to develop consensus around which areas should be the first priority for strategic interventions and investment.

The LEAP Experience

During the third phase of the Strategic Framework process, LEAP Community Partners and resident stakeholders launched neighborhood campaigns to gather feedback from residents and business owners not present at previous meetings. By attending festivals, community meetings and events, hosting coffee hours, porch chats, door-to-door canvassing and visiting local gathering places, LEAP initiated an intensive outreach plan to give community stakeholders an opportunity to learn about the project, review and comment on the initial recommendations and gain additional opportunities to participate in future Stakeholder Advisory Group (LEAP's name for the Community Stakeholder Team) meetings to finalize the Future Directions Map.

Once the surveying, which reached over 1000 respondents, was complete, more meetings were held to begin finalizing LEAP's plan. Initial recommendations were reviewed using community input and a suitability analysis tool to re-evaluate decisions made regarding the future directions for the LEAP area. Together with the Technical Expertise Team, residents deliberated for several meetings to decide how typologies would be applied throughout the target area.

Throughout much of the LEAP Process, a sub-committee of the Steering Committee, called the "Opportunity Workgroup," met regularly. This group met with potential developers and local partners to identify a short-term action project in each of the engagement zones. Once the Steering Committee felt they had received enough input to finalize their Final Directions Map, the Opportunity Workgroup finalized their short-term action projects based on community input. Criteria used to evaluate each project included: neighborhood stabilization, benefit to the community, economic benefit, environmental impact and benefit to the city as a whole. The short-term action projects reflect the various conditions found in the LEAP area and range from redeveloping vacant land for sustainable food systems, to business relocation assistances, to reinforcing stable residential areas.

The intent of this phase is to develop consensus around which areas should be the first priority for strategic interventions and investment.

The Springwells Village Experience

The Community Stakeholder Team in Springwells Village focused on how the resource allocation map from the LEGO resource exercise could be further refined with this exercise. During Phase 2, once the Future Directions Maps were finalized, meeting participants were asked to place LEGOs on blocks they saw as high-priority areas for project implementation in the next one to five years (this step is now recommended as the first portion of the Phase 3 community meeting).

At the following meeting, participants divided into geographically organized breakout-groups and reviewed the Future Directions Map with the Implementation Strategy Matrix. Each breakout group then brainstormed any additional intervention strategies they felt should be added to the Implementation Strategy Matrix. Through a facilitated voting exercise using sticky notes, participants prioritized the intervention strategies they felt would yield the biggest impact in their area.

Although CDAD had emphasized the role of the community development organization(s) throughout this process, this meeting brought more discussion as to how the community can have capacity to achieve its desired future directions in partnership with organizations that can provide staff, seek funds, etc. CDOs will build and strengthen their relationships with existing and new constituents. Contributing to this conversation, CDO staff members were able to share information about existing projects and possible funding sources for future interventions.

FINAL WORK PRODUCTS

- Based on input from this meeting, D3 will revise the Future Directions Map to further identify short-term priority areas.

- For each priority area, groups will create a prioritized list of intervention strategies generated by the community.

- The information collected based on the Implementation Strategy Matrix will be compiled for the fourth community meeting, during which the Community Stakeholder Team will identify readily implementable projects and programming needed to support the community's plans.

Phase 3: Decide
IMPLEMENTATION STRATEGY MATRIX

The following section describes a set of suggested interventions that neighborhood stakeholders can make in a neighborhood to improve the quality of life.

Residential Actions

The residential actions outlined below are split into three broad implementation strategy based on the cost and complexity of the actions. Actions in the REINFORCE implementation strategy are relatively easy to accomplish, low in cost and can often be done by volunteers with little or no professional or technical staff time needed. Areas of a neighborhood that just need a small amount of effort to move them from their current condition to the desired future direction will typically only require the actions found under the REINFORCE implementation strategy.

Actions in the REVITALIZE implementation strategy are relatively more difficult to accomplish, will generally take significant time to show results, will cost significant dollars and will likely require some professional or technical staff time.

Actions in the REDEVELOP implementation strategy are typically very difficult to accomplish, will generally take years to show results, will cost large amounts of dollars and will need professional or technical staff time to administer. Areas of a neighborhood that need a significant amount of effort to move them from their current condition to the desired future direction will typically require the actions found under the REVITALIZE strategy category. REDEVELOP UP strategies includes actions to change an area to a much higher level of density and activeness and REDEVELOP DOWN strategies includes actions to change an area to a much lower level of density and activeness.

In each of the implementation strategies, the actions are classified in one of five areas:

- Supporting Household Economics
- Fighting Blight
- Fighting Crime
- Empowering the Neighborhood
- Promoting the Community

These five categories cover the various influences affecting a neighborhood's current condition. Since all five categories have influence, it is recommended that no matter which implementation strategy be adopted, that actions from each of the five categories be undertaken. This encourages a holistic approach to neighborhood development.

The following tables outline the types of actions recommended for each implementation strategy. Each action is followed by a brief description. The number of bricks that corresponds to that intervention type is noted for those communities that utilized the LEGO brick exercise during Phase 2.

**Phase 3:
DECIDE**

APPENDIX A:

**IMPLEMENTATION
STRATEGY
MATRIX**

REINFORCE (1 or 2 Bricks)

ACTION	
SUPPORTING HOUSEHOLD ECONOMICS	
Foreclosure Mitigation Counseling	Assistance to families to help them stay in their home.
Energy assistance programs	Assistance to families to help them lower the cost of energy.
Other?	
FIGHTING BLIGHT	
Neighborhood Cleanups	Ongoing community-based efforts to clean up dumping, graffiti, littering, weed-filled lots, unkempt yards, etc. to show that the neighborhood has pride in itself.
City Upkeep of City Property	Closely work with city officials committed to keeping up city-owned public right-of-ways, buildings, parks, street lights, traffic lights and the private houses and lots that have come into the city's possession.
Code Enforcement	Closely work with city officials committed to enforcing city ordinances requiring private owners to maintain their properties.
Tree Trimming	Closely work with city officials committed to keeping city-owned trees pruned and healthy along with code enforcement personnel responsible enforcing city ordinances requiring private owners to maintain the trees on their property.
Other?	
FIGHTING CRIME	
Crime Patrols	Volunteer efforts to put eyes on the street using car patrols.
Ensure Streetlights are Lit	Advocate to the Mayor and City Council to ensure that the Public Lighting Department maintains the neighborhood's streetlights.
Other?	
EMPOWERING THE NEIGHBORHOOD	
Strengthening Neighborhood Associations and/or Block Clubs	Funding and technical assistance to support volunteer-based organizations that are willing and committed to perform many of the reinforcement actions at little or no overhead cost.
PROMOTING THE COMMUNITY	
Block Parties and other social community events	Deepening the bonds of the community can help to generate enthusiasm for blight and crime fighting projects, as well as creating a unique sense of belonging that helps to keep residents from deciding to move.
Other?	

REVITALIZE (3 or 4 Bricks)

ACTION	
REINFORCE ACTIONS and	**All of the actions outlined in the previous section.**
SUPPORTING HOUSEHOLD ECONOMICS	
Housing Rehab Program	Grants and/or loans to homeowners for improvements to the structure and systems of a house. The program can be restricted to improvements that are visible from the street or include improvements to the housing systems that make the house more energy efficient, structurally sound or up-to-code.
Other?	
FIGHTING BLIGHT	
Selective Demolition Program	Because the structural density (whether each parcel has a house on it or not) of the area helps to promote a sense of vibrancy, demolition should only be done when rehabilitation is not possible.
Other?	
FIGHTING CRIME	
Community Policing/citizen patrols	The increase in petty crime leads to a sense of lawlessness and contributes to the perception and perhaps the reality that an area is at risk for major crimes. When police work with the community, they can be especially effective in lowering the rate of petty crime, and impact the perception and the reality of an area's reputation for crime risk.
Other?	
EMPOWERING THE NEIGHBORHOOD	
Town Meetings with City Hall	Holding politicians accountable by hosting town meetings in the neighborhood and addressing neighborhood issues is one way a neighborhood can make solving its problems a priority for City Hall.
PROMOTING THE COMMUNITY	
Press Tours	Progress may not be well known outside the neighborhood unless a significant outreach effort is made to people, such as media personnel, who get the word out about the positive changes taking place.
Other?	

**Phase 3:
DECIDE**

APPENDIX A:

**IMPLEMENTATION
STRATEGY
MATRIX**

REDEVELOP UP (5 or More Bricks)

ACTION	
REVITALIZE ACTIONS and SUPPORTING HOUSEHOLD ECONOMICS	**All of the actions outlined in the previous section.**
Housing Infill Program	Construction of new housing is expensive but can help to bolster a neighborhood if there is demand.
Other?	
FIGHTING BLIGHT	
Demolition Program	Areas needing redevelopment are likely to have suffered decline longer and have been hit harder than other areas so a less selective demolition program would be appropriate.
Other?	
FIGHTING CRIME	
Private Security	Increased resources for private security patrols, including secondary police patrols, may be necessary to successfully change the dynamic for both major and minor crime as well as the perception of their existence in a redevelopment strategy area.
Other?	
EMPOWERING THE NEIGHBORHOOD	
Organizing for Political Action	Given the increased resources needed for a redevelopment strategy, the community may need to become very organized in order to marshal significant resources from elected officials for their goals.
PROMOTING THE COMMUNITY	
Press Tours	The future direction of an area experiencing redevelopment may be very different from its current condition. That direction may not be well known outside the neighborhood unless a significant outreach effort is made to people, such as media personnel, who get the word out about the new future direction.
Other?	

REDEVELOP DOWN (5 or More Bricks)

ACTION	
REVITALIZE ACTIONS and	**All of the actions outlined in the previous section.**
SUPPORTING HOUSEHOLD ECONOMICS	
Family Relocation Assistance	Assistance in finding better or equivalent housing in neighborhoods that are supported with better services. The neighborhood that receives the influx of new residents also requires additional support.
Service Reduction/Mitigation Assistance	For families that stay in a neighborhood, assistance can be provided to help them better acclimate to the desired future direction of the neighborhood.
Other?	
FIGHTING BLIGHT	
Demolition Program	In areas where the structural density of the future direction is less than the current conditions structural density, a demolition program is appropriate.
Other?	
FIGHTING CRIME	
Access Reduction Program	As the use of an area changes to a less dense and less active future direction, there will likely be less need for streets and sidewalks. Reducing the number of access points into an area will also likely reduce the attractiveness of the area by nonlocals.
Other?	
EMPOWERING THE NEIGHBORHOOD	
Community-Based Planning for New Uses	As areas transition to less dense, recreational, or job-producing uses, the residents in and around the area have a strong stake in the outcome. Having them help to form the future direction is an opportunity to create significant buy-in by those stakeholders.
PROMOTING THE COMMUNITY	
Marketing of New Direction	Getting the word out about an area's new direction is an important component to the area's eventual success.
Other?	

**Phase 3:
DECIDE**

APPENDIX B:

**COMMUNITY
MEETING
FACILITATOR
GUIDELINES**

Phase 3: DECIDE
COMMUNITY MEETING
FACILITATOR GUIDELINES

Purpose: To develop consensus around which areas should be the first (short-term) priorities for strategic interventions and investment, and to create a prioritized list of interventions for those areas.

Prior to beginning the exercise, meeting participants should self-select into groups based on neighborhood identification.

1. Introductions (3 minutes): Take a moment to introduce yourself and state your role clearly. Each participant should write his/her name on the Final Future Directions Map.

2. Familiarize participants with the materials (10 minutes): Each exercise table will have a Future Directions Map for their specific neighborhood. Each participant will have an Implementation Strategy Matrix. The facilitator should familiarize the participants with the materials:

- Future Directions Map: The revised map will show the desired future directions for each block based on previous community meetings. (If the community used a LEGO exercise, the map will also show the number of resource bricks allocated to that block in the previous workshop). The facilitator should review what the colors and symbols mean.

- Future Directions Map with Reinforce, Revitalize and Redevelop cross-hatching overlay (if not already incorporated on the map above): This map helps identify the amount of time and resources it will take to get from Current Conditions to the Final Future Direction. It is meant to help residents identify potential strategies based on the Implementation Strategy Matrix.

- Implementation Strategy Matrix: The types of actions typically used to change condition are found in the Implementation Strategy Menu. The residential interventions are grouped into four broad implementation strategies based on the cost and complexity of the actions: REINFORCE, REVITALIZE, REDEVELOP UP and REDEVELOP DOWN.

  - Actions under REINFORCE require little or no professional or technical staff time.

  - Actions under REVITALZE intervention strategy require some investment but can be accomplished in the short-term (1 – 5 years).

  - Actions in the REDEVELOP UP and REDEVELOP DOWN intervention strategy are typically very difficult to accomplish, will generally take years to show results, will cost large amounts of dollars and will need professional or technical staff time to administer.

3. Decide on Areas of Priority (30 minutes): Participants should determine which areas should be made a priority for short-term strategies. The Facilitator is encouraged to discuss how interventions in particular areas might also yield impact on surrounded areas. Though groups are not limited in the number of priority areas they can identify (unless recommended by the Steering Committee), it is recommended that the facilitator encourage the team to be conservative and to consider available resources. If consensus cannot be reached, then the facilitator can resort to voting by majority rule.

4. Identify the top interventions needed (40 minutes): For each priority area, ask the participants to look at the proposed Implementation Strategy Matrix and to write, on sticky notes, the interventions they would like to see for that target area. Ask the group to brainstorm any additional intervention strategies (not already included on the Matrix) and also write them on the sticky notes available. Using the Implementation Strategy Matrix noted below, each participant writes their top intervention strategies on individual sticky notes. The group will then compare sticky notes and reach consensus as to the group's top five strategies for each priority area. The facilitator should make sure that there is at least one suggested intervention from each of the five different types of action (supporting household economics, fighting blight, fighting crime, empowering the neighborhood, and promoting the community) suggested for consideration. Often this consensus activity acts as a de facto vote, as many community members will select the same priorities. The sticky notes can be rearranged to show the prioritization.

Repeat this exercise for each priority area.

5 Finish the exercise and prepare for reporting out (10 minutes):
A "ten-minute warning" will be called. Stop discussion. It is okay if your group did not reach a decision on every block. Designate someone from your group to report to the larger group what changes were made and any questions remaining.

6. Report to Large Group (15 minutes): Each group will report to the larger group their priority areas and their top priority interventions for each.

**Phase 3:
DECIDE**
APPENDIX B:
**COMMUNITY
MEETING
FACILITATOR
GUIDELINES**

Phase 4: Do
DEVELOP A NEIGHBORHOOD REVITALIZATION WORKPLAN

The intent of this phase is to transform the priorities of investment and intervention determined by community stakeholders into a workplan of implementable actions.

Phase Overview: The fourth, and final, phase in the Strategic Framework involves creating a readily implementable plan of action for individual blocks and groups of blocks within priority areas determined in Phase 3. The Steering Committee reviews the Phase 3 outputs and creates a Draft Implementation Workplan, then presents that to the Community Stakeholder Team. The Community Stakeholder Team provides feedback to the CDO partners about specific properties and locations that require some intervention. Finally, CDO partners ask for community volunteers to help implement these actions that can be turned into action-oriented committees that will meet on an ongoing basis.

1. Steering Committee Drafts Implementation Workplan(s)
After the Community Stakeholder Team identifies priority areas for short-term intervention with associated intervention strategies, the Steering Committee should have enough information to draft an Implementation Workplan. This Implementation Workplan can: talk broadly about implementation strategies, draft program budgets, identify potential funding sources, and assign roles during implementation (i.e. housing, vacant land maintenance, or crime prevention).

Thinking about these things beforehand will help the CDO partners to answer specific implementation questions during the Community Meeting and give the CDO partners an idea of what specific feedback they need from the Community Stakeholder Team. Community Meeting #4 should begin with a brief presentation of this Draft Implementation Workplan, and continue with a chance for the Community Stakeholder Team to comment on and/or adopt it. It is also essential that the draft allows room for community members to volunteer with specific actions and interventions.

**Phase 4:
DO**

**DEVELOP A
NEIGHBORHOOD
REVITALIZATION
WORKPLAN**

The intent of this phase is to transform the priorities of investment and intervention determined by community stakeholders into a workplan of implementable actions.

**Phase 4:
DO**

**DEVELOP A
NEIGHBORHOOD
REVITALIZATION
WORKPLAN**

The intent of this
phase is to transform
the priorities
of investment
and intervention
determined
by community
stakeholders into
a workplan of
implementable
actions.

2. Train Facilitators for Community Meeting #4

The least structured of the four phases, this phase depends the most on facilitated discussion and free-form feedback from residents. Before Community Meeting #4, the Steering Committee should especially consider how to customize the meeting in order to refine a workplan that works for their particular organization(s). Members of the Steering Committee will have already incorporated into the Draft Implementation Workplan which organization will take the lead on particular types of implementation strategies. This is also the opportunity for CDOs to reach out to other potential partners outside the target area who have the capacity to develop and implement specialized projects and programming.

As with all the community meetings, facilitators should be trained prior to the meeting so they have a complete understanding of the exercise to be conducted. Staff from the CDO(s) working in the area should also be in attendance so they can inform facilitators about ongoing projects/ programming and potential planning being conducted by their organization. This information will be helpful as the Community Stakeholder Team discusses the specific strategic interventions they would want to see in place to realize the future direction of their neighborhoods.

Initial Work Products (Prior to Community Meeting #4)

- Current Conditions Map(s)

- Final Future Directions Map

- Final Future Direction Map identifying priority areas for immediate intervention in the next 1-5 years (does not necessarily have to be a separate Final Future Directions Map)

- Meeting #4 Facilitator Guidelines

- List of prioritized implementation strategies as identified during Phase 3

3. Conduct Community Meeting #4: Workplan Wrap Up and Volunteer Recruitment

The meeting should open with a presentation of the Final Future Directions Map as determined by the Community Stakeholder Team and the Draft Implementation Workplan.

Next, participants will convene in smaller discussion groups based on the neighborhoods where they reside or where they have an interest. Using the outcomes from the last meeting discussion, they will finalize the listings of interventions, organizing them by geography and by topic.

During the discussion, the facilitator will ask for specific properties and locations that need intervention. For instance, if a priority area requires demolition, the facilitator will ask for specific addresses that are hazardous to the community. If a priority area is identified as needing increased safety, participants can identify specific streetlights they know to be out. CDO partners can provide some advice on available funding or implementation tactics. In addition, they can identify governmental entities that may be responsible for upkeep, maintenance and providing services, and who should be brought into the discussion(s) when it comes time to implement the plan.

Once groups have identified specific locations and implementation strategies, all participants will come back into a larger group to present their final recommendations. At this point, the facilitators will go through each of the prioritized strategies and ask for volunteers to help achieve the strategy. For example, this can include volunteers for a community patrol, political advocacy, or community gardening. These volunteers can be utilized to form action committees to assist with implementation after the planning process is over.

Phase 4: DO

DEVELOP A NEIGHBORHOOD REVITALIZATION WORKPLAN

The intent of this phase is to transform the priorities of investment and intervention determined by community stakeholders into a workplan of implementable actions.

Phase 4: DO

DEVELOP A NEIGHBORHOOD REVITALIZATION WORKPLAN

The intent of this phase is to transform the priorities of investment and intervention determined by community stakeholders into a workplan of implementable actions.

Lessons Learned

- It is a good idea for all CDO partners to be present at this meeting to give as much information as possible regarding possible funding sources and any related projects already in existence.

- The Steering Committee might even consider inviting potential funders to the meeting so they can hear residents' desires firsthand.

- CDAD's Strategic Framework outlines short-, mid- and long-term implementation strategies for each typology. Included in the discussion are the roles that residents, local organizations, and government play. Greater detail is provided, however, for what CDOs can and should do. This last meeting provides an opportunity to further flesh out the practical steps that can be taken.

- This final meeting also gives CDAD the opportunity to gain input from the community as to the possible implications of a specific typology once an area is chosen for that specific use. For example, if a naturescape is a desired future use, what would be the long-range plans for maintenance to mitigate potential increased blight?

- Discussions about how to implement strategic interventions often include barriers presented by city policies and the role that city services/departments play in delivering services. The Strategic Framework encourages residents and community stakeholders to identify issues but also solutions that can be presented to the city where residents can be active partners.

- As CDAD was developing its typologies, there were discussions about policy issues that would need to be addressed in order for certain future directions to be feasible. These included zoning, establishing design guidelines, working to draft city legislation, etc. These issues will be brought up during this last meeting and so facilitators should have some knowledge of barriers and opportunities associated with each typology.

The LEAP Experience

Along with CDAD, LEAP realized the need to identify relevant policy issues, draft proposed policy changes and outline advocacy strategies to encourage community and governmental support for LEAP's plan and for the use of the CDAD Strategic Framework citywide. In response to this need, LEAP established a Policy Workgroup. The Policy Workgroup conducted a preliminary study looking at the compatibility of CDAD's typologies within Detroit's current zoning codes. The Workgroup also identified four public policy platforms:

- Revamp City side-lot disposition programs
- Establish open space maintenance agreements across private and public sectors
- Create "Advocacy Teams" to assist with voluntary relocation
- Establish Community Advisory Councils

Additionally, LEAP, UNI and CDAD hosted a forum for elected and public officials to exchange ideas and feedback on policy issues revolving around implementation of the LEAP and Springwells Village plans.

At the conclusion of the project planning process, LEAP and its resident partners had a plan that included: short-term actionable projects that would begin the immediate transformation of the LEAP district; long-term future directions for repurposing vacant land and property; the identification of specific areas where re-densification strategies should be applied; identification of policy programs and changes necessary to support implementation of the plan; and methods to mobilize and equip residents to advocate for implementation of LEAP's recommendations and to influence citywide planning initiatives.

It's important to note that, although LEAP began with a timeframe for completion, it became readily apparent that creating a quality plan would require great care not to rush the community to make decisions before addressing real concerns about what the future held. Flexibility and significant outreach may be required throughout this process.

Phase 4: DO

DEVELOP A NEIGHBORHOOD REVITALIZATION WORKPLAN

The intent of this phase is to transform the priorities of investment and intervention determined by community stakeholders into a workplan of implementable actions.

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The Springwells Village Experience

The Community Stakeholder Team used the end discussion from Phase 3 as the starting point for the final meeting. Beginning at the block level, participants compared their prioritized strategies to identify common threads throughout the seven neighborhoods in Springwells Village and the area as a whole. A facilitator walked participants through elements of the Final Directions Map and asked participants to assign prioritized strategies to particular blocks.

The discussion quickly focused on specific problem properties. One resident even brought photos of nearby houses that needed demolition. Residents also were able to identify streetlights that needed repairing as well as provide specific input on types of housing programs they wanted to see in the future. Furthermore, they were able to identify which particular blocks should see higher density, and which ones should receive larger, less dense housing units.

UNI Staff were able to take note of these problem properties and discuss advocacy strategies with toward blight elimination. Hearing resident concerns firsthand gave them unique insight into how specific, sometimes minor, actions could have a large impact on the residents' quality of life.

UNI had been sharing their ongoing plans for investment in the community throughout the Strategic Framework process—physical improvements as well as social and human development programming. Most of the Community Stakeholder Team were aware of their efforts but during this last meeting, they were able to give input as to what they would like to see occur in the short-term.

At the end of the meeting, UNI provided an opportunity for the Community Stakeholder Team members to join new committees being formed to address the issues outlined. UNI emphasized that these groups would move quickly to use the data, maps and community input to inform and enhance ongoing planning efforts by the CDO. Importantly, these plans, addressing quality of life for residents, would have readily implementable projects and programming as short-term outcomes. The intent is to build standing committees to work in partnership with community organizations and other stakeholders.

Before becoming a pilot project for CDAD's Strategic Framework, Springwells Village had a working collaborative focusing on two of its seven neighborhoods. That collaborative, under UNI's guidance, had a strategic plan in place to address resident concerns. CDAD's process allowed UNI to enhance the existing plan and to move more aggressively into other neighborhoods that had not yet had the benefit of more intense planning at the local level.

FINAL WORK PRODUCTS

- The process will result in a Final Future Directions Map showing typologies and broad-based investment strategies. This will be accompanied by a narrative describing interventions proposed by the Community Stakeholder Team and edited by the Steering Committee (if needed). The final product is the Neighborhood Revitalization Plan.

- It is recommended that a Workplan Implementation Team be formed at this time. During this process of community meetings, participants will have created an engaged body that will raise awareness, funding, and other resources to implement the Workplan while monitoring the progress of its constituent organizations who have taken on specific projects.

ONGOING WORK

- **Promotion of the Neighborhood Revitalization Workplan:** Presentations of the plan should be made to the Mayor, City Council, City Planning Commission and staff and the Planning and Development Department. Additionally, outreach to foundations, citywide nonprofits and selected businesses and developers may yield resources or project ideas that can support the effort.

- **Assess Actions and Revise Plan (every 3 - 5 years):** Ideally, the Current Conditions Map will be updated periodically as a way to see if the Workplan is having a direct, short-term impact on the neighborhoods included in the original study area. The process for creating a new Future Directions Map should be reinstituted at a minimum, every three to five years to accommodate changes that may have occurred in the intervening years. In this way, the CDAD Strategic Framework process produces a living document that consistently reinforces the wise allocation of resources to best meet community desires. The Steering Committee should take the lead but the Community Stakeholder Team is an integral partner in any neighborhood planning revisions.

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**Phase 4:
DO**

APPENDIX:

**COMMUNITY
MEETING
FACILITATOR
GUIDELINES**

Phase 4: DO
COMMUNITY MEETING
FACILITATOR GUIDELINES

Purpose: To match neighborhood-wide actions to specific priority areas and begin transforming feedback into a useable workplan for the community.

1. Introductions (10 minutes)

2. Presentation of Draft Neighborhood Revitalization Plan (with focus on how the results of each phase in the process is reflected in the plan) (10 minutes)

a. Phase 1: Validated Data

b. Phase 1: Determined Preliminary Future Direction

c. Phase 2: Finalized Future Direction with budget exercise

d. Phase 3: Identified short-term priority areas and action priorities for the neighborhood.

e. TODAY: Match neighborhood-wide actions with the identified short term priority areas

3. Small group review of Workplan (60 minutes)

a. Gather in small groups based on your neighborhood and introduce yourselves (3 minutes)

b. Identify a scribe for your group (2 minutes)

c. The facilitator will explain the materials presented: Current Conditions map, Future Directions and priorities, aerial photos, list of prioritized strategies, Draft Implementation Workplan (5 minutes)

d. Go through each area of the Workplan and discuss whether group members support the document as written or have amendments. (50 minutes)

i. The group should come to consensus on either its support or its requested changes.

ii. The scribe should note specific suggestions for changes if the group identifies areas where it disagrees.

iii. Facilitator should encourage revisiting the materials that show previous decisions (for instance, prioritization areas shown on the Final Future Directions Map and types of appropriate intervention strategies) to help the group resolve any issues or confusion. Those materials should "outweigh" new input, since they reflect consensus of the larger group over the entire process.

4. Amending the Workplan (20 minutes)

   a. Gather back as a large group (5 minutes)

   b. Facilitator collects feedback on the Draft Implementation Workplan from the scribes, who report out to the entire group (15 minutes)

      i. Suggested changes to the Workplan require some discussion or a quick show of hands as to which other small groups agree with that change. If a small group was the only group to request a particular change (and other groups support the document as-written), the change may not reflect consensus of the entire group and should not necessarily be incorporated.

5. Who is going to get it done? Signing up for committees: (15 minutes)

   a. Facilitator reviews committees described in Draft Implementation Workplan to entire group.

   b. Community Stakeholder Team members volunteer for committees.

6. Celebrate!

   a. Congratulate each other on a job well done and completing the CDAD Strategic Framework Process

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