

POINT 1
DRUG TRAFFIC

"MORE INTENSIVE INVESTIGATIONS AIMED AT MAJOR DRUG TRAFFICKERS AND BANKROLLERS OF THE DRUG TRAFFIC."

"TO ASSIGN INVESTIGATIVE TEAMS TO JR. HIGH AND HIGH SCHOOLS TO DRIVE THE PUSHERS AWAY."

"IMMEDIATE FULL SCALE INVESTIGATIONS BY A SPECIAL TEAM OF EXPERIENCED OUTSIDE INVESTIGATORS OF THE NUMEROUS RUMORS OF POLICE CORRUPTION WITH DRUGS."

RECOMMENDATIONS

A. Major drug traffickers and bankrollers could best be handled by a one man grand jury investigation with Judge George Crockett as Grand Juror.

B. A Youth Services Program should be set up to mitigate substance abuse among high school and junior high school students.

Rationale: Substance abuse in junior high schools and high schools as well as among youth in general is the symptom of a much more ingrained problem. Substance abuse is not localized to junior high schools or high schools; it is a community wide epidemic and our youth are particularly susceptible to the disease process.

C. A Detroit based unit is required to investigate reports of police complicity with drugs. We recommend an independent commission with subpoena power and immunity and adequate staff to investigate rumored corruption and report findings and recommendations to the Mayor.

PLAN FOR YOUTH SERVICES PROGRAM
(See recommendation B)

Basic Causes:

The absence of cultural, economic, educational, and creative opportunities and outlets, especially for our youth, makes Detroit youth more susceptible to substance abuse, fratricide, peer assassination, real and social, mistrust, fear, etc. We feel the way to drive pushers away from our youth is through a fully developed youth services program that is created for the purpose of offering Detroit youth a creative and cultural future.

THE CULTURAL AND CREATIVE DEVELOPMENT COMPONENT MAY WELL BE THE CORNERSTONE OF THE YSP, SINCE IT IS BASED IN PREVENTATIVE MEDICINE. THE TWO APPROACHES TO THE OVERALL PROGRAM WILL BE:

1. ORGANIZING YOUTH FOR POLITICAL AND SOCIAL ACTION. THIS IS THE MAJOR STRATEGEM.

2. THE TACTICAL OPERATION SHOULD BE BASED ON THE USE OF STREET WORKERS OR COMMUNITY YOUTH WORKERS, COMMUNITY HEALTH WORKERS. THE WORKERS' MISSION IS TO BRING YOUTH INTO SERVICE BY ORGANIZING WITH YOUTH USING HEALTH, EMPLOYMENT, TRAINING, CREATIVE AND CULTURAL DEVELOPMENTS AS THE THINGS (OPPORTUNITIES) THAT THE CITY HAS TO OFFER AS OPPOSED TO DRUG ABUSE, FRATRICIDE, PEER ASSASSINATION, ETC.

Goals:

1. Promote and develop youth creativity through cultural development.
2. Open new mechanisms for youth employment, education and training.
3. Promote health of youth including environmental, physical, and mental health.
4. Plan, develop, and institute as a major program component a community youth organizing effort. This effort should emphasize both social and political organizing.

Rationale:

After evaluation of current youth services in Detroit, we conclude there is insufficient, unfocused youth and development programs. This situation perpetuates the passage of spiritual death of youth and eventually the society in Detroit. We feel encouraging our youth to direct their creative energy to constructive and unifying endeavors is the best preventative medicine there is. We see the YSP as a life support program of employment, education, training, and focused youth health services. Through this approach the City makes abuse of substances by our youth an unnecessary escape from the realities of too few creative and cultural opportunities.

Program Components:

1. Employment and Job Development

This will function to develop new employment opportunities through job development, career counselling, and employment placement. (The Mayor will need to take the lead by identifying scattered and current ongoing youth employment functions for maximum impact.) The City should seek to create more youth employment opportunities, both on a full time and cooperative basis.

2. Training and Education.

Youth training and education function is to develop training and education opportunities by providing knowledgeable, trained staff to identify educational opportunities in school and co-op, to counsel youth for educational and training opportunities, and to expose youth to a variety of growth experiences. (The educational and skilled development of the City - current - will focus more particularly on youth. Example: Current City operated up-grading programs through civil service and the tuition reimbursement plan.)

3. Health

This component will function as a youth public health and preventative medicine approach to young people's health; a commitment of public health resources, including and especially public health outreach workers (public health nurses), and community health workers. Note: there is virtually no school public health nursing service for Detroit schools. This absence means almost no prevention in schools, no early diagnosis in schools, and leaving the families of these youth left out of prevention, early diagnosis, and personal family health services.

The provision of youth health services is most often covered financially by various scattered uncoordinated programs throughout the City. Example; PRESCHAD Medicaid Screening.

4. Recreation and Culture

This function will accomplish the following objectives:

- a) Promote culture through ethnicity and self-awareness
- b) Create outlets for creative expression and/or appreciation.
- c) Provide recreation for members of community
- d) Provide activities of interest to a wide group of people

Rationale: With the shift in interest of youth toward cultural activities (films, music, dance, drama, etc.), the existing facilities in the City are all available for this concentrated program. The absence of creative cultural outlets perpetuates substance abuse, crime, etc. This component could actually stimulate business in various ethnic communities (movies, record business, concert halls, etc.).

The basic rationale of this component is the belief that cultural awareness creates a more positive environment in which to live and that emphasis on channeling energy of young people into more constructive endeavors will drive the pushers out of the community.

Health, Education and Prevention Function

The first task of the City's drug prevention efforts should be directed toward answering three questions: What is the extent of the problem? Who does the problem involve? Where is the problem manifesting itself?

The next order of business for this program is to adopt a community orientation which directs itself primarily to parents and children. The material which it presents to its communities must be factual, current, and appropriate for the intended audience, which in the case of Detroit means that it should be relevant to the experiences, lifestyle, perceptions, feelings and values of those communities in which it is presented. Operationally it should emphasize the meaning and function of drug use rather than its physiological or psychological effects. Its objectives should be to leave its target population, especially its youth, secure in its information and realistically able to assess the risks, while providing continuing opportunities for discussion and the exploration of issues.

Policy Considerations for YSP

- A. The Program will require an ADVISORY COMMISSION board or committee. This committee should be youthful and ethnic.
- B. This program must be given Mayoral priority and authority in order to coordinate existing programs and develop a YSP out of those on-going, unrelated, unfocused program activities.
- C. YSP must be DECENTRALIZED on an ethnic and neighborhood basis.
- D. The program must have a secure YOUTH DIRECTOR who is comfortable with a decentralized service delivery operation and has adequate staff assigned on a decentralized base.
- E. The program must be political in the sense that its operation is designed to bring youth into participation and influence of the government.
- F. The Mayor might want to review decriminalization of drugs in view of the state's trend in this regard. Currently this committee feels decriminalization of drugs can only work if we have the above services well under way. At that point, drugs become irrelevant anyway.

POINT II
POLICE DEPARTMENT ACCOUNTABILITY

"NEW RULES WILL BE IMMEDIATELY DEVELOPED AND
IMPLEMENTED TO HOLD SUPERVISORS RESPONSIBLE AND
ACCOUNTABLE FOR THE ACTIONS OF THEIR SUBORDINATES."

The subcommittee determined to expand the scope of its charge to include accountability of the Police Department and its officers to the public. The following recommendations are offered to strengthen both internal and public accountability. We believe they can and should be set into motion within the first 100 days of the Young administration.

Internal Departmental Accountability

1. Commanders of precincts and other units of the Police Department should be held responsible for the actions of their subordinates; and should therefore, have influence over the selection of their key personnel.
2. Specific priorities and objectives should be established with respect to the operation of each precinct and unit. The objectives should include improvement in police-citizen relations.
3. Command officers should be evaluated in regard to achievement of the established objectives.
4. In the selection of sergeants, leadership capacity and ability to establish rapport with citizens, should be weighed heavily.
5. All supervisory personnel should be given in-service training in human relations and other supervisory skills. Command officers should also be trained in management methods.
6. The Mayor should endorse and enforce educational requirements for all ranks.

Public Departmental Accountability

1. The Police Department's annual budget should delineate line item costs in accordance with accepted accounting procedures, and should be made available for public review.
2. In order to build confidence of the citizens and collect much needed information about criminal activity, but only as an interim measure, a Citizens Information Receipt Center, operated by civilians under the aegis of respected community figures, should be established. Citizens who are unwilling to report suspected criminal activity or complaints about police behavior directly to the Police Department, would have the option of reporting same to this Center.
3. When the new charter takes effect the Police Commissioners will be charged with establishing policies, rules and regulations. In order to expedite their work, a small Task Force composed of people who are knowledgeable about law enforcement should be established in advance to review, analyze and evaluate present Police Department manuals and operating procedures. The Task Force would complete its work by July 1, 1974 and would present its report to the Board of Police Commissioners.
4. The citizen complaint process should be strengthened in the following ways:
 - a) Upon taking office, the new Mayor should release a report on action taken in regard to the 27 citizen complaints stemming from the search for Haywood Brown and others. This would dramatize a new attitude by a city administration. Public disclosure of action on any complaint which is of major concern to the community should be the rule.
 - b) Letters should be sent by the Citizens Complaint Section to complainants informing them of the opening of a case and the case number assigned. This would serve as a written record for the complainant as to when his case was begun, and would prevent a case investigation from being discontinued by the investigator before completion.
 - c) A written report should be mailed to the complainant or referral agency, within a stated period of time, summarizing findings and stating what action has been taken. (CCS procedures apparently provide for this now, but there is widespread belief among knowledgeable people that this is seldom done.) There should be enclosed a form on which the citizen can indicate if he is dissatisfied with the disposition of his complaint. Reconsideration should then be given to the complaint, and all which are not satisfactorily resolved within the Police Department, should be reported to the Mayor's office.

- d) At least until the Board of Police Commissioners has begun to monitor complaints, the Mayor should appoint a veteran police officer, or other qualified individual, who reports to him on compliance with the complaint process, and who reviews the unresolved complaints mentioned in point (c).
- e) Guidelines should be developed which delineate maximum and minimum penalties for every offense. Minimum penalties would serve to protect the citizens against excessive leniency by commanding officers. Maximum penalties would prevent over-punishment of officers not in favor with their commanders.
- f) Guidelines should be developed which clearly define the kinds of cases which can be referred to the precinct or unit commander for disposition.
- g) Before ordering discipline an officer's prior complaint and injury contact record should be considered, and, afterward, the reasons for choosing the maximum or minimum penalty or something in between, should be explained in writing.
- h) At least until the new Charter becomes effective, the CCS should be required to initiate investigations of possible offenses which come to their attention, either through the news media or from a referral agency, even if they do not have an individual complainant claiming to have been harmed. Investigations should be initiated into the performance of any officer who is involved in a large number of complaints and injury contacts, regardless of any complaint.
- i) A docket of all complaints and the disposition thereof should be available to the public.

At least until the new Board of Police Commissioners are in operation, a monthly report on the status of complaints should be forwarded to the Mayor's office.

- j) At least until the new Charter becomes effective, citizens who are not employees of the Police Department should be included as voting members of the Commissioner's Advisory Board. They should be appointed by the Commissioner to serve without pay, on a rotating basis, and should be representative of the total community.
- k) In those cases where an investigation has been conducted by the Commission on Community Relations in the Michigan Civil Rights Commission, their findings should be considered, along with the CCS report, by the Police Commissioner's Advisory Board in making a disposition.

POINT III
POLICE-COMMUNITY RELATIONS

"MINI POLICE OFFICES - STAFFED WITH SMALL POLICE SQUADS - WILL BE ESTABLISHED IN 50 NEIGHBORHOODS AND IN COMMERCIAL CENTERS. THE 12-MAN STAFF FOR EACH OF THESE OFFICES WILL COME FROM EXISTING PRECINCT STAFF AND FROM DESK JOBS."

"MORE POLICE WILL WALK THE BEATS TO KNOW AND WORK MORE CLOSELY WITH THE PEOPLE AND THE SHOPKEEPERS IN THE NEIGHBORHOODS."

"NEW AND INTENSIVE RECRUITMENT PROGRAMS WITH CIVILIANS AND POLICE WORKING TOGETHER IN NEIGHBORHOODS, SCHOOLS, CHURCHES AND BLOCK CLUBS. HIGH SCHOOLS WILL BE ASKED TO HAVE NEW PRECADET POLICE TRAINING AND ORIENTATION PROGRAMS."

"NEW PROCEDURES FOR PROMPT HANDLING AND DISPOSITION OF CITIZENS' COMPLAINTS WILL BE INTRODUCED."

Task Force recommendations with respect to each of the above points are set forth below. The subcommittee which developed them has consulted with a number of resource people, and has looked at studies which have bearing on the above issues.

Mini-Police Offices

The Task Force supports the concept both as a means of improving police-community relations and of increasing protection against crime.

Neighborhood facilities such as "city halls", recreation centers, and housing projects, as well as storefronts, should be available at relatively low cost. Other than initial expenditures to equip the offices, the cost should be fairly low.

We believe that the mini-police offices can be staffed through redeployment of existing manpower, particularly if existing vacancies for civilian positions in the Police Department are filled. It is possible that additional police positions can be earmarked for civilians, which would provide a further pool of manpower. In addition to patrolmen now assigned to precincts, scooter patrol officers may in some cases be assigned to work in conjunction with the mini-police offices. These officers would be particularly well suited for the mini-police offices because they are already trained and oriented to relate to citizens in a positive way rather than under adversary conditions.

Mini-Police Offices (Cont.)

The number of officers involved in combatting "victimless crime" should be examined, and steps should be taken to change police assignments to better reflect priorities in the fight against crime. Since increased effectiveness against crime is the prime objective, redeployment should be effected in ways that will strengthen the Police Department and the support it will receive from the citizens.

We recognize that the precinct commanders, who will be held accountable for the functioning of the mini-police offices, should decide how they will be staffed and operated. Yet it will be absolutely essential to the success of the mini-police offices that there be real consultation with the community which they will serve on such matters as:

- .What range of services should they provide?
- .Where should they be located?
- .What hours should they be open?
- .How should volunteers from the neighborhood be recruited and used?

We recommend that civilian employees, preferably from the neighborhood, be hired to perform appropriate duties at the MPOs. The idea is to have the police officers working out of the office, not in them.

We also recommend that criteria be developed for selection of officers to work in MPOs which would include their motivation and their demonstrated ability to relate positively to citizens.

Officers assigned to MPOs should be provided with special training, and they should be expected to stay on assignment in an MPO for a substantial period of time.

More Officers Walking Beats

In part this ties in to the establishment of MPOs. Although officers working out of MPOs will be used flexibly, it is likely that there will be more officers walking beats.

The Task Force does not presume to say how many additional officers can and should be placed on beats. We believe that the Mayor would want to ask his Police Commissioner to prepare a report and recommendations on this matter.

Recruitment

The objective is to make the Department more effective by making it more representative of the makeup of our city and improving the caliber of entrants. The best recruiters of minority police applicants would be minority police officers. However, their ability and willingness to recruit depends upon an

Recruitment (Cont.)

Improved community attitude toward police, and some assurance in their own minds that racist practices within the Department will be curbed. Our recommendations are:

- A. Continue to review and improve the testing and selection process.
For example: 1. Is a 4-hour written test too long?
2. Should a civilian who is sensitive to community attitudes be placed on the 3-member board which conducts the oral interview of candidates?
- B. Thought should be given to the effect of the present height requirement recruitment of Latinos.
- C. A Minority Police Recruitment Committee should take on the function of a big-brother program to assist prospective recruits, recommend them, and follow them through the recruitment and training process.
- D. Police cadet vacancies should be widely publicized, particularly in newspapers and on radio which reaches the minority communities. A policy should be established that starting immediately at least half of the applicants accepted into the cadet program will be minority youth.
- E. Together with the Detroit Public Schools, a pre-cadet program should be considered for establishment in several high schools. Participants should be screened in terms of background and other qualifications at an early stage so they can be assured that if their progress is satisfactory, they will be accepted into the Cadet or Academy programs. The pre-cadet program could include field experience and should contain heavy emphasis on human relations. (The Protective Services curriculum now in use at Murray-Wright High School may be taken as an example.)
- F. A committee should be established to do the following:
 - 1. Review cases of all student patrolmen who failed to complete prescribed training in the Police Academy during 1973.
 - 2. Review a sample of applicants who appeared before the Oral Review Board.
 - 3. Develop means to evaluate the staff of the Police Academy.

Point III - Police-Community Relations

Citizen Complaint Process

The objective here is to encourage professional police conduct, identify and discourage misconduct, and strengthen public confidence in the Police Department. To this end the subcommittee on Police Accountability and the subcommittee on Police-Community Relations have both considered how to strengthen the citizen complaint process. The joint conclusions reached by these two subcommittees already appears in this report in the previous section on Police Accountability, and will therefore not be repeated here.

POINT IV
GUN CONTROL

"PRESS THE PROSECUTOR'S OFFICERS AND THE COURTS TO ENFORCE
MORE VIGOROUSLY THE SEVERAL EXISTING GUN CONTROL LAWS."

The Subcommittee has found gun control an extremely difficult issue with which to deal. Detroit residents who carry guns appear to be unwilling to give them up or register them without the assurance that those who are threatening them have been disarmed. With respect to family quarrels involving the use of weapons, the sense of the public would seem to be that the Police Department will not respond to pleas for help.

The Subcommittee has determined that effective gun control would be a key factor in the reduction of street crime. Despite this very serious situation, several recommendations have been considered by the Subcommittee. The most effective recommendation that we strongly encourage the Mayor to adopt is a mandatory sentence for unregistered guns.

The Subcommittee realizes that 60-70 percent of the homicides in Detroit occur in homes or in family type settings, however, guns are used for a staggering amount of street crimes; a major present concern.

If a citizen realizes that any person arrested and in possession of an unregistered gun will have to serve a period of time on a mandatory basis, perhaps hand guns will disappear.

It is further expected that this recommendation will receive recognition in the form of a properly amended State Statute or new City ordinance.

Legislators will be contacted in Lansing for the purpose of preparing the proper State Statute for immediate passage.

In a larger sense, the administration should further go on record in support of national legislation restricting firearm manufacture and distribution.

POINT V
URBAN ECONOMIC DEVELOPMENT AUTHORITY

"ESTABLISH AN URBAN ECONOMIC DEVELOPMENT AUTHORITY WITH SPECIAL LAND ASSEMBLY AND FINANCING POWER TO PROMOTE THE ECONOMIC AND PHYSICAL DEVELOPMENT OF DETROIT, TO CREATE JOBS, AND TO PRODUCE HOUSING."

"THE URBAN ECONOMIC DEVELOPMENT AUTHORITY (UEDA) WOULD;

- a. AID EXISTING AND NEW BUSINESS FIRMS AND NOT-FOR-PROFIT ECONOMIC ENTERPRISES (SCHOOLS, HOSPITALS, ETC.) IN ASSEMBLING LAND, PREPARING PLANS AND SITES, AND IN FINANCING THEIR OPERATIONS;
- b. ISSUE INDUSTRIAL REVENUE BONDS TO CHANNEL AID TO FIRMS WILLING TO STAY IN DETROIT OR TO LOCATE HERE (WHILE RECOGNIZING THE \$5 MILLION DOLLAR OR SIMILAR LIMITS ON THIS AID);
- c. ENGAGE IN ALL PHASES OF FINANCING AND DEVELOPING OF HOUSING AND RELATED RETAIL SERVICES."

INTRODUCTORY STATEMENT

The task force feel very strongly that it is necessary to establish an Urban Economic Development Authority which is separate and distinct from departments of city government. Even though departments of city government, such as the Community Development Commission, are concerned with similar issues, they have other responsibilities as well as built-in restraints which do not permit them to respond as effectively as a separate Urban Economic Development Authority, which is self-sustaining (except for initial start-up grants), and is required to effectively perform at all times in order to remain in business.

We, therefore, urge that everything possible be done at the state level to create permissive legislation that will enable the creation of an Urban Economic Development Authority that will serve the needs of Detroit.

PURPOSE OF THE AUTHORITY

The task force recommends that an Urban Economic Development Authority promote development and/or redevelopment in at least the following areas:

- Industrial
- Commercial
- Housing (low, medium and high income)
- Civic Projects (government, educational, cultural, etc.)
- Land Use Improvements
- Recreational
- Institutional
- Transportation

The task force also feels that there will be many instances where the Authority will be called upon to carry out training programs for the operation and maintenance of such projects, and that provisions should be made to carry out these functions.

ORGANIZATION OF THE AUTHORITY

The task force explored the possibility of private corporations and public corporations similar to that of New York State Urban Development and felt unanimously that a public corporation similar to the Urban Development Corporation in New York State and to those described in pending legislation before the Michigan State Legislature was most desirable.

LAND ASSEMBLY POWERS

The Urban Economic Development Authority should have the power to:

- Purchase Land
- Acquire Land by Eminent Domain
- Lease, Sell and Convey Land

In addition, the task force felt that the public ownership of land by either city, county or state units of government was highly desirable in certain critical areas needing development and urged that we push for the type of legislation that will make public ownership of land for this purpose possible, so that land can be leased to private developers or the Urban Economic Development Authority who agree to develop such land according to a predetermined plan that will fulfill urgent community needs.

Coupled with public ownership of land and the lease of such land to either private corporations or the Urban Economic Development Authority is the need for legislation which would permit units of government -- city, county or state

level -- to acquire and write down land for sale or lease to developers who would develop such land according to a conceptual plan that would meet with the approval of the government body or bodies involved.

PLANNING POWERS

The task force recommends that the Urban Economic Development Authority initiate, conceptualize and promote development plans which in their judgment fulfill urgent community needs. Each project plan must be approved by the government body or bodies involved for compliance with zoning and building codes.

FINANCING POWERS

The task force recommends that an Urban Economic Development Authority have the power to accept private loans and/or government grants, mortgage property and issue revenue bonds.

TAXES

An Urban Economic Development Authority should have:

- Tax exempt status
- Power to use tax increment from appreciated land value
- Seed money grants for the purpose of organizing the Authority and operating it for a limited time until it is able to be self-sustaining.

The task force urges serious consideration be given to implementing the philosophy of higher taxes on land and lower taxes on improvements. This is a matter which would not only apply to projects developed by the Authority, but would apply to other development groups as well. This should be pursued through necessary state legislation. If it appears impossible or undesirable to accomplish this as a statewide measure within a reasonable period of time, a possible compromise would be permissive legislation which can be applied at the local level.

GEOGRAPHIC SCOPE OF THE AUTHORITY

The task force studied several alternative scopes for the Authority. They included:

1. Downtown Development Authority
2. City Development Authority, or County Development Authority -- Municipal Development Authority
3. Regional Development Authority
4. State Development Authority

Bills have already been prepared for submittal to the State Legislature which will provide permissive legislation for a Downtown Development Authority and a Municipal Development Authority.

The task force feels that a state or regional geographic scope for the development authority is preferable provided the interest of each municipality is properly promoted while at the same time promoting the interests of all municipalities within the state or region. Although a great deal of progress has been made in educating citizens and governing bodies regarding advantages of regional and state wide efforts toward solving urban problems, many years will be required before state or regional urban development authorities will be acceptable to Michigan citizens. The task force believes that our long range objectives should be a state or regional Urban Economic Development Authority. However, the task force feels that our immediate objective should be the creation of a Municipal Urban Economic Development Authority. We should also support permissive state legislation for downtown development authorities.

RECOMMENDATIONS

The task force recommends that Senate Bill 667 permitting the creation of municipal development authorities be reviewed in detail toward the end that changes can be negotiated to reflect the purposes, organization and assembly powers, planning powers, financing powers, taxes, etc. spelled out in this report.

The task force further recommends that when such permissive legislation is passed that a Municipal Urban Economic Development Authority be created at the Wayne County level. The interest of each city and township must be promoted while at the same time promoting the interest of all cities and townships within the county.

The task force further recommends that the draft of permissive legislation for downtown development authorities be reviewed for compatibility with details of this report. How such permissive legislation might apply to downtown Detroit will require further study of such an authority's relationship to the above municipal development authority and already existing public and private development groups in Detroit.

Keeping in mind the urgency of moving rapidly with the economic development of our city, the task force feels very strongly that the above recommendation can be implemented within the next few months if we are willing to spend the time and effort to bring together the necessary parties at the state, city and county level to modify pending legislation to accommodate the recommendations made in this report. We suggest that the Mayor appoint a special task force comprised of representatives of business, labor, government and the community for the

purpose of developing the detailed strategy for implementing these recommendations as well as carrying out this strategy by working with the necessary individuals at the city, county and state level. It is our hope that a municipal Urban Economic Development Authority at the county level will be completely organized by the end of 1974 and ready for business by the first of 1975. It is our further hope that decisions regarding downtown development will also be made by this time.

REFERENCE MATERIAL

The chairman of the subcommittee has on file copies of the following material studied by the subcommittee:

- The New York State Development Corporation Act
- The Michigan SB 667 proposed Urban Development Bill
- The Michigan Act 250 Urban Development Bill
- The City Ordinance 709-G Community Development Commission
- The Downtown Development Authority Bill
- The Missouri Development Act
- The New Detroit City Charter
- The Michigan State Housing Development Authority Act
- Special State Task Force Report Dated January 31, 1973 ,
which proposed the Michigan Regional Economic Expansion
and Development Authorities .
- Regional New Town Design - Metropolitan Fund , Inc. ,
Report of 1971
- A Tabulation which show s comparative data on various urban
development organizations .

The Chairman also has on file minutes of meetings of the task force and drafts of this final report.

POINT VI
DOWNTOWN DETROIT

"PROMOTE THE GROWTH OF DOWNTOWN DETROIT BY:

- a. PROVIDING FREE OR LOW COST PARKING ON CITY LAND IN THE DOWNTOWN AREA:
- b. EXPANDING FREE MINI-BUS SERVICE TO THE DOWNTOWN AREA FROM SURROUNDING FREE OR LOW COST PARKING AREA:
- c. DEVELOPING ADDITIONAL DRAMATIC ATTRACTIONS FOR DOWNTOWN DETROIT, SUCH AS THE RENAISSANCE CENTER AND THE MUSIC HALL, TO DRAW MORE PEOPLE AND COMMERCE TO THE HEART OF OUR CITY:
- d. MAKING IT A SPECIFIC RESPONSIBILITY OF AN ASSISTANT TO THE MAYOR TO COORDINATE AND OVERSEE THE PROMOTION AND DEVELOPMENT OF DOWNTOWN DETROIT."

The task of this subcommittee has been to identify specific actions or programs:

- a. that Mayor-elect Coleman Young could undertake in the First 100 days of his administration;
- b. that would move Detroit forward; and
- c. that would be compatible with longer-term development.

The following is the set of specific recommendations that has received the general agreement of the Subcommittee.

Definitions

Downtown Detroit - refers to the Central Business District (CBD)

Central Business District - this is taken to be the area bounded on the north by the Fisher Freeway, on the south by the Detroit River, on the west by the Lodge Expressway, and on the east by the Chrysler Expressway.

GOALS AND OBJECTIVES FOR THE DEVELOPMENT OF DOWNTOWN DETROIT

To provide a framework for the following discussion and to provide direction to our activities, the subcommittee has developed the following basic goals and objectives for the City's activities in downtown Detroit:

Objectives:

A. LONG-RANGE OBJECTIVES FOR DOWNTOWN DETROIT

1. Maximize Economic Growth:

The CBD of the City provides a setting for certain economic activities that are very difficult and expensive to duplicate in another setting. The CBD should build on these retail, legal, financial, governmental, specialized service, entertainment, and cultural activities to expand the employment, income, and tax bases for the city and its residents.

- a. To expand CBD employment from the current 80,000 to 120,000 by 1990.
- b. To increase the availability of desirable office space to house the legal, financial, special service, and governmental economic activities located in the CBD.
- c. To improve the accessibility of the office and retail space in the CBD by the provision of an improved road and parking system, improved bus and rapid transit system into the CBD, and a "peplemover" system within the CBD.
- d. To make the CBD more secure.
- e. To make the CBD more attractive and comfortable.

B. SHORT-RANGE OBJECTIVES FOR DOWNTOWN DETROIT

1. Serve Existing Establishments:

- a. To increase convenient parking.
- b. To increase the security in the CBD.
- c. To promote Downtown Detroit as a cultural, retail, and entertainment resource.

2. Improve the Transportation System Into and Around the CBD

3. Provide an Environment that is Competitive with the Suburban Shopping Centers:

- a. To expand short-time parking and lower the cost.
- b. To remove the automobile from parts of the CBD.

4. Assist in the Development of Urban Renewal Land and Other Underdeveloped Land

- a. To move to "site value taxation" in the CBD.

SPECIFIC PROPOSALS FOR IMPLEMENTATION IN THE FIRST 100 DAYS

The Subcommittee recommends that the following proposals be implemented in the First 100 Days. In some cases, they are activities initiated by outside groups but that require City services and support. In other cases they are proposals that are in various stages in the City Administration and just require that the Mayor push them along.

A. PARK AND RIDE

Increased short-time parking in the center of the CBD and cheaper all-day parking can both be obtained through a proposal developed by the CDC (Community Development Commission of the City). This proposal would have the City lease a large site on the river outside of the CBD. The person would pay \$1 for all-day parking and the bus ride from the site to the CBD and back.

Using the "Nicholson Site" this park and ride program could be implemented within the First 100 Days. The project is projected to be self-supporting at 400 cars.

<u>Timing:</u>	1. Decision to proceed by	Jan. 9th, 1974
	2. Negotiations on site and bus completed by	Jan. 25th, 1974
	3. Promotion prepared by and started on	Jan. 28th, 1974
	4. Site prepared by	Feb. 8th, 1974
	5. Program started by	Feb. 11th, 1974

Other sites could be developed in subsequent month.

Attached is a copy of a study by the CDC and the comments on that study by Mr. Leon Brown of the Subcommittee.

The CBDA (Central Business District Association) is working on the parking problem with a similar scheme and with other proposals.

B. LOWERING RATES ON EXISTING CBD PARKING LOTS

The Mayor should direct the City Administration to move to signing short-term leases with the operators of City owned parking lots. These leases should be rewritten to reduce the long-term all-day parking as the Park and Ride program builds up and to make a rate structure that is attractive to short-time parkers.

C. MINI-BUSSES

The Subcommittee would urge that a dramatic "people-mover" for the CBD is most desirable, but that is a long-range item. For short-run the use of "mini-busses" in

MINI-BUSSES (Cont.)

the CBD should be expanded. The Transportation Sub committee is recommending "collector" networks to get folks in an area to the major bus lines. The CBD loop "mini-busses" should be made part of this collector system. In the CBD, the "mini-busses" should be "free", that is, they should be subsidized by the DSR.

D. DETROIT TONIGHT

The Hospitality Industry (primarily the restaurants and hotels in the CBD) has formed a committee to promote the evening entertainment and cultural activities in the CBD. The Subcommittee recommends that the Mayor participate in this activity and provide city support to this effort. Activities that the City could support are:

1. Allowing on-street parking in the downtown area after 6 p.m.
2. Increasing the evidence of police protection at night.
3. The provision of a mini-bus loop around the evening cultural activities, restaurants, and other "hot-spots" in the CBD.
4. Support of the Hospitality and Cultural Arts Committee's efforts to get POP (Pay One Price) Parking (you pay just one time each night, but can move your car from location to location).

Timing: The Hospitality Committee is moving on all these activities now and could use support at any time. The big "kick-off" is scheduled for April 1st.

E. CONSUMER INFORMATION CENTERS

The City should fund and organize a Consumer Information Center in the CBD that would provide information of all kinds for consumers. The Center would be centrally located and would provide experienced and informed people that could: aid consumers in buying decisions; mediate complaints; provide information on "sales", "caveats", and the availability of services; and refer cases to other agencies when appropriate. Attached is a more detailed description of the Centers by Ms. Esther Shapiro. United Community Services already has three similar centers that provide only for low-income shoppers and the centers are not in the CBD.

<u>Timing:</u>	1. Decision to proceed.	Jan. 11, 1974
	2. Site selection and personnel selection.	Feb. 8, 1974
	3. Site development, training, etc. in process.	
	4. Announce the Center's Opening.	Mar. 1, 1974
	Center opens	May. 1, 1974

F. THE CBD STUDY

The CDC has developed a wealth of information on the CBD and a plan for it's development. The CBD appears to be moving in the general direction of the plan (or vice versa). The Subcommittee suggests that this source be mined for ideas on how to improve the CBD. In particular, the following items should be acted upon as soon as all the necessary data and decisions can be collected.

1. Signs. Provide attractive signs all over the CBD indicating bus stops, bus routes, directions to major buildings, parking, freeways, etc. Coordinate this effort for all the different departments.
2. Information Billboards and Window Displays. Develop a set of standard locations where posters advertising downtown activities can be posted. Use visual displays in vacant store windows and the Kern Block.
3. Move as soon as possible to the Auto Loop around the Center of the CBD. The CBD Study has identified a set of one-way streets that loop around the central retail section of the CBD. CDC is pushing the concept that parking be located along this loop. It could be feasible to have this loop finished within two years. The Subcommittee suggests that signs be erected now to begin to orientate the public to this new mode.
4. Pedestrian Malls in the CBD. As the auto traffic is drained out of the retail center of the CBD (the area around Hudson's), then the closing off of certain streets to traffic or certain types of motor traffic becomes feasible. The Subcommittee does not have a specific suggestion, but one of the short streets around Hudson's could be shut off by April 1 and gradually convert the area into a Mall/Park setting.

Somewhat longer-term, but in time to be announced in the First 100 Days, is the suggestion that Woodward in the CBD below Grand Circus Park be shut off to auto traffic. The sidewalks could be widened by two lanes of traffic and only busses and cabs allowed in this stretch. This "suggestion" will require more study.

5. Housing in the CBD. Many people are not aware of the existing housing in the CBD and of moves to expand this housing by converting older office buildings. Essential to the expansion of activity in the CBD is an increase in housing. The Subcommittee urges the City to publicize this housing and expand the efforts to attract developers to renovate existing buildings or build new housing in the CBD. The Renaissance Center should aid in this development.

CONSUMER SERVICE CENTER

To attract shoppers away from suburban shopping malls and back into downtown Detroit, the area must offer services not available elsewhere. A consumer service center would fill a need that has gone unrecognized, in an innovative and useful manner. We propose to establish such a center with the following specifications:

- * Centrally located on a major downtown street, clearly marked, street level if possible.
- * Staff with some experience in identifying and dealing with consumer problems.
- * Center to be established downtown immediately, as a pilot project; ultimately to be an arm of the Consumer Commission created by the new City Charter, with branches in other city shopping centers.
- * The Center would contain:

Consumer reference library. Books, pamphlets, consumer research magazines, government bulletins to provide information on product selection and use. Staff trained to assist and advise people looking for information. (Can be done at a cost of \$300 to \$500 per year for a basic library).

Consumer complaint center. Eventually, establishment of a mediation/arbitration service on complaints, using American Arbitration Association models. We can draw upon the experience of arbitration services established in Philadelphia and Alexandria. To ensure maximum cooperation on the part of area merchants, posting and publication of unresolved complaints after a 60-day negotiation period.

Posted lists of current sales and "recommended good buys."

Posted lists of "caveats:" notification of fraudulent practices reported in the area, violation of sanitary standards, as well as weights and measures laws, etc.

When appropriate, refer consumers to legal aid, non-profit budget service, small claims court, prosecutors office.

Reference lists of services: "Where can I get: watch repaired, wedding dress made to order, formal suit rented, drapes cleaned?" For newcomers to city, "Where can I find: downtown doctor or dentist, apartment rentals, lists of city services?"

In addition to information service, the center should be used for new product demonstration, educational films and programs, extension of school consumer education classes. Collection of data on complaints and information requests could point the way to new consumer reforms and services in the city.

Similar centers are presently sponsored by London city councils in major shopping centers, with excellent response by British consumers.

1. COMMUNITY DEVELOPMENT COMMISSION'S PROPOSAL TO USE THE NICHOLSON SITE

Attached is a recent proposal to run a minibus and parking service on the 9.3 acre privately-owned Nicholson site on the riverfront between Chene and Dubois. (Note that City-owned land is not free, either; see #2 below). Here are proposed modifications of this proposal:

- a. Employers near the City-County Building such as the Gas Company and tenants of the Guardian Building should be approached to lease blocks of parking space as well as monthly leasing for individual employees. In Los Angeles, an oil company pays parking fees for employees if they use car pools.
- b. Bus destinations could vary according to the time that would be most appropriate if companies leased blocks of space. For example, the early bus would go straight to the City-County Building, but a 9:30 bus would go to Hudsons. A route that touched all bases on every run would be too expensive and the ride would be too long.
- c. A possible goal might be 75% monthly leasing and 25% daily parking.
- d. The lot should stay open two shopping nights a week or whenever the main stores are open.
- e. A lease on the Nicholson site would have to be for at least one year to recover the initial costs, and should be for two or three years with the owner having an option to end the lease with sixty days notice after the first year. (He is trying to sell the parcel).
- f. The Municipal Parking Authority always sub-contracts the management of its lots or facilities to private entrepreneurs to avoid Civil Service problems and get flexibility of hours, etc. This is probably a good idea in this case too.
- g. A different staff person than the author of the proposal thinks that more cars could be parked there than the report estimates. He also thinks that the leasing price would be higher than the report shows.

(Note: I did not evaluate the information given about the minibus, and if this concept is of interest, a more critical review is still needed).

2. VACANT URBAN RENEWAL LAND

Twenty-six vacant or nearly vacant Urban Renewal sites, and three parcels seemed to be possible parking sites. HUD regulations require that taxes and financing costs be paid for if the land is used on an interim basis. A guesstimate is that this

ESTIMATED INCOME STATEMENTNICHOLSON SITE

	<u>500 Cars</u>	<u>400 Cars</u>	<u>300 Cars</u>	<u>150 Cars</u>
Parking Operation Excluding Land Cost				
Parking Revenue (250 days of operation @ \$1 per car) Parking Operation Cost	125,000 <u>22,500</u>	100,000 <u>22,500</u>	75,000 <u>22,500</u>	37,500 <u>22,500</u>
NET AVAILABLE	102,500	77,500	52,500	15,000
Maximum Lease Cost \$3,000 per month	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>
INCOME (LOSS) BEFORE SHUTTLE AND SITE IMPROVEMENTS	66,500	41,500	12,500	(21,000)
Bus Operation Cost				
(2 Coaches running 3½ hrs. each day - 7:15 to 9:15 and 3:45 to 5:15 at \$19 per hr.)	<u>33,250</u>	<u>33,250</u>	<u>33,250</u>	<u>33,250</u>
ANNUAL INCOME (LOSS) AFTER 1ST YEAR	33,250	8,250	-(20,750)	(54,250)
Site Improvements				
Shape and grade Attendants Booth	5,625 <u>3,500</u>	5,625 <u>3,500</u>	5,625 <u>3,500</u>	5,625 <u>3,500</u>
1ST YEAR INCOME (LOSS)	24,125	(875)	(29,875)	(63,375)
Additional Possible Improvements				
Lighting	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>	<u>17,000</u>
MOST COSTLY 1ST YEAR OPERATION	7,125	(17,875)	(46,875)	(80,375)

DATA: COMMUNITY DEVELOPMENT COMMISSION

NECESSARY FEATURES PARK AND RIDE PROGRAM

1. Total cost to patron should be \$1 including shuttle service both ways.
2. A comfortable, clean shelter must be provided for patrons at the parking lot.
3. Route should be designed to serve only CCB and Gas Co. and Guardian Bldg. area--70.3 percent of previous Renaissance Center lot users.
4. If a patron must use his car during off hours, he should use the Jefferson bus and buy a transfer. The transfer can then be redeemed for the full cost of the bus ride and transfer at the lot.
5. At lease one coach must be distinctively decorated. Not only will such a coach add to the novelty and enjoyment for the patron, but more importantly act as a rolling advertisement for park-and-ride. Such a visual display is considered absolutely essential to the ultimate success of this venture.
6. The lot should be locked at 5:45 p.m. daily. Patrons staying downtown longer must move their car by 5:45 and should be allowed to re-park free at St. Antoine and Jefferson (city lot).
7. Signs prominently displayed at key locations should be erected.
8. Free parking or similar promotion during opening week (s).

Obtained from the Policies and Programs Division Economic Development Section

PARKING LOT SURVEY

1. Completed on August 9, 1973 - 470 respondents.

RESULTS

2. Of the 93.9% who work downtown, 58.9% work at the City-County Building.
3. 88.2% come downtown daily.
4. The lot surveyed is used almost always by 85.7%.
5. 50.6% - more than half - would resort to using the bus, if parking could not be found for less than \$1.50.
6. Only 30.4% rated bus service as excellent or good; while 48.1% rated it fair or poor and 21.5% admitted insufficient information to make a judgment.
7. A shuttle service was well received with 68.1% claiming they would be willing to use it, while 13.9% said they would "perhaps" use it. Only 16.0% said they definitely would not use it, with perhaps as many as half of the negatives due to people needing their car during the business day.

NICHOLSON SITE CHARACTERISTICS AND PROBABLE IMPROVEMENTS

1. The site is 1.2 miles from the City-County Building.
2. The entire 9.3 acres is secured by a fence, which appears to be in good condition.
3. Approximately $\frac{1}{2}$ of the lot has a hard, level surface which is probably as good as some lots presently used for parking. However, the DPW has estimated an improvement cost of \$5,625 to make this portion ready for parking.

The other half is not suitable for parking. The DPW estimate for leveling and grading the entire lot runs to \$18,000.

4. A parking shed and patron shelter should be erected.
5. Lighting standards are in place, but apparently not serviceable. Lighting estimates are under investigation.

OWNERS LEASE REQUIREMENTS

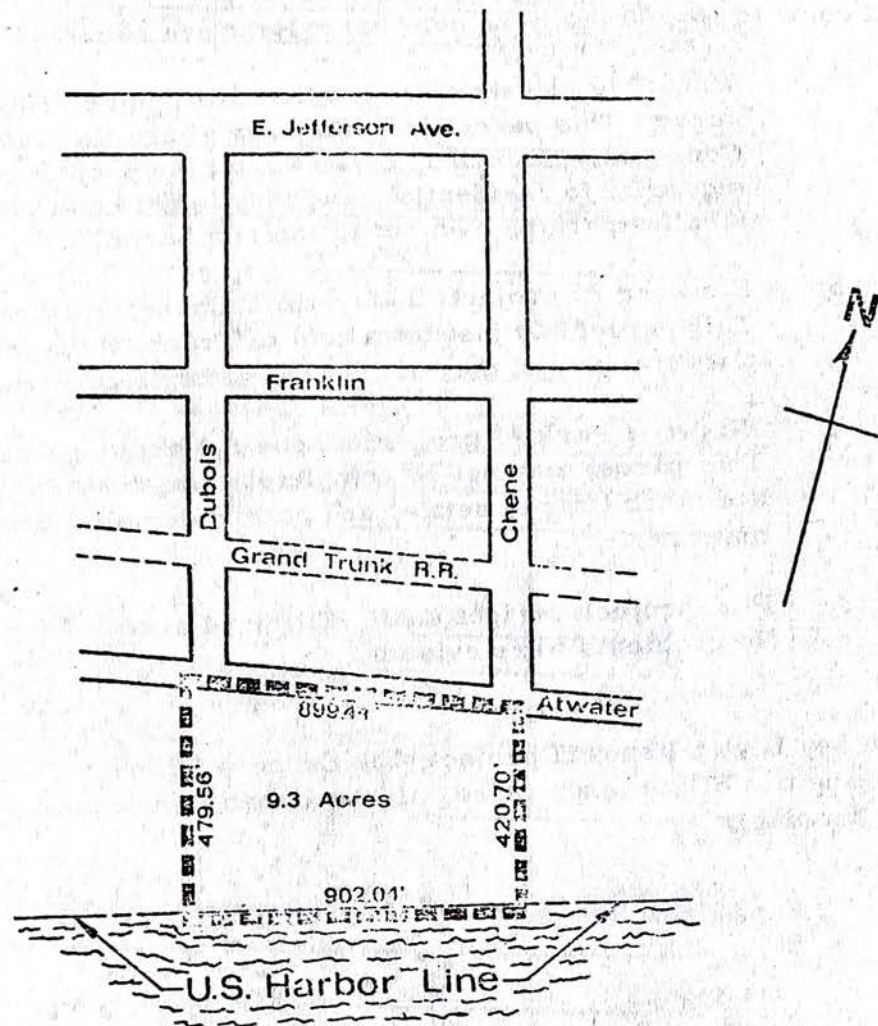
1. Taxes on Nicholson Site run about \$24,000 annually.
2. The most recent lease agreement with the owner were in the \$3,000 per month range.
3. The owner does not want a lease that would jeopardize the sale of the property if a buyer were located.

could come to \$6,500 per acre per year. Here are comments about the three sites:

- a. West Side Industrial #2 project: 14th - 16th - Howard - Bagley: 18 acres. This parcel is in the area where the Hubbard Richard Community Council is trying to get the project rezoned from industrial to residential, and they might object to any use of the land for parking even on an interim basis.
- b. Elmwood #3 project: Lafayette & Chene, northeast corner: 11 acres. This parcel has just been sold to Franklin Wright Development Corporation and they are hoping to begin construction next spring.
- c. Elmwood Park #3 project: Chene & Macomb: 8 acres. This parcel may not be completely cleared yet, the land has not had much time to settle, and nearby demolition work could complicate matters.
- c. Port project: Wright & Mt. Elliot: 14 acres. No problems were evident.

(Note: in any Urban Renewal project, the Citizens District Council would have to approve any use of the land. Also, all the Urban Renewal sites would have to have security fencing).

NICHOLSON TRAILBIT SITE CITY OF DETROIT



DETROIT RIVER

Size:	9.3 acres
	405,675 sq. ft.
Price:	\$600,000.00
	(\$1.48 per sq. ft.)

PROJECT
BOUNDARY 

INCOME AND COST ESTIMATES

31

Penn Central Site
\$1.00 Per Car, 250 Days Per Year
Free Shuttle Service From Lot, 25¢ to Lot

CDC DATA

	Average Number of Cars Parked Daily (With All Paying 25¢ For Return Trip)			
	350	536	700	1,000
<u>REVENUE</u>				
Parking	87,500	134,000	175,000	250,000
Shuttle Service	21,875	33,500	43,750	62,500
Ethnic Festivals	25,000	25,000	25,000	25,000
	134,375	192,500	243,750	337,500
<u>ANNUAL COST</u>				
Operations	30,000	30,000	30,000	40,000
Shuttle	57,000	57,000	57,000	57,000
Rent	100,000	100,000	100,000	100,000
Taxes	115,533	115,533	155,533	155,533
	302,533	302,533	302,533	312,533
Income (Loss) 2nd Year & After	(168,158)	(110,033)	(58,783)	24,967
Booth & Shelter Improvements	5,000	5,000	5,000	5,000
	0	0	0	5,000
(Loss) First Year	(173,158)	(115,033)	(63,783)	14,967

Point VII

COMMUNITY BUSINESS ASSISTANCE

"ESTABLISH A COORDINATOR OF COMMUNITY BUSINESS ASSISTANCE IN THE MAYOR'S OFFICE TO:

- a. PROMOTE THE INTERESTS OF SMALL COMMUNITY BUSINESS LOCATED IN THE CITY;
- b. COORDINATE THE DELIVERY OF EXISTING CITY SERVICES TO OUR COMMUNITY BUSINESSES;
- c. PROMOTE THE ESTABLISHMENT OF NEW SMALL BUSINESSES IN THE CITY."

"A Coordinator of Community Business Assistance in the Mayor's office..."
The initial recommendation is that the word "coordinator" be changed to "Director."

The Director should have the awareness of a creative, innovative social scientist and yet possess the pragmatism of a businessman. As a result of reporting only to the Mayor, the Director should have the authority to; initiate commercial development programs and services; establish consumer needs as a criteria for developing new business; expedite matters pertaining to City regulations, codes, etc., so that programs and services can be established without cumbersome red-tape and delay.

It is suggested that within 100 days the Director jointly with the Mayor, establish an advisory group which would meet periodically to insure that the programs and services are meeting community needs. The group should include representation from citizen-consumers, businesses, and selected resource representatives, capital sources, business and consumer associations, and government.

- a. "Promote the interest of small community businesses in the city..."

Within the first 100 days a number of programs can be undertaken which can provide tangible evidence of specific achievement. Other projects are of a long range nature that will require more than 100 days to accomplish major and significant impact. Each program and project should complement the others and provide an approach toward solidifying recognizable progress in building and revitalizing the economic fiber of Detroit.

It is respectfully recommended that the following be considered:

1. DESIGNATE AND IDENTIFY BY NAME NEIGHBORHOOD BUSINESS AND SHOPPING DISTRICTS.

This program would have the effect of drawing neighborhood businesses closer together. It would motivate the development of business organizations, collective advertising for the benefit of the whole business district at reduced costs for each participant, and encourage a working relationship for physical improvements, quality of services, and intimate involvement in the surrounding communities.

2. ESTABLISH PROGRAMS TO PROVIDE SUPPORTIVE ENDEAVORS BETWEEN COMMUNITY GROUPS AND THEIR RESPECTIVE NEIGHBORHOOD BUSINESSES.

The City should serve as a catalyst and advocate of cooperative ventures between businesses and the community. Community councils, block clubs, churches, businessmen's associations, civic and social clubs, youth groups, schools, and community agencies operated by governmental sources can be influential in solidifying viable working relations between businesses and communities.

3. COMPILE AND DISTRIBUTE PERTINENT BUSINESS INFORMATION.

In cooperation with resources and service organizations in the private sector, such information should include business opportunities, assistance resources, training programs, pertinent business events, grants, legislation, available contracts, bidding procedures, marketing tips.

4. ESTABLISH A CONTINUING PROGRAM WITH BANKS, SURETY BONDING FIRMS, AND INSURANCE COMPANIES, TO ASSIST IN FINANCE, BONDING, AND INSURANCE NEEDS OF SMALL BUSINESS AND MINORITY FIRMS.

The City should serve as an advocate of efforts designed to remove obstructions faced by small business and minority entrepreneurs in making use of financial resources on which their businesses, all businesses in fact, are dependent.

5. COMPILE AND DOCUMENT PROFILES ON MINORITY BUSINESSES AND CONTINUE TO PUBLISH A MINORITY AND PROFESSIONAL BUSINESS DIRECTORY.

This will provide better evidence regarding the capabilities of minority firms for purposes of referral than can be ascertained from listings in minority business guides or directories. The publication should be widely distributed to purchasing agents and procurement officers in government, industry, and business.

6. ESTABLISH A CITY PROGRAM TO GUARANTEE LOANS, LETTERS OF CREDIT, AND LINES OF CREDIT MADE BY SMALL AND MINORITY FIRMS UNDER CONTRACT TO PERFORM CITY SERVICES OR TO DELIVER PRODUCTS.

This basic assistance program would further assure access to operation capital while the contractor is proceeding to complete his contractual obligations, and could offset undue delays in work performance due to lack of operating funds.

7. IMPLEMENT PROGRAM FOR WIDE DISTRIBUTION OF BID INVITATIONS TO MINORITY ENTERPRISES.

Most companies responding to notices of available City business are those who have received bid invitations. This has been the most direct means to bring to the attention of potential contractors that particular City contracts are open for bids. Unless they receive such special notice, they remain unaware of existing opportunities.

8. 50% MINORITY PARTICIPATION POLICY OF THE DETROIT HOUSING COMMISSION.

This program should be continued, but it should be activated more vigorously for fullest impact by means of organized implementation.

9. ADOPTION AND IMPLEMENTATION OF PUBLIC ACT 351 REGARDING PERFORMANCE AND PAYMENT BONDS.

Public Act 351 has been amended to provide that no Performance Bonds no Payment Bonds are required for contracts that do not exceed \$50,000, and that for contracts exceeding \$50,000, Performance Bonds and Payment Bonds would be required for only 25% of such contracts.

10. DEVELOP A PROCESS BY WHICH TO SPEED UP CITY PAYMENTS TO ITS CONTRACTORS.

It is not uncommon for contractors, doing business with the City, to wait from 30 to 60 to 90 days to receive payment for their services. This delay places undue hardships on minority and small contractors, primarily because they are without sufficient financial resources, equity capital, and operating funds.

11. ESTABLISH A CITY SET-ASIDE PROGRAM.

In order to further guarantee the allocation of an equitable share of City business to minority and small business enterprises, and to provide

direct assistance, it is both practical and prudent to make provisions for setting aside designated portions of City business in purchases of services and products exclusively for minority and small business concerns.

12. CITY AFFIRMATIVE ACTION PROGRAM TO INDUCE EACH DEPARTMENT TO SPEND AN EQUITABLE PORTION OF ITS BUDGET WITH SMALL AND MINORITY BUSINESSES.

A minority and small business officer has been named in each City department. Each officer has been charged with the responsibility of actively endeavoring to do business with minority firms on an equitable basis, in terms of spending City funds for purchases in goods and services.

The program is administered by the Minority and Small Business Enterprise Section of the Office of Industrial and Commercial Development, Community Development Commission.

Monthly reports are submitted by each City department on total expenditures, including an account of business transacted with minority entrepreneurs.

13. ESTABLISH A CITY PRACTICE BY ORDINANCE TO FAVOR DETROIT-BASED FIRMS FOR CITY CONTRACTS.

This endeavor would become part of City programs to (1) encourage businesses to remain in Detroit, (2) attract new businesses, and (3) assist in expanding the City's economy, both in money circulation and employment.

14. ESTABLISH AND IMPLEMENT A PROGRAM THAT WILL PROVIDE THAT OUT-OF-CITY FIRMS WITH CITY CONTRACTS SUB-CONTRACT PORTIONS OF THEIR CONTRACTS WITH DETROIT-BASED FIRMS OR SET UP JOINT VENTURES WITH THEM.

Many out-of-city firms will continue to receive City contracts because they are capable of providing certain City services and needs that Detroit-based firms cannot provide entirely. However, in those instances where Detroit-based firms, large or small, can service part of large contractual requirements, they should be given the opportunity to do so. This process is intended to increase the circulation of City revenue within the confines of the City, and in the process, increase the stability of the economy.

15. DEVELOP PROGRAMS TO PROVIDE FOR NEGOTIATED CONTRACTS ON A NON-COMPETITIVE BASIS.

To further assure that the City's affirmative action program will accomplish the objectives for which it is intended, it is recommended that provisions be instituted for direct awarding of City contracts to minority and small business firms for services and goods on a non-competitive, negotiated basis.

16. DEVELOP A PROCESS TO EXERT GREATER CITY LEADERSHIP IN THE UTILIZATION OF COMMUNITY BUSINESS ASSISTANCE PROGRAMS THROUGHOUT THE CITY.

Greater alignment and coordination should exist between the City and such fundamental sources as: New Detroit, Inc., the Economic Development Corporation, the Inner City Business Improvement Forum (ICBIF), the Greater Detroit Chamber of Commerce, Economic Expansion Program, the Office of Minority Business Enterprise (OMBE), the Michigan Department of Commerce, the Federal Executive Board, Minority Business Opportunity Committee, Small Business Administration (SBA), U.S. Department of Commerce, Department of Housing & Urban Development (HUD), Internal Revenue Service (IRS), and other private and governmental aids and services, including voluntary professional assistance and technical aids.

17. DEVELOP A PROGRAM TO COMBAT CRIME AND TO PROTECT BUSINESSES AGAINST CRIME.

Such programs should include better police protection, improved lighting, community assistance, use of private police patrols, youth observer teams, improved law enforcement, active neighborhood business organizations, cooperative protective plans for businesses to assist each other.

18. DEVELOP PROCESS FOR PLACEMENT OF CERTAIN CITY FUNDS IN MINORITY FINANCIAL INSTITUTIONS.

To provide incentives for corporations with city business development programs it is recommended that the City Treasurer be instructed to require information regarding "social responsibility" activity of financial depository institutions to use in decisions regarding the placement of City funds.

It is believed that all of the foregoing can be accomplished with minimum cost to the City. Other than salaries paid to the Director and City Department Head(s) of Staff(s) utilized by the "Director", existing programs financed out of the current budget allocations may be directed toward this purpose.

Community Business Assistance

"b. Coordinate the delivery of existing City services to our community business."

After completing a.1 and a.2 a program can be more reasonably developed to provide better police protection (location of mini-stations may in part be guided by a.1 and a.2), and considered use of police cadets.

Moreover, garbage collection and street cleaning could be more effectively improved and coordinated.

Further, transportation, lighting and parking needs could easily be assessed, reevaluated, and improved where necessary.

"c. Promote the establishment of new small businesses in the City."

Undertake Demonstration Project

It is recommended that planning be implemented for at least two pilot locations, one east of Woodward Avenue and one west of Woodward. It might be feasible to enlist the support of major entrepreneurs to establish at least one large commercial business within the same vicinity to draw shoppers to the area and perhaps to help off-set the cost of the project (i.e., Kresge's, K-Mart, Korvette's etc.)

The subcommittee feels that the rebuilding of Detroit must, of necessity, include the rebuilding of business and residential areas of communities in all sectors of the City. In the main, this must be done in the sphere of economic revitalization, dealing with basic physical, social, housing, and employment needs.

The physical characteristics of urban neighborhoods as well as life styles and living patterns of the residents have undergone rudimentary changes. Satisfying the needs and services of the people can no longer be carried out sufficiently, efficiently, and effectively by means of present-day operative functions, governmental or private. This is especially true in providing near-at-hand access to needed services and goods.

Increased attention to present and future trends in urban communities living must be undertaken in order to assess these trends and the City for future planning.

The two trends are increased pressure on models which will not only serve to stimulate higher levels of financial utilization of community resources but will also establish a positive trend toward reviving Detroit neighborhoods.

Use of Urban Renewal Land

The subcommittee recommends that the City implement and seek financing for those urban renewal lands previously designated for commercial development.

Special Aids in Providing Assistance to Community Businesses

1. With regard to providing services to stimulate business development in the City, it is recommended that the City assign the Director to parties who are in process of locating or expanding a business in the city. Aside from acting as liaison between development projects and City services, the Director should have the authority to expedite City involvement in the project so that there is not undue delay.
2. With regard to creating opportunities for shopping area and merchant renovation projects, it is recommended that the special tax assessment program being explored by the City's Industrial and Commercial Development Department of the Community Development Commission (CDC) be endorsed. This program would permit the City to make special assessment toward groups of merchants over some extended period of time, such as ten years. It may be possible for banks to cooperate with this program by purchasing revenue bonds which can be repaid over a similar time period.
3. It is recommended that one stop service and counseling be provided so a businessman can go into one location to obtain information on regulations, ordinances, and clearance from each of the departments in order to start a business. This would be essential to a small business who could be guided in the actual purchase or leasing of potential site or building. Moreover, it could save several thousands of dollars of an unplanned or unbudgeted item which is necessary to opening his business.

This one stop service should provide fast, quick and efficient service to a prospective businessmen in order to save money and time.

It is believed that as a result of money previously spent for research, planning, and studies will not have to be repeated. Moreover, by carefully choosing the Advisory Board, costs to the City itself will be nominal.

It has been observed that the consumer who chooses to live in Detroit pays a special price. Goods and services that are economically priced withdraw to the edges of the City and beyond. Service stations for portable appliances are in the boondocks. Detroit's consumer problems are exacerbated by our poor transportation. (A matter which is to be observed by the Transportation subcommittee.) There are no competitively priced shopping outlets in this community. This creates a totally locked-in market, where the consumer has no choice but to pay more for what little is offered in one's neighborhood.

It has been observed that City store space and lack of parking space has not permitted old stores or businesses to expand sufficiently. Moreover, most merchants do not act as their own developers.

The City, therefore, must act as a final developer. Parcels of land suitable for commercial development, located in high density areas, have already been identified. (See Evaluation of Nineteen Suggested Neighborhood Shopping Center Locations prepared for the Community Development Commission - City of Detroit, by Howard L. Green and Associates, Inc., February 5, 1973). Other parcels can be acquired and cleared for such development, under present City authority.

The "Director" can coordinate information on these sites now distributed among many city agencies; survey, quantify and identify consumer needs in each area; (The New City Charter establishes a Consumer Commission which could be utilized), identify sources of capital, and entice them into these projects; act in an advisory capacity to new business people, small business and minority business. Armed with the foregoing one could dissuade a potential merchant from opening a record shop in an area that already has four and look for a shoe store merchant where there are no shoe stores.

In addition to small and minority businesses, organized community entrepreneurships can play a major role if assisted and given the needed ancillary support by the advisory group, heretofore mentioned and recommended.

While strip commercial developments have been looked to as a possibility, innovation and creativity is now the byword. There is no reason, for instance, why shopping in the City cannot be done in multi-story, multi-purpose buildings, with underground parking and shops, offices and malls arranged at various levels and angles above and below ground, in esthetically pleasing structures, (i.e., Watergate shopping area in Washington or the Cannery and Ghiradelli Square in San Francisco.)

It is believed that these centers must be a combination of big and small capital. To draw consumers the base must be a major supermarket or variety store offering a large variety of economically priced consumer goods. Around this core will be a satellite of small businesses, specialty shops, customized service, repair shops, benefiting from the crowds drawn by the major store.

This center should not die after dark. Meeting and community halls must be a part of the structures, as well as social services. Mini-police stations and City Halls, consumer information centers (as described in the Downtown Task Force) must be in the shopping center; Secretary of State branches, unemployment compensation offices could be housed there. (Four Corners Shopping Center in Alexandria near Washington, D.C. represents an ideal).

The one thing grossly important and to be kept in mind is that all of this is suggested to take place within different neighborhood areas within the City of Detroit. It is believed that the energy crisis is just a tip of an iceberg. Transportation will play a vital role in our City's rebirth. Won't it be nice to have in our own neighborhood or within a reasonably short distance something like what has been suggested?

Dennis W. Archer - Chairperson
Emmett Baylor
Barbara-Rose Collins
Ester Shapiro
John Tower
Daniel S. Voydanoff
Hallison H. Young
James N. Garrett, Jr. - Resource Person
Eleanor Cattron - Staff

HOUSING AND TAX REFORM

1. "IMMEDIATELY SET UP A TASK FORCE IN THE COMMUNITY DEVELOPMENT COMMISSION TO EXPEDITE THE NEW HUD PROGRAM TO REHABILITATE AND DEMOLISH THE 7,000 ABANDONED HUD HOUSES IN DETROIT. KNOWLEDGEABLE BUSINESS AND LABOR HOUSING EXPERTS TO SERVE WITH SENIOR CITY OFFICIALS ON THIS TASK FORCE."
2. "ENLIST THE SUPPORT OF OTHER MAYORS IN MICHIGAN TO SUPPLEMENT MY PREVIOUS EFFORTS IN LANSING TO CHANGE THE CURRENT PROPERTY TAX LAWS TO ALLOW DETROIT AND OTHER CITIES TO:
 - a. REWARD WITH LOWER TAXES THOSE WHO MAINTAIN AND IMPROVE THEIR PROPERTY INSTEAD OF REWARDING OWNERS THAT LET THEIR PROPERTY DETERIORATE;
 - b. PROVIDE FOR THE DEVELOPMENT OF VACANT LAND WITH TAX INCENTIVES TO THE OWNERS WHO MAINTAIN THAT LAND OR DEVELOP IT INTO SMALL "PARKS".
 - c. PROVIDE TAX INCENTIVES TO "URBAN HOMESTEADERS" - FAMILIES THAT PICK UP THE LOW-COST VACANT HOUSE IN THE CITY AND AGREE TO REHABILITATE IT".

General Discussion

The report, while the product of the many participants diverse experiences and background will present recommendations for actions which enable Mayor-Elect Young to assess and prepare a program which begins to resolve housing abandonment and blight in this city -- by city initiative.

No longer can "bureaucratic wrangles" between federal, state and local agencies over whose job it is to correct the unique and frightful abandonment problem visited upon our city be acceptable, in lieu of a solution. The City of Detroit must provide the leadership and organization which will draw upon the necessary federal, state and local resources, public and private, to stem the tide of abandonment and recreate viable neighborhoods in the city.

To these ends the committee has reviewed and tentatively formulated proposals based on the following specific assumptions, some of which may be tested by the proposed demonstration project herein attached:

1. The massiveness of abandonment and blight requires a special time limited Task Force to halt and progressively correct the problem.
2. Local, state and federal service incentives must be expanded.
3. Citizens' personal and financial investment incentives must be established through revised tax legislation.

4. Private investment incentives must be re-introduced in the City of Detroit.
5. The launching of a pilot project is a feasible vehicle by which to test the assertion that local incentive and effectiveness may be the key catalytic agent.

Against that backdrop, the following areas were selected for special examination. Target dates for completion of tasks, where appropriate, is considered an essential component, the format of which is enclosed.

- A. Special Task Force
Attachment #1
- B. Abandonment Prevention
 1. Vacant Houses
 2. Vacant LandAttachment #2
- C. Property Tax Reform
Attachment #3
- D. Housing Court
Attachment #4
- E. New Construction
Attachment #5
- F. Pilot Project
Attachment #6

It is to be recognized that these areas are not mutually exclusive.

ATTACHMENT #1SPECIAL TASK FORCE

The collection of data from city departments suggests that our data gathering and action resources are scattered to the degree that in-depth review and refinement is mandatory. Decisive moves need be made to eliminate the duplication of services that presently characterize the actions of the Corporation Counsel, CDC, Detroit Housing Commission, the Common Council, Building and Safety, etc., as they relate to development.

The proposal for the formation of a special Task Force may be viewed as an interim alternative until the formation of an Urban Economic Development Authority. (Please refer to recommendations of Subcommittee #V). Further, the interim special Task Force is designed to insure impact by the city in those areas in which we hold clear jurisdiction and may therefore be held accountable. Finally, it can become immediately operative: announcements of the formation of a special Task Force might be scheduled for January 2, 1974.

I. SCOPE AND CHARGEPrimary objectives of the task force:

- A. revise HUD's demolition policies to save many homes which are capable of being repaired and occupied;
- B. develop an overall city policy as to the future of neighborhoods impacted with abandoned houses, designating those neighborhoods for repair and reoccupancy and improvement of city services, and those where demolition and the development of usable open space is a short-term policy pending major redevelopment;
- C. concentrated effort to prevent additional abandonment, deterioration, and the exodus of those families with enough resources to seek alternate housing;
- D. promote development of additional business opportunities for minority contractors in repair and demolition work, since shortage of contractors willing and able to contract with HUD is a major bottleneck in HUD's disposition activities;
- E. developing a variety of new programs to provide occupancy and use of HUD properties, such as rent-with-option-to-buy of properties that HUD is unable to sell within 60 days, an expanded public housing leasing program under the Housing Commission, a variety of projects through existing and new state Housing Authority programs, and a new Section 23 program that is now being finalized by HUD in Washington;
- F. develop additional financing for rehabilitation of the city's housing, from the State Housing Authority, from private sources, and through new legislation allowing the city to do tax-exempt bonding for this purpose;

- G. improve the level of city services and other services in impacted neighborhoods, since this is critical to stem the exodus from impacted neighborhoods;
- H. develop a permanent structure within city government related to housing and development that can deal with this problem without a concentrated effort directed from the Mayor's office;
- I. develop policies to promote good reuse of vacant lots;
- J. set up program for counseling and assistance to prevent foreclosures, including review of existing mortgage company practices;
- K. promote the establishment of a development corporation to repair and market HUD properties.

II. STRUCTURE AND STAFF CONSIDERATIONS

The problem is of major crisis proportions demanding radical action within city government. A Task Force needs to be assembled consisting of the best people available for devising and implementing corrective action. The best experts need to be assembled along with the directors of various agencies whose actions are required to solve the problem. However, the Task Force approach will not be able to attack the problem unless a strong staff is available.

The charges detailed cut across a number of agencies in city government: Community Development Commission, Housing Commission, Buildings Department, Planning Commission, DPW Environmental Enforcement. Because of this fragmentation across agencies, and because strong personal leadership from the Mayor is a must for this effort to succeed, the Special Task Force should be established in the Mayor's office reporting directly to the Mayor. When this effort is well underway, when city government's effectiveness is fully organized and demonstrable under the new Charter, or when efforts to establish an Urban Development Corporation have succeeded, this Task Force may be discharged.

As much as possible, the work of the Task Force should be accomplished through small working groups and one man assignments. The overall group should be assembled infrequently, when major policy issues have to be thrashed out, or when certain agency heads need to have their heads knocked together to get appropriate action. (Committees accomplish very little, except to react to written proposals and to bring additional viewpoints to bear on detailed action or policy proposals).

The staff to serve the Task Force should be small, and most importantly, competent and experienced in some phase of developmental activity; architects, appraisers, build trades, etc. The staff should be housed in the offices of CDC for purposes of efficiency and agency inter-relatedness.

The budget, for staff once determined by the Task Force, might be secured by assigning man hours from the Housing Commission, the Planning Commission, CDC and other agencies holding any developmental responsibilities. Those agencies with vacancies might be viewed as particular sources of revenue.

ATTACHMENT #2

ABANDONMENT PREVENTION

It should be observed that many could adopt the view that the city, state and federal governments have themselves abandoned property in the City of Detroit, given their sluggish, if not negligent, adoption of effective remedies, even within our so-called free enterprise system. We therefore, for purposes of brevity and organization include those levels of government in this section.

HUD Owned: Obviously the figures vary from month to month and day to day. The following is detailed to represent the magnitude of the problem on September 18, 1973

TOTAL REPOSSESSIONS:	15,500
Vacant lots:	4,500
Under contract for demolition:	2,000
Proposed for demolition:	1,000
Undetermined for uses in Flint:	1,200
Houses in Detroit Metro Area:	<u>5,800</u>
	15,500

TOTAL HOUSES IN DETROIT METRO AREA:	6,800
Houses in suburbs:	1,600
Houses in Detroit:	<u>5,200</u>
	6,800

TOTAL HOUSES IN DETROIT:	5,200
Under contract for repair:	1,500
Houses sold as-is:	200
Repaired and listed for sale:	500
Listed as-is:	400
Not programmed for use:	<u>2,600</u>
	5,200

CITY Owned: Again, we are in a highly fluid area. The city did not provide us with as nicely a synthesized set of facts as we were able to secure regarding the HUD area office. Suffice then to say that as of June 30, 1973 the city had in its possession 2,885 parcels of property. (The state is expected to turn over an additional 700+ parcels to the city in March or April, 1974.

Time has not permitted us to translate either pieces of documentation into square footage, acreage or types of parcels held. We muse as to whether any agency knows the total area of abandonment in this city. This might move all to a greater sense of urgency.

We are unable to even speculate about the number of V.A. repossessions and private, as yet unreported abandonment.

CITY JURISDICTION: RECOMMENDATIONS

*See Legend #1

A michigan resource for the future exploration of actions recommended is the Universities and their various specialized department.

1. HUD, State, City, Privately Owned

- A. Disposition procedures: 8, 12, 13, 14, 16, 18, 20, 21, 23
- B. Financial assistance: 1, 3, 4, 10, 12, 14, 16, 18, 20, 21, 23, 24
- C. Demolition: 8, 16, 21, 23
- D. Homesteading*: 16, 14, 21
- E. Pilot Project: 16, 19, 21
- F. Tax reform**: 13, 14, 16, 21, 23
- G. Maintenance: 8, 10, 14, 16, 21, 23
- H. Leasing: 9, 11, 16, 21, 23
- I. Development: 5, 15, 16, 21, 22, 23
- J. Acquisition: 4, 5, 6, 7, 9, 11, 12, 13, 15, 16, 18, 21, 23, 24
- K. Assembly: 5, 6, 7, 13, 16, 20, 21, 23, 24

FEDERAL, STATE JURISDICTIONS: RECOMMENDATIONS

- 1. Assign a person full-time to work with HUD for the purpose of:
 - a. Providing the City a full understanding of how HUD operates its program on foreclosed property.
 - b. An agreement on how to accelerate the program for reducing the number of abandoned units.
- 3. Work with the State legislature to help restructure and secure passage of the Authority's conservation proposal.
- 4. Work with State governmental agencies who must approve the increase in the Authority's income limits.

5. Secure from the Governor more authority and responsibility for the Detroit office so that it can be more responsive to Detroit's housing needs.
6. Insist that the Detroit office keep the Mayor informed on a regular basis regarding MSHDA's Detroit activities.
7. HUD should be asked to set-up a special program that would deal specifically with all government agencies who have an interest in HUD abandoned housing. The City of Detroit, MSHDA and other government agencies should be subject to a different set of rules and regulations from those for members of the public.
8. Appoint persons to the CDC that have real estate, development, financial and administrative experience.
9. Work with Wayne County Social Services to develop and implement a program designed to prevent the concentration of recipients of public assistance in any geographic area of Detroit.
10. Select several small areas about the size of one to four blocks and direct a share of all the resources now available to the City to demonstrate to the citizenry what can be done when resources are coordinated and concentrated. Sources of funds would include the City's budget, HEW, SBA, local financial institutions, MSHDA, all relevant city agencies, and all other relevant county, state, and federal programs. Activities would include demolition, new construction, and rehabilitation of open spaces, housing units, community structures, commercial facilities, streets, etc.
11. Engage in a massive demolition program to remove all unsafe property from the City that has no immediate prospects of becoming useful.
12. Introduce immediately and secure passage of all necessary ordinances and State legislation that will have the effects of securing more revenues for the City to provide more and better services and that would permit a more efficient use of present resources. New laws are needed in the areas of tax reform, assessment of real property, land use and the control by the City of over activities within its borders.
13. Insist that all housing production programs for Detroit are structured in a manner to service the widest range of families who need shelter whose incomes available for housing cost could be as low as \$40,00 per month or as high as \$400 per month This means that HUD, MSHDA and the Detroit Housing Commission must make the maximum use of 23 leasebacks, rent supplement, public housing, land acquisition seed funds, construction financing, mortgage financing and mortgage insurance. All of these programs along with the financial resources of private institutions have a direct effect on the cost of units for families of all income ranges.

- * This proposal lacks feasible financial supports, including Home Improvement Loan(s) policies and prohibitive interest rates. It also contains the seductive aroma of another give-away. The Mayor should not denounce it but authorize further work to make it feasible.
- ** This issue is viewed as the thread of concern running throughout and cutting across all areas of impact.

CITY JURISDICTION: RECOMMENDATIONS

1.

WORK DIRECTLY WITH THE FINANCIAL INSTITUTIONS TO SECURE AN ALLOCATION OF FUNDS FOR BOTH COMMERCIAL AND HOUSING DEVELOPMENTS.

2.

UTILIZE THE INTELLECTUAL TALENTS OF THE RESEARCH DIVISIONS OF ALL THE LOCAL UNIVERSITIES.

3.

SECURE AN AGREEMENT FROM THE MAJOR INSTITUTIONS IN THE WOODWARD CORRIDOR THAT WOULD INSURE THAT THEY WOULD WORK DIRECTLY WITH THE MAYOR TO PRODUCE A FUNDED JOINT PLAN TO DEVELOP HOUSING UNITS FOR THEIR EMPLOYEES.

4.

SET ASIDE FUNDS FROM THE CITY'S BUDGET THAT COULD BE USED IN ALL AREAS OF THE DEVELOPMENT PROCESS TO ACT AS A LEVERAGE TO SECURE OTHER FINANCIAL RESOURCES TO MATCH OR EXPAND THE CITY'S LIMITED DOLLARS.

5.

HIRE PERSONS TO ADMINISTER CDC AND THE DETROIT HOUSING COMMISSION WHO HAVE BACKGROUNDS IN LAW, FINANCE, REAL ESTATE AND DEVELOPMENT EXPERIENCE.

6.

ASSIGN A PERSON TO WORK DIRECTLY WITH THE DETROIT OFFICE OF MSHDA WHO COULD BOTH KEEP THE MAYOR INFORMED ABOUT THE AUTHORITY'S PLANS AND MAKE SURE THAT THE AUTHORITY IS INCLUDING THE MAYOR'S WISHES IN ITS PLANS.

7.

ASSIGN A PERSON TO WORK DIRECTLY WITH THE LOCAL AND NATIONAL OFFICE OF HUD ON A FULL-TIME BASIS.

8.

REDUCE THE RAPID SPREAD OF BLIGHTING INFLUENCES BY ENGAGING IN MASSIVE, PLANNED DEMOLITION PROGRAMS OF THOSE STRUCTURES THAT HAVE NO POTENTIAL USE AND ARE DANGEROUS TO THE PUBLIC WELFARE.

9.

SET UP A MECHANISM THAT WILL PROVIDE THE MAYOR WITH READY ACCESS TO OUTSIDE EXPERTISE TO HELP SOLVE PENDING URBAN HOUSING ISSUES.

10.

RESTRUCTURE THE WAY IN WHICH INFORMATION ABOUT DEVELOPMENT OPPORTUNITIES ARE MADE AVAILABLE TO POTENTIAL INVESTORS.

11.

MAINTAIN AN EASY TO UNDERSTAND VIABLE PLAN FOR KEEPING THE COMMUNITY INFORMED ABOUT THE MAYOR'S PRIMARY CONCERNS AND OBJECTIVES.

12.

CONDUCT ON-GOING BRIEFINGS TO KEEP BUSINESS LEADERS INFORMED AND KEEP ABREAST OF THEIR PROPOSALS TO ASSIST THE CITY'S REDEVELOPMENT EFFORT.

13.

SECURE FROM THE COMMON COUNCIL NEW ORDINANCES THAT WOULD ELIMINATE THE SPREAD OF EXPENSIVE PARKING LOTS IN DOWNTOWN DETROIT. INSTEAD OF TAXING THE PROPERTY, THE CITY SHOULD TAX THE INCOME GENERATED FROM THE USE OF THE PARKING LOTS.

14.

INTRODUCE STATE LEGISLATION TO PROVIDE THE CITY MORE CONTROL OVER PROPERTIES WITHIN ITS BOUNDARIES AND THAT WILL ENSURE A GREATER SHARE OF STATE CONTROLLED REVENUES.

15.

DEVELOP AN ACTION PLAN FOR THE REDEVELOPMENT OF THE RIVERFRONT, ESPECIALLY ON THE SITES ADJACENT TO COBO HALL AND THOSE CONTROLLED BY THE CITY'S URBAN RENEWAL DIVISION.

16.

APPOINT HOUSING COMMISSIONS WHO NOT ONLY REPRESENT THE COMMUNITY VIEWS BUT WHO HAVE SHOWN A WELL DEVELOPED KNOWLEDGE OF HOUSING ISSUES.

17.

ELIMINATE THE DUPLICATION OF SERVICES THAT PRESENTLY CHARACTERIZE THE ACTIONS OF CORPORATION COUNCIL, CDC, DETROIT HOUSING COMMISSION, THE COMMON COUNCIL, BUILDING AND SAFETY, ETC., AS THEY RELATE TO DEVELOPMENT.

18.

ESTABLISH A WORKING RELATIONSHIP WITH BLACKS WHO CONTROL PRIVATE CAPITAL AND WHO WISH TO INVEST IN DETROIT.

19.

INSTITUTE A PLAN TO REHABILITATE SEVERAL MODEL BLOCKS.

20.

INSIST THAT THE AUTHORITY SPEND A GREATER SHARE OF ITS RESOURCES ON A WIDER VARIETY OF ACTIVITIES IN DETROIT.

21.

ENCOURAGE HUD TO REDUCE THE PRICE OF ITS VACANT STRUCTURES IN ORDER TO SPEED UP THEIR DISPOSITION TO APPROPRIATE GOVERNMENTAL AGENCIES.

22.

ASK THE DEPARTMENT OF SOCIAL SERVICES TO WORK DIRECTLY WITH THE CITY IN PROVIDING HOUSING FACILITIES TO RECIPIENTS OF SOCIAL SERVICE PROGRAMS.

23.

ENGAGE IN SELECTIVE CONDEMNATION OF LAND TO PROVIDE HOUSING SITES FOR LARGE EMPLOYERS SUCH AS NEW CENTER BUSINESSES AND WAYNE STATE UNIVERSITY WHO CAN PROVIDE FINANCIAL RESOURCES FOR UNSUBSIDIZED HOUSING.

24.

MAKE DIRECT REQUEST TO MSHDA FOR LAND ACQUISITION FUNDS.

PROPERTY TAX REFORM

Ideally, property tax proposals should be designed to achieve five basic goals; again, those legislative goals may be approached along Jurisdictional lines, herein set forth as short range and long range.

SHORT RANGE GOALS:

1. To eliminate an increase in assessed valuation on a specified residential dwelling resulting from alterations or rehabilitations to correct unhealthy or dangerous situations by exempting all taxes of the state, city or other political subdivisions for a period of not less than 10 nor more than 20 years. The exemption shall commence with the first tax bill following completion of the improvements.

In lieu of these taxes, there shall be paid to the city an annual service charge sufficient to cover public services. This amount shall be determined in each case to equal taxes otherwise payable less an amount each year equal to a percentage of the cost of such improvements until the total cost of such improvements are consumed.

2. To neutralize other incentives to landlords who allow their building(s) to deteriorate and to safeguard other incentives available to landlords who maintain or improve upon their building(s).

3. To set up a local Housing Court which focuses exclusively upon code enforcement. (Please refer to Attachment #5).

LONG RANGE GOALS:

1. To institute a tax system by which taxes are derived from the land rather than from the buildings thereon.

2. To incorporate within such legislation a mechanism which allows the city to own land for rental or lease to developers, then levying taxes on a percentage of income rather than on the development of the property.

For purposes of expediency we recommend that a private, volunteer attorney or administrative staff attorney be charged to review negative and positive legal sanctions, draft the legislation, secure legislative support and convene meeting(s) of affected municipalities, where and when appropriate, using University students as the basic resource.

Finally, and related to issue #4, we request the city to declare a moratorium on the disposition of properties owned until their developmental potential can be reviewed, with the proviso that adjacent properties will be secured, where and when possible, for developmental purposes. Please review land use authority of Southfield, Michigan for confirmation of jurisdictional powers.

** The sensitive and cumbersome tasks to be performed negates the detailing of a realistic Action Time Schedule.

Courtesy: Mrs. Brenda Prewit

ATTACHMENT #4HOUSING COURT

EMPHASIS MUST CONTINUE TO BE PLACED UPON THE JURISDICTIONAL AUTHORITY OF MAYOR YOUNG OR HE MAY WELL FALL INTO THE MORASS OF BEING CHARGED WITH THE UNRESPONSIVENESS OF INSTITUTIONS CLOAKED IN THEIR RESPECTIVE SELF-INTEREST DEVICES WHICH INSURE NON-EFFECTIVENESS, AS CAN BE DOCUMENTED BY THE EXPERIENCES OF MANY URBAN CENTERS, WITH OUR SHIFTING POPULATIONS.

Ideally, the subcommittee is persuaded that all housing matters affecting our city should come under local jurisdiction. Realistically, it had to recognize that our reflections had to be influenced by what is possible in the foreseeable future. It is our impression that all matters falling under the jurisdiction of Circuit Court require State remedies. This should be borne in mind with the review of our recommendations.

The importance, then of our consensus on this, one of the more significant sections is divided along jurisdictional lines and do require further exploration. For this latter purpose we recommend Judge Donald Hobson, without whom this section could not have been developed.

1. RATIONALE

Our study began with the following concept as our goal:

TO UNIFY ALL HOUSING MATTERS INCLUDING VIOLATIONS OF CITY AND STATE BUILDING CODES, ZONING, CONDEMNATION, SUMMARY POSSESSION OF LAND, FORECLOSURES OF MORTGAGES, LOCKOUTS.....AND ALL OTHER MATTERS CONCERNING HOUSING WITHIN DETROIT INTO A SINGLE COURT WITH APPROPRIATE POWERS.

Why?.....Presently the judicial process is extremely dispersed in Detroit and although there adequate remedies which exist at law and equity, the lack of a single court in which all matters concerning housing problems can be heard renders these remedies ineffective.

The jurisdiction of housing matters in Detroit can be catagorized by the following:

1. Common Pleas landlord-Tenant Division
 - a) termination of tenancy
 - b) non-payment of rent
 - c) staying over after the equity of redemption period
 1. mortgage cases
 2. land contract cases
2. Common Pleas - Regular Division (Civil)
 - a) suits for back rent
 - b) counter-claims
3. Common Pleas - Criminal (Miscellaneous Division)

4. Common Pleas - Conciliation Division (Small Claims)
5. Recorders Court and the Traffic and Ordinance Division
 - A) local and state housing code violations
6. Circuit Court
 - a) equitable relief
 1. lockouts
 2. utility cut-offs
 3. forcible evictions
 - b) condemnation
 - c) zoning appeals
 - d) receiverships
 - e) mortgage foreclosures
 - f) affirmative suits

This disbursement of jurisdiction handicaps the court's giving total relief for the litigation pending before it, to the detriment of both tenants and landlords. The landlord-tenant division of Common Pleas Court, has the expertise but lacks the necessary powers. After determining that a housing code violation does exist, the judge may order a rent abatement, however, because of his limited powers he may not take steps to insure that the violation is remedied. Counter-claims in non-payment and termination cases are severed. A landlord must commence a suit for back rent after receiving a judgment for possession. These illustrations involve duplication of effort, and needless cost and delay.

SINCE EACH COURT SYSTEM HEARS HOUSING MATTERS IN A PIECEMEAL FASHION THEIR JUDGES LACK THE NECESSARY PERCEPTION, IF NOT EXPERTISE TO UNIFY THEIR EFFORTS TOWARDS SOLVING DETROIT'S HOUSING NEEDS. BECAUSE VIOLATIONS OF CITY AND STATE BUILDING CODES ARE NOW PROSECUTED IN CRIMINAL COURTS, THESE VIOLATIONS TAKE A BACK SEAT TO THE MORE "CULPABLE" CRIMES. THEY ARE DEALT WITH SUMMARILY AND NOT GIVEN THEIR PROPER CONSIDERATION. THERE IS NO CONTINUITY OF ENFORCEMENT, NO UNIFIED APPROACH - THE FOCUS IS ON THE VIOLATOR AND NOT THE BUILDING.

The enforcement techniques now being employed are ineffective and at best non-remedial. Violations of code requirements are prosecuted solely through the Department of Building and Safety. While the Michigan legislature has recognized the enforcement situation and passed statutes to encourage tenants to air their grievances, there is question as to whether the housing problems are being remedied by such enforcement? One thing is certain: landlord-tenant relationships at the Landlord-Tenant Division are severely strained.

Some means of stimulating better housing maintenance and better relations between property owners and residents is urgently required. The main focus should be on establishing an enforcement mechanism to order and supervise repairs and financing, handle receiverships, avoid retributive actions, all with a prospective of better housing in the city.

Attachment #4 (Con't)

2. POWERS AND ENFORCEMENT TOOLS

A. Competent Judges

B. Unified Approach

Besides the desires of all the judges, lawyers, administrators, and city departments interviewed - the Common Council as early as November 1, 1966 passed a unanimous resolution for the establishment of a "housing court."

"Whereas, the present arrangement in Detroit for handling housing building and sanitation code violations is through the Traffic and Ordinance Court; and

Whereas, the Traffic and Ordinance Court would be relieved of some of its heavy volume if housing, building and sanitation cases were channeled to another court that would handle only such cases; and

Whereas, in a separate court established to hear only housing cases, it would be possible to high-light these cases, thereby emphasizing conservation of neighborhoods and thus better informing and educating the general public of its code compliance responsibilities; and

Whereas, a separate court dealing only with housing.....cases would be familiar with enforcement policies, with the meaning of code provisions, the efficacy of available sanctions, and the identity of flagrant violators;

Now Therefore Be It Resolved;

That the Detroit Common Council hereby indicates its support for the speedy establishment of a separate Housing Court to handle housing, building, and sanitation cases:....."

While the Common Council primarily addressed itself to code enforcement implementation - much more than Criminal Jurisdiction is required to really unify housing matters. The "housing court" must be given equitable jurisdiction and the ability to resolve all issues brought before it.

C. Computerization

D. Close Ties with The Department of Buildings and Safety Engineering

E. Close ties with The Department of Social Services

F. Recommendations

WE FEEL THERE SHOULD BE ESTABLISHED A SEPARATE "HOUSING COURT" FOR THE CITY OF DETROIT. ITS JUDGES SHOULD BE ELECTED SPECIFICALLY FOR THAT OFFICE. IT SHOULD BE AN OFFICIAL COURT OF RECORD WITH ORIGINAL AND EXCLUSIVE JURISDICTION. IT SHOULD HAVE CIVIL, CRIMINAL, AND EQUITABLE JURISDICTION. IT SHOULD HAVE CRIMINAL JURISDICTION SO AS TO HEAR VIOLATIONS

OF LOCAL AND STATE BUILDING CODES WHICH ARE CRIMINAL MISDEMEANORS. ITS JURISDICTION SHOULD INCLUDE LOCAL BUILDING AND SAFETY ORDINANCES PRESENTLY PROSECUTED IN TRAFFIC COURT, SUMMARY PROCESS FOR POSSESSION OF LAND PRESENTLY HEARD IN THE LANDLORD-TENANT DIVISION OF COMMON PLEAS COURT, CROSS-CLAIMS AND SUITS FOR BACK RENT PRESENTLY TRIED IN THE COMMON PLEAS COURT, EQUITABLE SUITS BASED ON LOCK-OUTS, FORCIBLE EVICTIONS, AND UTILITY SHUT-OFFS, NOW HEARD IN THE CIRCUIT COURT. THE COURT SHOULD HAVE ALL THE POWERS NOW POSSESSED BY THE CIRCUIT COURT, IN TERMS OF AVAILABLE REMEDIES. IT SHOULD HAVE A CLOSE RELATIONSHIP WITH THE DEPARTMENT OF BUILDINGS AND SAFETY ENGINEERING. THE COURT SHOULD HAVE AT ITS DISPOSAL HOUSING SPECIALISTS FROM THAT AGENCY, AND THE TWO BODIES SHOULD HAVE A COMPUTERIZED DATA BANK WITH IMMEDIATE ACCESS AFFORDED THE JUDGES. THERE MUST ALSO BE A CLOSER RELATIONSHIP WITH DEPARTMENTS OF SOCIAL SERVICE. THERE SHOULD BE A SEPARATE STAFF WHICH DEALS SOLELY WITH THE "HOUSING COURT."

AS TO PROPERTY HELD BY GOVERNMENTAL ENTITIES, SUCH AS HUD, IT MUST BE EMPHASIZED THAT THEY SHOULD NOT BE VIEWED AS AUTOMATICALLY EXEMPT FROM COMPLIANCE. WHILE THERE ARE NUMEROUS POLITICAL CONSIDERATIONS WE ENCOURAGE A CLOST SCRUTINY OF THE FACTORS WHICH NEGATE OR COMPLEMENT COMPLIANCE. WE SUGGEST ONLY (AND FOR FURTHER EXPLORATION) THAT THE DEPARTMENT OF BUILDINGS AND SAFETY ENGINEERING WILL, ONCE A COMPLAINT IS REGISTERED AND AN INSPECTION MADE, HAVE STANDING (TO ABATE A PUBLIC NUISANCE) TO SUIT AND OBTAIN RELIEF ACCORDING TO THE ABOVE METHODS, OR THOSE CURRENTLY EXISTING SUCH AS FINES FOR VIOLATIONS OF CODE REQUIREMENTS.

Courtesy: Donald Hobson, Esc

ATTACHMENT #5NEW CONSTRUCTION

For purposes of consistency it should be recognized that this report is designed to speak to all income levels of housing needs. Some clearly believe that one program may be more appropriate to one income level than the other. Easy assumptions should be avoided.

Currently there appears to be a general consensus that the feasibility of city's domination/control of a new construction program must be explored as an alternative. It is believed that the city's use of city finances could, if properly fashioned, obviate interest rates, points and federal and state bureaucratic entanglements that have tied up promising housing efforts in the past. A concept, so dominated, has the ready potential to be differentially geared to all income groups - from public assistance to higher and highest income families with emphasis placed upon the availability of housing based upon the traditional presumption that rental or mortgage notes is not to exceed 20% of a family's income, except by their choice.

If the pre-requisite were to exist that only Detroit residents will be employed in the program the city gains by:

- a) one hundred jobs per one million dollars spent;
- b) direct taxes of salaries;
- c) salaries/monies by employees spent in the city;
- b) no interest rates;
- e) less unemployment thus less crime and a general revitalization of our tax base.

Thus, though the money invested by the city cannot be seen as free money - the items or benefits/results (stated in a through e) would surely offset the expenditures which are tentatively estimated at 30 million annually.

APPROACH:

Both Federal and State Housing Development Programs are cumbersome and timely, without allowing city government a direct role in the much needed new housing development programs.

A Housing Needs Studies prepared by New Detroit, Inc., early in 1973 indicated that there was a new housing need in all income categories in Detroit. The study also indicated there was a disproportionate need for low-income families; yet both the Federal Government and the State program favor the construction of two bedroom units. This approach by these government agencies is used principally because of the financial structure of their programs. However, the passage of H.B. #10036 or S.B.(s) #2182 (Housing) and 1744 (Community Development) may encourage urban centers to adopt new roles. It is proposed that the City of Detroit

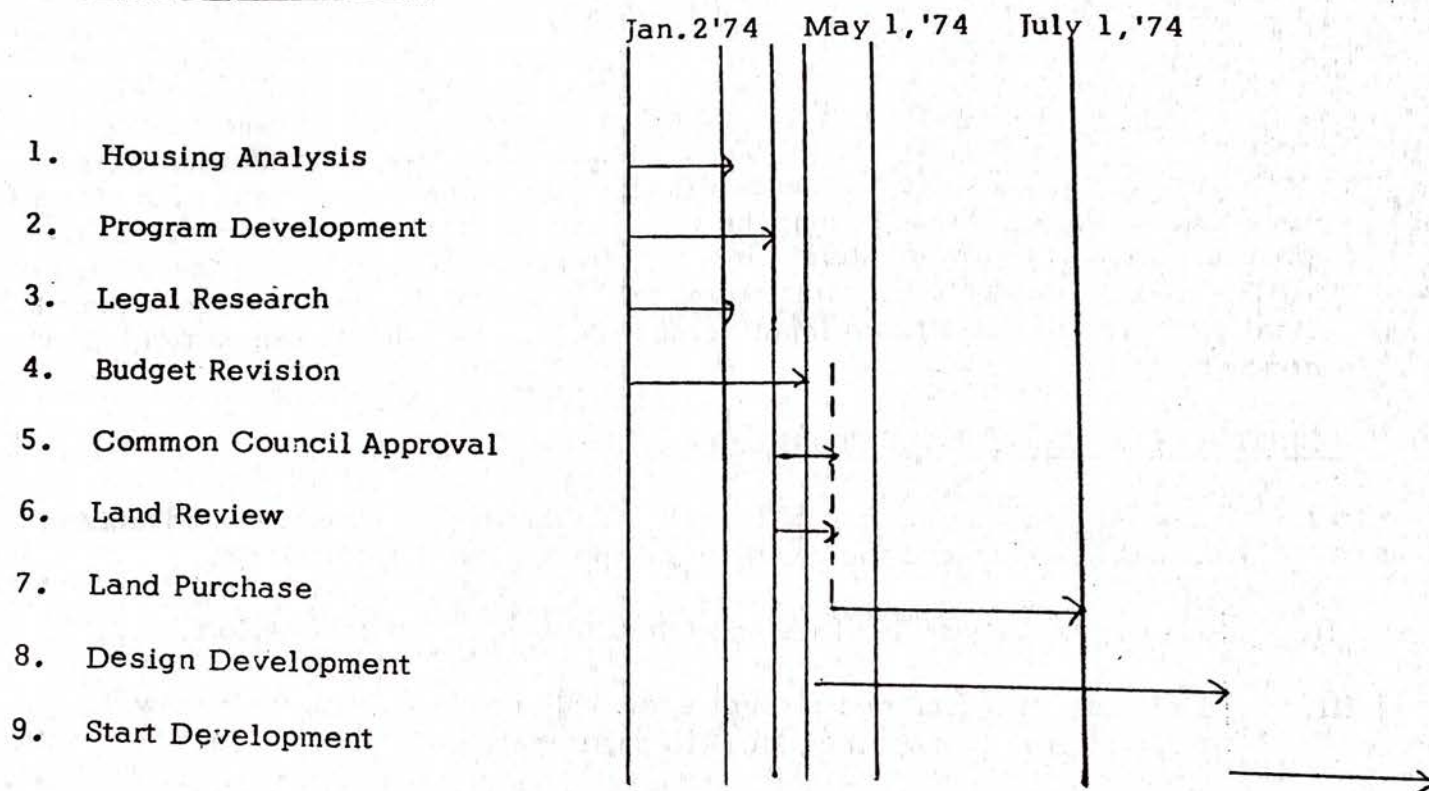
enhance its capabilities by now testing our financial and staff resources to meet such a challenge.

The city should develop a program to supplement these new housing efforts, and demonstrate a concern and initiative for providing new and creative approaches to the development of new housing. The program described in this report uses some of the conspts of existing programs and ties them together with new concepts to provide a comprehensive program.

PROGRAM DESCRIPTION:

A CITY OF DETROIT FINANCED, DEVELOPED, MANAGED AND SOLD NEW HOUSING CONSTRUCTION PROGRAM.

1. CITY SHALL CONDUCT AN ANALYSIS OF HOUSING NEED FOR ALL INCOME GROUPS.
2. CITY SHALL, BASED ON THE RESULTS OF (1), DEVELOP THE PROPORATIONS OF HOUSING DEVELOPMENT BY INCOME CATEGORIES.
3. CITY SHOULD ALLOCATE OUT OF THE BUDGET FUNDS TO FINANCE THE DEVELOPMENT. (SUGGEST \$3,000,000).
4. URGAN RENEWAL AND ABONDON STRIP COMMERCIAL LAND SHOULD BE USED.
5. ALL CONTRACTUAL PARTICIPANTS MUST HAVE DETROIT BASED COMPANIES AND EMPLOY DETROITERS TO WORK THIS PROJECT.
6. DIRECTED TRAINING PROGRAM SHOULD BE DEVELOPED BY MCHRD TO SUPPLY PERSONNEL FOR THIS PROJECT.
7. THE OCCUPANCY SHOULD BE BASED ON A LEASE/PURCHASE AGREEMENT SIMILAR TO THE PUBLIC HOUSING TURN-KEY 111 PROGRAM.
8. THE PROGRAM SHOULD BE ADMINISTERED BY THE COMMISSION ON COMMUNITY DEVELOPMENT, IF THE PROPOSED FUNCTIONAL GROUPING APPROACH IS ADOPTED AND MANAGED BY THE DETROIT HOUSING COMMISSION.
9. IF THE FUNCTIONAL GROUPING APPROACH IS NOT ADOPTED, THE PROGRAM SHOULD BE ADMINISTERED AND MANAGED BY THE DETROIT HOUSING COMMISSION.

ACTION TIME SCHEDULE

ATTACHMENT #6A 100 DAY PROGRAM FOR ABANDONED HOMES AND PROPERTY TAX INCENTIVES
IN DETROIT

The fashioning of a pilot project, including the major elements of our recommendations is difficult, at best. Nonetheless, we view the immediate initiation of such a project as essential for several reasons: the testing of staff responsiveness to Mayor Young; the testing of the private sectors responses, possibly including lower interest rates, to renewed city initiative; the testing of HUD responsiveness to city initiative; the testing of the renter-buyer market; and finally the testing of citizen input versus the ahckneyed "citizen participation" concept.

CRITERIA FOR PILOT PROJECT (#Homesteading with a plan)

- I. Demonstrate both City of Detroit's capability to perform and administer rehabilitation and the result of comprehensive impact blocks.
 - II. Ability of City to lead its agencies involved in such an effort.
 - III. Delivery of a finished project upon which to build a major city-wide program and to convince HUD to participate and support a city lead entity.
 - IV. Utilize State and Local Legislation to allow limited property tax incentives (Abatement0.
 - V. Entire program to operate on a purchase-rehab.-maintenance cost of no more than 60% of market value of property, with conventional financing over 10-12 year period. E.G., market value \$12,000.00
mortgage maximum therefore \$7,200.00
- This will allow substantial equity to mortgage lender in the absence of federal insurance.
 - It will obviously work with federal subsidy.
 - The properties will be free and clear of mortgage commitments in 10-12 years. The renter/buyer can develop equity quickly, and the tax incentive can be returned to normal at the retiring of the mortgage.
E.G., A property paying \$36,00 per month taxes should be reduced to \$20.00 per month for the term of the mortgage.
 - This tax relief would allow a maintenance fund.
 - Rents of no more than \$150-\$155.00 per month for a 2 bedroom unit will be achieved with conventional financing.

A PILOT PROJECT - 100 DAY PROGRAM

1. SELECT 1-2 BLOCK SITE WHICH HAS:

- A. Sufficient FHA homes of good original stock. To package (say 40 homes - 25 minimum).
- B. In a neighborhood of reasonably sound housing stock.
- C. Strong neighborhood community organization.

2. WORK WITH THE COMMUNITY TO -

- A. Identify specific community leadership to achieve program success, administrative cooperation, protection from vandalism and assistance in the sale of homes.
- B. Identify other home owners within project boundary wishing to improve homes.
- C. Establish physical environmental needs:
 - street lighting, alleys and sidewalks, vacant lots, etc., and build into program - amortize financing over entire program.

3. CHARGE PSA DEVELOPMENT TEAM TO -

- A. Prepare plan of pilot project housing rehabilitation. Location, community organization, units, etc.
- B. Prepare specifications and costs for rehabilitation on houses provided by HUD.#
- C. Arrange with mortgage sources for financing of rehab. units over 10 - 15 years.
- *D. Arrange with City to lease no more than 10% of units (where necessary) and to provide necessary city services.

4. IMPLEMENTATION

- A. Rehab. all units simultaneously financed by HUD repayable from loans.
- *B. Ensure City delivery of agreed services.
- C. Repay HUD after homes are completed.

5. MANAGEMENT & ADMINISTRATION

- A. Produce and operate a comprehensive Consumer Guidance Center (previously known as Home Ownership Counseling).
- B. Assist community group to manage pilot project until it is stable - 1-3 years.
- C. Submit a report and lessons learned to HUD. Continuously.

CONCEPT OF PROGRAM HOME-STEADING WITH A PLAN

- 1. FHA homes provided initially at no cost. Development costs provided "in front" by HUD. Recovered after closing of mortgage loans.
- 2. Qualified consumers prepared by consumer education.
- 3. Rehab. specifications guaranteed to meet all local and FHA code requirements.
- 4. Align credit capability of consumer to unit/cost.
- 5. Cost of unit to include rehab. cost and minimum agreed repayment to HUD., i.e., rehab. costs of say no more than \$6,000.00 and HUD cost of say no more than \$1,000.00
- 6. Comprehensive aid/loans to all households.
- 7. City/FHA applications of 23 lease back, FHA 235 etc., where required - new & rehab. 10-15% of project.
- 8. Clear and landscape all vacant lots. Charge to project. Amortize per unit. Say \$1,000.00 maximum.
- 9. Consumer Education for pre-purchase-purchase-post purchase.

* Note Key City Initiatives.

PROJECTED COSTS

100 DAY PROJECT

PSA

1.	A)	Project & Administration Preparation	\$20,000.00
	B)	Preparation of specifications and development plan	
		Spec. \$200.00 per unit 25 units	5,000.00
		40 units or	8,000.00
		Dev. plan	
	C)	Community Program administration	<u>3,000.00</u>
		\$33,000.00	\$36,000.00
2.		Preparation of consumer handbooks, visual aid classes, etc.	\$35,000.00
3.		Rehab. of units	
	A)	25 x \$6,000.00 ea. max.	150,000.00
		40 x \$6,000.00 ea. max	240,000.00
	B)	Amenity costs	<u>10,000.00</u>
		\$160,000.00 -	\$250,000.00
		TOTAL	\$228,000.00 - \$321,000.00

Courtesy: Mr. Michael Johnson

POINT IX

SENIOR CITIZENS

"GIVE TOP PRIORITY TO IMPROVING THE LIVES OF SENIOR CITIZENS IN DETROIT BY:

1. ASSIGNING TO A STAFF ASSISTANT, WHO WILL BE OVER 60, THE RESPONSIBILITY TO COORDINATE AND OVERSEE THE DELIVERY OF SERVICES TO DETROIT'S SENIOR CITIZENS;
2. IMPROVING THE EFFECTIVENESS OF POLICE PROTECTION FOR OUR OLDER CITIZENS;
3. PROMOTING EXPANDED USE OF LOW FARES ON THE DSR BY SENIOR CITIZENS, IN PARTICULAR ESTABLISHING FREE BUS SERVICE TO HEALTH FACILITIES;
4. PROVIDE AID TO SENIOR CITIZENS IN THE PREPARATION OF THEIR VARIOUS TAX RETURNS AND OTHER PAPERS THROUGH THE USE OF CITY OPERATED "SERVICE-MOBILE", EMPLOYEES TO AID THE SENIOR CITIZENS;
5. EXPAND AND MAKE MORE EFFECTIVE THE INSPECTION OF NURSING HOMES, AND OTHER FACILITIES USED BY OLDER CITIZENS TO BE CONDUCTED BY THE HEALTH AND BUILDING INSPECTORS."

1. Staff Assistant to the Mayor

The Task Force recommends that this Staff Assistant have some professional education in the field of gerontology, or at least have experience in working with older persons. We do not believe age 60 should be a rigid criterion for selection of the Staff Assistant, and recommend that this age be dropped to 55 for persons with outstanding qualifications.

The responsibilities of this position and the tie-in between this position and the Detroit Senior Citizen's Commission and Advisory Council need to be carefully thought out. The Task Force recommends that:

- A) The Staff Assistant should function as a liaison between DSCC and the various municipal departments which have a direct impact on senior citizen life styles, to assure that these other departments give attention to concerns and suggestions of DSCC about ways they can more effectively deal with senior citizens.

- B) The Staff Assistant should be knowledgeable of state and federal matters affecting senior citizens, in close cooperation with DSCC staff, to assure that the Mayor has opportunity to take appropriate action on these matters.
- C) The Staff Assistant should promote the recruitment of people with training in gerontology in all municipal departments which deal with senior citizens, and the training of present staff in these departments in gerontology, perhaps with the assistance of DSCC.
- D) The Staff Assistant should have a special coordinative or supervisory role, with the Central Information System for Seniors which is recommended later in this report.
- E) The Staff Assistant should facilitate communication between the Mayor's Office and DSCC and Advisory Council in several ways, including possibly attending their meetings.

2. Inspection of Nursing Homes

The Task Force recommends this be done by the Detroit Health Department rather than the State Department of Public Health, because of the significance to local control of such facilities. While we understand the decision has been made by the Governor to have State Inspection, supposedly based upon federal law, we also understand that the federal law can be interpreted to permit local licensing.

The argument for local control is based on the following:

- 1. Most of the nursing home beds are in the city of Detroit;
- 2. Increased responsiveness to complaints from nursing home patients and their families, when the Mayor's Office is responsible for the program;
- 3. Access to information and response can be obtained more expeditiously;
- 4. The City could be reimbursed by the State for local inspection;
- 5. In the past, local inspections have been more rigorous than the State's, and have been made without advance notice to the institution.

3. D.S.R. Fares

The Task Force had several recommendations in this regard which were transmitted to the Transportation Subcommittee, and which are reflected in that section of this report.

It should be emphasized here, however, that "no-fare" DSR transportation should be available to senior citizens during non-rush hours, if the Alpha Corporation type of service cannot be made available to seniors citywide.

4. Improved Police Protection

The Detroit Senior Citizens Commission and Advisory Council has established a Senior Citizen Safety Task Force to recommend safety measures, techniques, programs, etc., for seniors with the cooperation of the Detroit Police Department and United Community Services. The Task Force recommends that:

- A) The Senior Citizens Safety Task Force should be continued;
- B) Membership of the Task Force should be changed to more fully reflect the ethnic and economic populace of senior citizens in Detroit;
- C) Full time staff should be provided this Task Force by either the Detroit Police Department or the Senior Citizens Commission. Funds may be available from either Law Enforcement Administration (LEA) or ACTION.
- D) The "I. D. Card" program for senior citizens, which is being investigated by the Detroit Police Department should be implemented so that all senior residents in the city use these cards in check cashing, to curtail check thefts.
- E) The Senior Citizens Commission and Police Department should be aided in development of special transportation to banks and health and shopping facilities in high crime areas in the city.

5. Preparation of Tax Returns

We are concerned that a mobile unit may not reach a significant number of seniors and may not be economically feasible. There are a number of other ways to assist senior citizens in preparation of tax returns which may be more feasible.

The Task Force recommends that implementation of the tax mobile should be deferred, and initial emphasis be given to other alternatives such as:

- 1) City Neighborhood Improvement units, Libraries, Parks and Recreation Centers, and other appropriate city offices should be utilized as information centers. The new Staff Assistant and the DSCC should see that these staffs have the necessary materials and information.
- 2) Existing senior centers, churches, union halls, and shopping centers in parts of the city with concentrations of seniors can be more fully utilized to cooperatively assist seniors with tax returns.
- 3) The Michigan Department of Treasury should be asked to expand its radio and TV campaigns, including use of ethnic media, and to cooperate in (1) and (2) above.

Additional Recommendations:

- A) "THE TASK FORCE RECOMMENDS CONTINUATION OF THE DETROIT SENIOR CITIZENS COMMISSION AND ADVISORY COUNCIL, WITH ANY REAPPOINTMENTS NECESSARY TO EQUITABLY REPRESENT THE SENIOR CITIZEN POPULATION OF THE CITY;
- B) THE TASK FORCE ALSO RECOMMENDS, WITH THE HIGHEST PRIORITY, THAT A CENTRAL INFORMATION SYSTEM FOR SENIOR CITIZENS BE ESTABLISHED WITHIN THE DETROIT CITIZENS COMMISSION."

The Commission currently provides some "information and referral" service to seniors, through office staff and the "Project Ethnic Senior Find" Vista program, but this service does not have enough staff, does not have bilingual staff, and is not highly publicized. To be effective, the Commission's program needs:

- 1) A simple, understandable name;
- 2) A minimum of four staff, including bi-linguals;
- 3) A simple phone number (like 911) - and we'd suggest 247, standing for Community Information System;
- 4) To be able to "follow up" on each referral to be sure that seniors get the services they need;
- 5) To be able to ask other city departments to contact seniors to offer a needed service, instead of simply telling seniors what department to call. Other city departments should be required to report results back to the Commission on all referrals from the Commission.
- 6) To publicize the C.I.S. program through established monthly bulletins, and radio-TV-newspaper media - especially foreign language and ethnic media.

Some funds for this program may be available shortly through Title III of the Older Americans Act, administered by the Wayne County-Detroit Senior Citizen Services Network.

POINT X
TRANSPORTATION

"MANY IMPROVEMENTS WILL BE MADE IN OUR PRESENT TRANSPORTATION SYSTEM."

"IMPORTANT LOW-COST CHANGES WILL BE INTRODUCED IMMEDIATELY"

"MORE DRAMATIC CHANGES IN THE TOTAL TRANSPORTATION SYSTEM WILL BE INTRODUCED OVER A SEVERAL YEAR PERIOD."

The subcommittee has carefully considered its charge and makes the following recommendations for immediate action and future consideration;

The first and most important decision is to decide what kind of a relationship there will be among the city, the state and the Southeastern Michigan Transportation Authority (SEMTA). Until a decision is made acceptable to the representatives of the citizens of the city of Detroit, and approved at the federal level, there is no assurance any plans made by the City to improve public transportation will ever be carried out. With that note of caution, the subcommittee submits the following as its report.

The transportation problem can be handled best by dividing it into three broad stages; short term, intermediate term and long term.

SHORT TERM:

Time period: From now to April, 1974

Subject Matter: (1) The 100 day plan. (2) Taking management control of the DSR. (3) The purchase of service contract with SEMTA.

INTERMEDIATE TERM:

Time Period: From now to July, 1974

Subject Matter: Reorganizing the scattered city transportation functions into the Department of Transportation created by the new City Charter.

LONG TERM:

Time Period: From now to July, 1975

Subject Matter: (1) Selection of a Rapid Transit component. (2) Obtaining community approval of it. (3) Starting construction of it. (4) Expanding bus fleet operations under a new route and scheduling system to be coordinated with the Rapid Transit component.

The following pages contain a more detailed discussion of the subjects outlined above.

SHORT TERM

(1) The 100 Day Plan

There are three major aspects of this plan; express bus service, special fares and parking. The subcommittee met with H.C. McLaughlin, Superintendent of Transportation Operations at the DSR and requested that he prepare and submit a detailed report showing time-phased action schedules and costs for implementing these major aspects of the 100 Day Plan. Mr. McLaughlin's report is attached as Exhibit A.

The subcommittee recommends that express bus service be provided on Gratiot, Woodward and Grand River beginning with Gratiot as suggested in the attached report. All such service should initially be limited to the city of Detroit. However, if a survey establishes that service beyond the city would benefit the city, then the service should be established. This service could be operational by the end of February, 1974.

The subcommittee recommends that senior citizens be allowed to ride free and without restrictions as to time. The subcommittee also recommends that other fare adjustments identified in the attached report also be implemented.

Due to insufficient data as to availability of land for parking both in the downtown area as well as outlying areas, the subcommittee has no specific recommendations as to sites. It is recommended, however, that responsibility for this aspect of the 100 Day Plan be given immediately to the Special Committee on Transportation created by Mayor-Elect Coleman A. Young. That same committee should also be given responsibility for development of the plan to provide bus service between the City and suburban job sites.

Possible sources of funds for some or all of the costs of the 100 Day Plan would be: (1) City, (2) SEMTA, (3) State, (4) Federal. The purchase of service contract between the City and SEMTA, for example, could be renegotiated to provide a larger share of gas tax funds for the City. Also, proposed legislation could be introduced again in Lansing to obtain state assistance from the General Fund for the cost of providing low fares for students and no fares for senior citizens. Finally, at the federal level, the City could apply for available funds for mass transit under the Federal-Aid Highway Act of 1973.

SHORT TERM (Cont)(2) Taking Management Control of the DSR

The three member Board of Street Railway Commissioners set policy for the DSR. It can, if it wants to, take control of the Department and run it. This Board, however, will serve only until the new Department of Transportation is created. At that point the Board will be replaced by an Advisory Commission of at least five members.

The President of the present DSR Commission will be a key appointment. It will be that officer's responsibility to put the 100 Day Plan into effect, to represent the DSR in negotiations with SEMTA, the state and federal governments, to recommend top management personnel, to develop and submit the reorganization plan for review, and to lay the groundwork for selection of the Rapid Transit component and overhaul of the bus scheduling and routing systems.

The subcommittee recommends that priority be given to the selection of the members of the DSR Commission.

(3) Purchase of Service Contract

This contract sets the relationship presently existing between the City and SEMTA. Basically, it spells out what the City must do to qualify for financial assistance from SEMTA which it receives from the State in the form of Gas Tax Funds. This contract expires the end of this year. SEMTA has recommended a six-month extension on the same terms and conditions as exist in the existing contract.

The subcommittee recommends that the Special Committee on Transportation created by Mayor-Elect Coleman A. Young be given responsibility for working with the present administration and SEMTA to insure that the new contract is fair, equitable and flexible enough to allow the City to bring about badly needed improvements in public transportation.

INTERMEDIATE TERMOrganizing the New Department of Transportation

Transportation responsibility and functions are now scattered among various City departments, agencies and divisions. The DSR operates the buses. The Department of Streets and Traffic regulates the flow of people and goods within the City. The Municipal Parking Authority builds, operates and leases parking facilities. The Aviation Commission runs the City Airport. The Department of Public Work has two divisions that affect public transportation; the Highway and Freeway Division and the Street Maintenance Division.

Some or all of the separate functions will become part of the new Department of Transportation. Between now and the time the new Charter takes effect, a reorganization plan must be prepared, reviewed and adopted. The plan should be ready for adoption by July, 1974.

The subcommittee recommends that the DSR Commission be given the responsibility to work with the Task Force on Charter Implementation to give whatever assistance is necessary to have the plan prepared, reviewed and ready for adoption by July, 1974.

LONG TERM(1) Selection of a Rapid Transit Component

As far as can be determined, Detroit holds the record for transportation studies - at least fifteen of them. The most recent studies recommend that construction of the Rapid Transit component begin in the city and eventually extend through the suburbs serving the region.

The subcommittee recommendation is that an early decision be made on the nature of the Rapid Transit system, whether it be Rail Rapid Transit, as recommended by the most recent studies, or People-Movers or buses or a combination of the three.

For a variety of reasons there will be a shift to public transportation. The timing is right to do something about rapid transit.

Financial aid is available. Under the new Federal Sharing Formula, the federal government will pay eighty percent of the construction and equipment costs. And, nationally, both the Senate and House passed legislation that would provide operating subsidies of Eight Hundred Million over the next two years. While this legislation may not survive a presidential veto, it does represent a trend that will lead to a breakthrough.

LONG TERM (Cont)

The subcommittee recommends an early decision on the kind of rapid transit system to be built in the city. We have had enough studies.

(2) Obtaining Community Approval

Selection of the kind of Rapid Transit system will require that the people of the city be involved and that their approval be obtained. A massive Public Works Project of this kind should not be undertaken without public support.

The subcommittee recommends that the Fall election in 1974 be set as the target date for submitting the question to the voters of Detroit as to the building of a Rapid Transit system in the city which will be planned and therefore consistent with a regional system. At the same time the question of the acquisition of the DSR by SEMTA could be placed on the ballot as a separate question.

The subcommittee wishes to stress at this point that cooperation among the City, the State, SEMTA and the Federal government is absolutely essential to the success of a rapid transit proposal.

(3) Starting Construction

Once construction is approved every effort must be made to involve minority contractors. Details of involvement should be worked out beforehand so that no delay in construction will occur.

(4) Expanding Bus Fleet Operations

To lure people out of their cars, public transportation needs a rapid transit component with buses then radiating from the stations to provide feeder service. This will require more buses and a new system of routing and scheduling the buses.

The subcommittee recommends the use of computer technology to overhaul the present system of routing and scheduling. The need to do so exists now and work on it should not be delayed until the Rapid Transit component is operational. At that point necessary adjustments can be made as required by changes in travel patterns.

RAPID TRANSIT

The following is an excerpt from a proposal written by
Demetrios K. Triantafyllon, December, 1972.

Giffels Associates, Inc.
1000 Marquette Building
Detroit, Michigan 48226

Phone 951-2084 Ex. 448

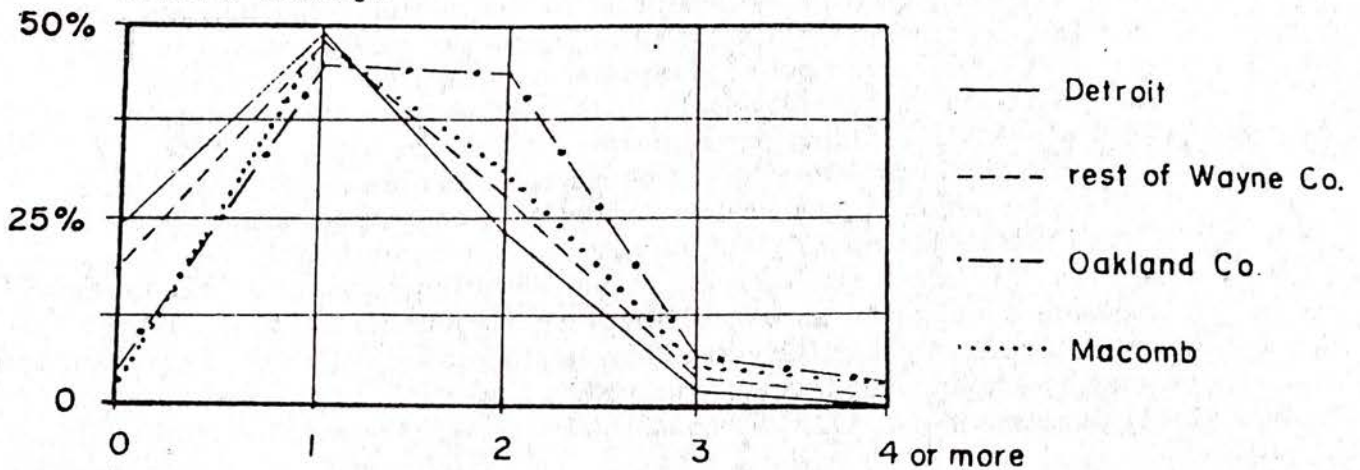
Criteria for Measuring Success.

Considering that the majority of person trips either start or end in Downtown Detroit, and that the dominant road network is radial which converges on the center of the City, it follows that if the mass transportation system of Detroit is reinforced by the services that I have proposed, a great deal of freedom of movement will be extended to the urban poor, who either have limited or no private transportation to their disposal. This freedom in return will open new employment and housing opportunities, which are so desperately needed. Downtown Detroit will be more accessible at all times of the day, and a reduced number of automobiles - on account of the extensive use of the Mass Transportation System - will mean reduced street noise, reduced traffic congestion and exhaust pollution, as well as more relaxed commuters and fewer automobile accidents. Another area that Detroit could benefit substantially would be its increased capacity to accommodate existing employment levels, and attract new employment, which is so very important if the City is to maintain its vitality and financial health.

Most important is the impact that the new Mass Transit lines are going to have in providing an orderly direction to future development of urban settlement patterns. The existing Grand Trunk Western right of way runs through some very old and long overdue for urban renewal areas in the City of Detroit. New centers of growth would spring up around rapid-transit stations, containing major shopping centers and clusters of high-rise and low-rise apartments within walking distance of the station.

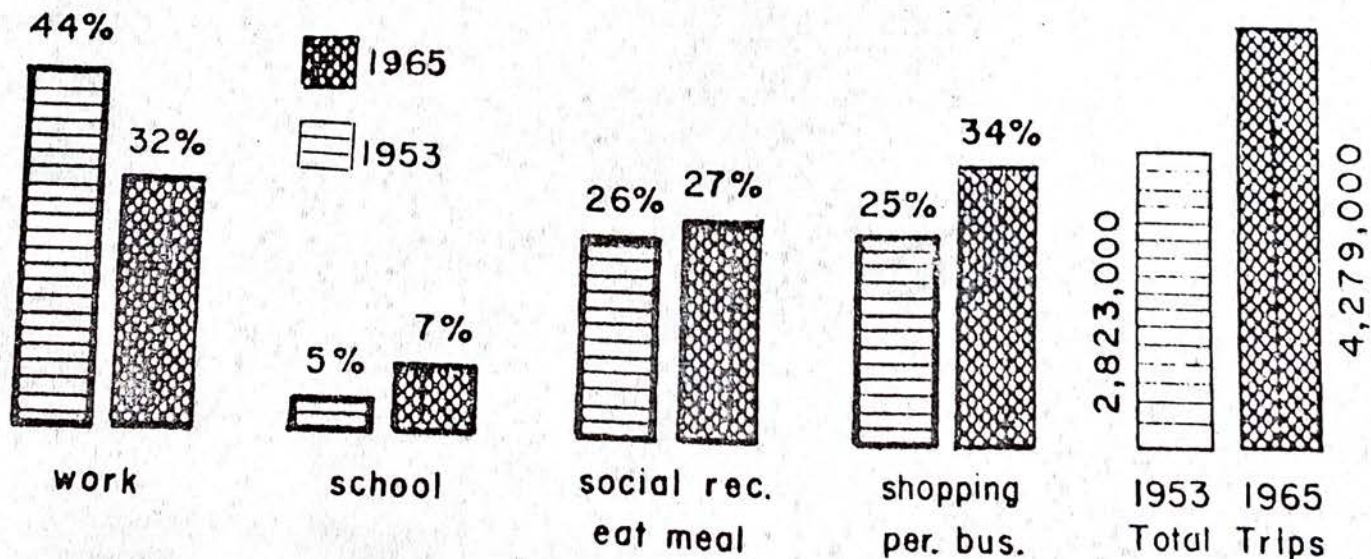
Thus the Rapid Transit itself will become a critical parameter in both the physical shape and the economic success of the entire area it serves, and it will act as a catalyst to an inward growth of Detroit, and the cities it serves like Ferndale, Royal Oak, Pontiac and others.

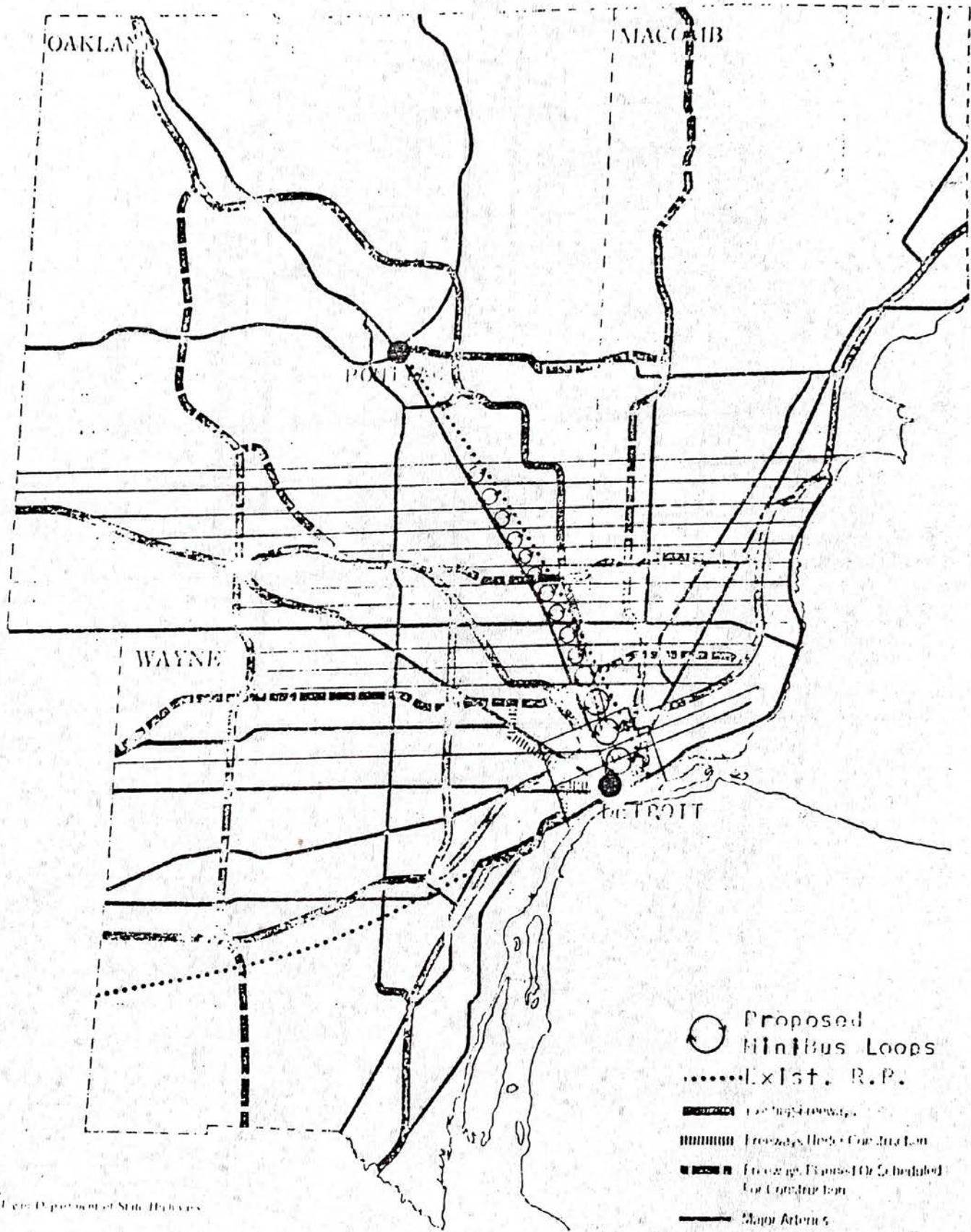
86.5% of all households in Wayne, Oakland and Macomb Counties have one or more cars available for their use. Oakland County has the largest percentage of households with two cars (43.3%) and three cars (6.8) available. 34.6% of Detroit households have no car available compared to 19% for the rest of Wayne County and 4.6% in Oakland County and 3.5% in Macomb County.



% OF TRIPS BY PURPOSE

The accompanying chart classifies all trips into four broad purpose categories and shows how the "work" trip has declined and the "shopping and personal business" trip has increased as a percentage of all trips since the 1953 Detroit Metropolitan Area Traffic Study. During this same 12 year period, household trip generation rates have increased by 25% and the number of households by 20%, resulting in the production of 50% more person trips on the average day.





Source: Michigan Department of State Highways

