

City of Detroit



Strategic Plan for Transportation





“This is the roadmap to make it easier, safer, and more affordable for everyone to get around Detroit.”

– Mayor Mike Duggan

Table of Contents

Message from Mayor Mike Duggan, Chief Operating Officer David Massaron, Public Works Director Ron Brundidge, DDOT Director Angelica Jones, and Planning Director Maurice Cox	4
Mobility in Detroit Today	6
Mobility in Detroit 2022	8
About this Plan	10
Economic Opportunity	12
Public Safety	20
City Vibrancy and Beauty	26
Communications and Outreach	32
Strengthening City Functionality	38
One- and Four-Year Benchmarks	44
Acknowledgments	66



Mayor Mike Duggan

“A new level of collaboration between City departments is necessary to achieve the goals of this Plan.”



David Massaron
Chief Operating Officer



Ron Brundidge
Director,
Department of Public Works



Maurice Cox
Director,
Planning and Development Department



Angelica Jones,
Acting Director,
Department of Transportation (DDOT)

We are building one Detroit for everyone. With city services returning to levels Detroiters expect and deserve, we've turned our attention to leading an equitable revitalization of our neighborhoods. This includes creating and preserving affordable housing, revitalizing neighborhood commercial corridors, building and improving our parks, and ensuring that every Detroiters has access to jobs and job training through the Detroit at Work program.

The crucial thread that ties all of these efforts together is our transportation system. We must give people more transportation choices so they can access all of the new jobs and amenities growing across the City. This Strategic Plan for Transportation is the roadmap to make it easier, safer, and more affordable for everyone to get around Detroit. It is built on the core values of my administration, which are:

- Increasing Economic Opportunity and Reducing Poverty by delivering a high-quality transit service that has been lacking, reducing car insurance rates, and providing more ways for people to access every neighborhood in Detroit.
- Improving Public Safety by reducing traffic injuries and fatalities and making everyone feel safe walking, biking, and taking transit to their destination.

- Building a More Vibrant and Beautiful City of Detroit by bringing our neighborhood Main Streets back to life with more activity, public art and green infrastructure.
- Improving Our Communications and Outreach by including residents in planning processes early and often, and rebooting the look and feel of our transit system.
- Strengthening City Functionality by bringing our infrastructure and operations into a state of good repair and having the right systems in place to deliver on our promises.

Reaching these milestones over the next four years won't be easy. We will need to strengthen our partnerships with the State and region, identify new funding and spend it wisely, and rethink how we deliver transportation projects. We also must break down traditional silos that exist in government and work collaboratively across departments to move our culture to a place where our customers come first and we adopt the best practices of other cities.

This is the time to redefine Detroit's definition of "transportation." We've worked hard over the last four and a half years to get where we are today. With this new plan as our guide, now we can move above and beyond.

Mobility in Detroit Today

Detroit is now a city of “more” - more jobs, more restaurants, more recreational opportunities, and more friends to visit. Revitalization that started in Downtown is now spreading to neighborhoods across the city.



Randolph High School: \$10 Million invested in rebuilding the Career and Technical Center to provide training to students and adults in electrical, plumbing, carpentry, masonry, HVAC, computer-aided design, welding, and robotics.

Old Redford: A new Meijer grocery store opened in 2015, replacing an abandoned high school.

Fitzgerald: Ella Fitzgerald Park, the first completed component of the Fitzgerald Revitalization Project, opened to the public in July 2018.

Fair Grounds: The City purchased 142 acres at the site of the former Michigan State Fair Grounds and will release a request for proposal to developers in late 2018 or early 2019.

Northwest Detroit: Detroit Public Schools Community District and charter schools are working together on an innovative program, GOAL Line, to provide free transportation and after school programming to students.

Southwest: Sakthi Automotive opened a new 500-employee auto parts plant in the location of the abandoned Southwestern High School.

Gordie Howe Bridge: The construction of the \$2 billion international crossing will bring hundreds of new construction jobs to the city.

Transportation is the key to all Detroiters being able to access everything the City has to offer. We must improve what we already have, from our streets to our buses, and continue to add more options so people have real choices to get where they want to go.

This strategic plan is the blueprint for how we make these improvements over the next four years and create one city, for all of us.



New Center: The Boulevard development at 3rd and Grand is the first new construction residential development in New Center in 30 years. It will provide 231 residential units, with 20 percent classified as affordable, and will be completed in 2019.

Downtown: Little Caesars Arena opened in 2017, bringing hundreds of new events to Detroit every year.

East Side: Flex-N-Gate, the largest auto plant built in Detroit 20 years, will open in fall 2018, bringing 400 jobs to the area.

Jefferson Chalmers: Norma G's, Detroit's first Trinidadian-Caribbean restaurant, opened in 2018.

Brush Park: Over 2,000 new residential units are proposed, with 25 percent of the units designated as affordable.

West Village: New Butzel Playfield proposed for 2019 in addition to a new building with 54 units of affordable housing at Van Dyke and East Vernor.

East Riverfront: Atwater Beach will be completed in 2019.

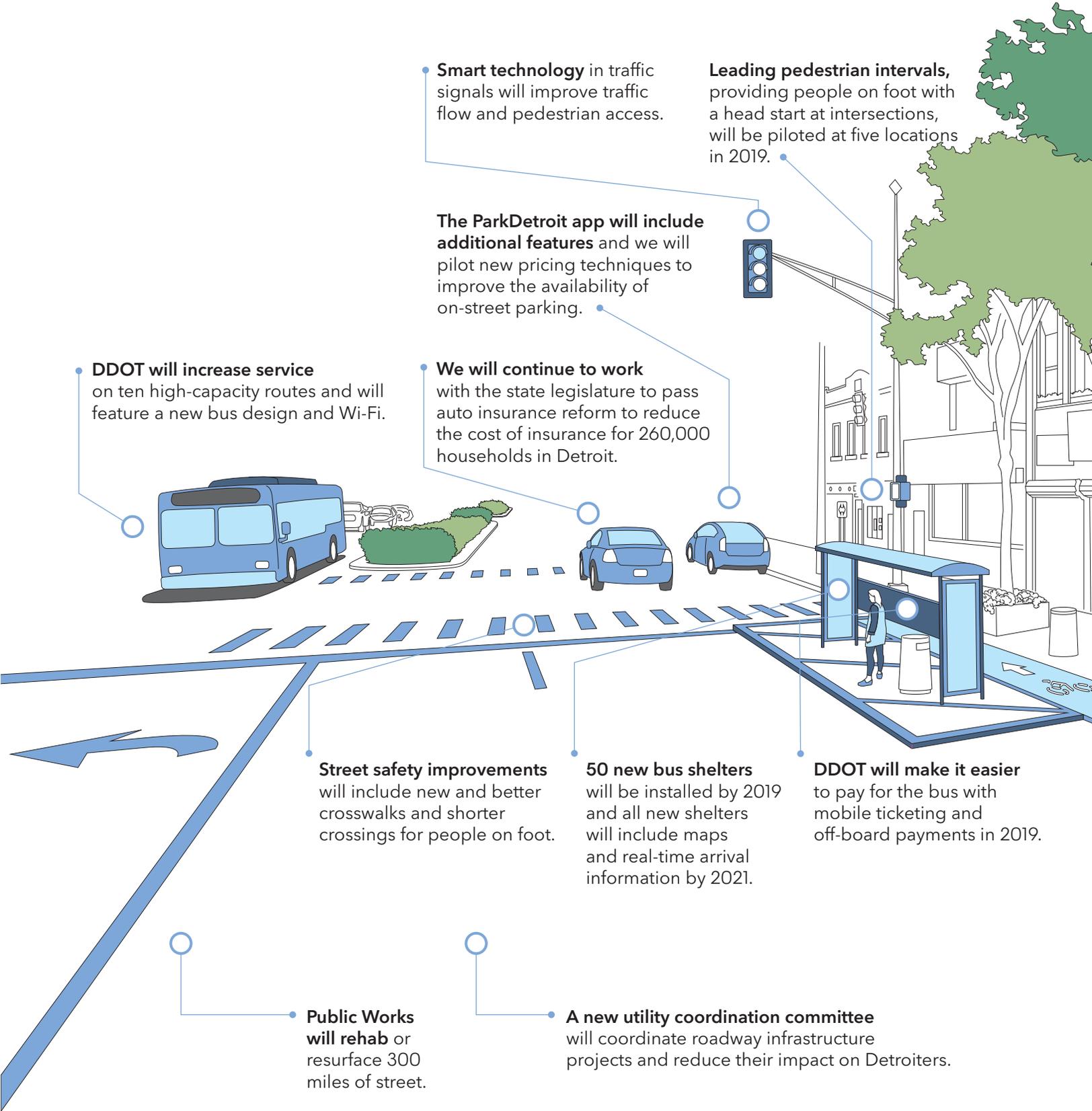
West Riverfront Park: Planning is underway to transform this part of the riverfront into an amazing experience for all Detroiters.

Downtown: The Hudson's and Monroe sites are under construction and Chemical Bank will be relocating their headquarters in The District.

Corktown: In summer 2018, Ford announced plans to redevelop Michigan Central Station and bring 5,000 jobs focused on the future of mobility.

Mobility in Detroit 2022

When fully implemented, this plan will transform transportation in our city.



Smart technology in traffic signals will improve traffic flow and pedestrian access.

Leading pedestrian intervals, providing people on foot with a head start at intersections, will be piloted at five locations in 2019.

The ParkDetroit app will include additional features and we will pilot new pricing techniques to improve the availability of on-street parking.

DDOT will increase service on ten high-capacity routes and will feature a new bus design and Wi-Fi.

We will continue to work with the state legislature to pass auto insurance reform to reduce the cost of insurance for 260,000 households in Detroit.

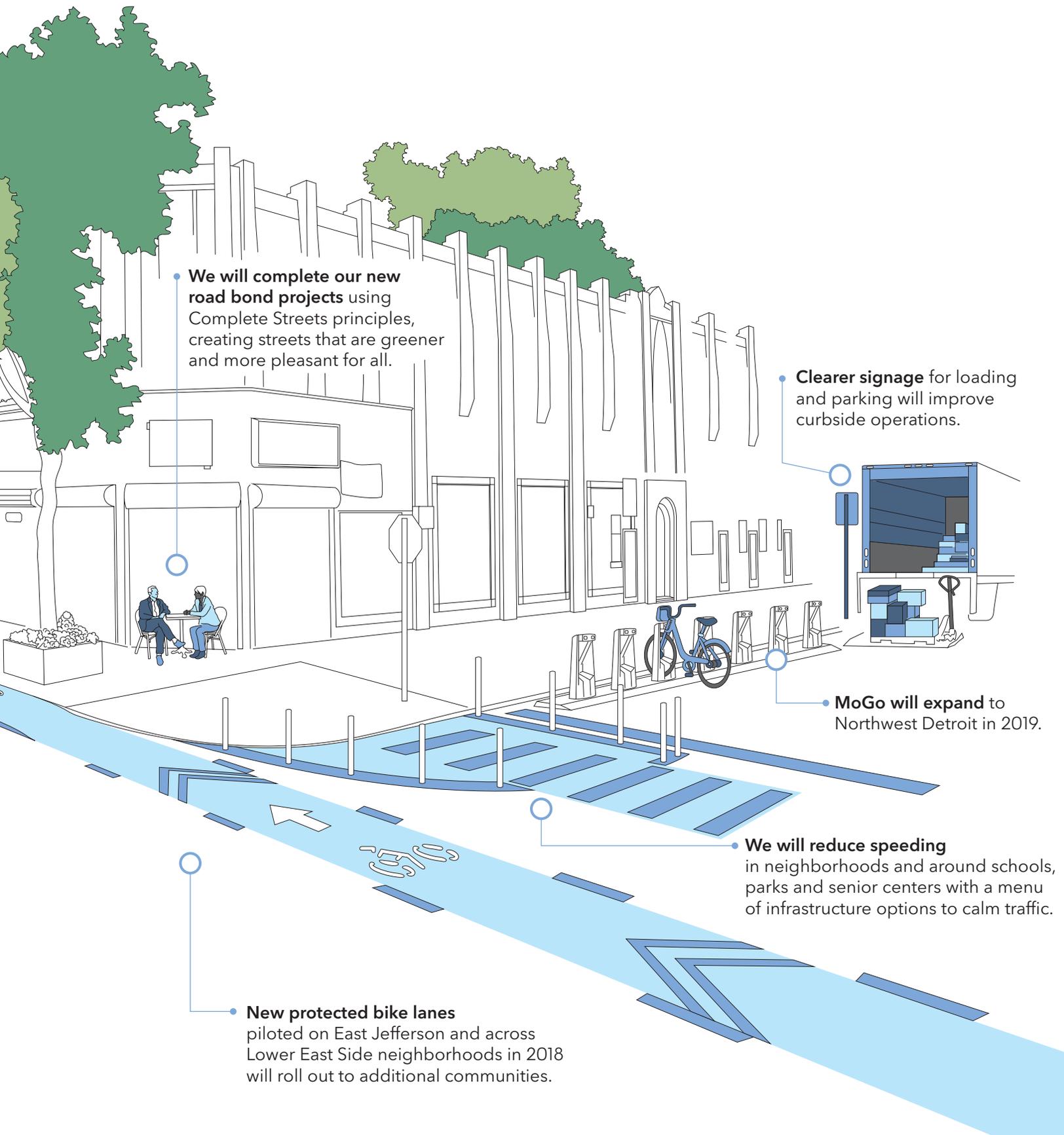
Street safety improvements will include new and better crosswalks and shorter crossings for people on foot.

50 new bus shelters will be installed by 2019 and all new shelters will include maps and real-time arrival information by 2021.

DDOT will make it easier to pay for the bus with mobile ticketing and off-board payments in 2019.

Public Works will rehab or resurface 300 miles of street.

A new utility coordination committee will coordinate roadway infrastructure projects and reduce their impact on Detroiters.



- **We will complete our new road bond projects** using Complete Streets principles, creating streets that are greener and more pleasant for all.

- **Clearer signage** for loading and parking will improve curbside operations.

- **MoGo will expand** to Northwest Detroit in 2019.

- **We will reduce speeding** in neighborhoods and around schools, parks and senior centers with a menu of infrastructure options to calm traffic.

- **New protected bike lanes** piloted on East Jefferson and across Lower East Side neighborhoods in 2018 will roll out to additional communities.

About this Plan

This document is comprised of five chapters, each reflecting a core pillar of Mayor Mike Duggan’s vision for Detroit and the agencies’ long-term goals: economic opportunity, safety, vibrancy, community outreach, and city functionality. Each is important to the future of mobility in Detroit, ensuring that all city residents have affordable access to jobs and civic life; safe, green and livable streets; and the opportunity to shape their neighborhoods in collaboration with a responsive, productive city government.

In all five chapters, the City’s major goals are summarized and followed by strategies for achieving each goal. The appendix (pages 44-65) contains additional detail on the strategies and the one- and four-year benchmarks that will guide these efforts.

The plan will provide the Mayor, the relevant city agencies, and the public with a data-driven and trackable summary of the Administration’s commitments, which can be used to mark Detroit’s progress toward achieving those goals. To maximize their impact, the first-year benchmarks in this document can all be achieved with existing or assured funding. While most of the four-year benchmarks are also funded, several key transit system and greenway improvement projects are not yet achievable with current resources.

Though they will require additional efforts to identify funding on the part of all our partner agencies, these landmark transit projects will make it safer, easier and quicker for any Detroiter to get around, which is central to the progress we will make as a city. Pursuing financial solutions for these marquee projects and meeting the goals of this plan will be crucial to the future of the streets, and the people, of Detroit.



HORGSMAN

CHASE





Economic Opportunity

Economic activity in Detroit is growing again, from Grandmont-Rosedale to Jefferson Chalmers to the thriving Downtown.

With growth comes greater demand on our streets, sidewalks and buses, as well as an opportunity to reimagine our transportation system and make it work better for all Detroiters. But urban mobility is about more than infrastructure: it is about ensuring people can reach jobs and opportunities; that neighborhood streets support and improve the economy; and employers have access to a diverse workforce. We want to make it easier for anyone in this city to benefit from our city's resurgence by improving and expanding options for Detroiters to get where they need to go.

Central to this mission is a renewed, sustained investment in DDOT that creates a transit system that all residents will be proud to use. As more people and jobs return to the city, reliable and affordable transit will be critical to sustain that growth by lowering household transportation costs and reducing demand for scarce street space and parking spots. At the same time, we must make our streets and curbs smarter by implementing state-of-the-art traffic management, improved operations and communication, and new mobility technologies that are just coming online. Each of these components is critical, but with a coordinated approach and a leading role for transit, we can truly transform mobility in the Motor City.

1. Improve transit service for Detroiters

For too long, public transportation was seen as the choice of last resort for getting around this city. While we have made tremendous strides over the last four years, there is still much more work to be done. Regardless of how the region approaches transit, we are committing to building transit in Detroit that is a first choice for everyone. We will be adding more service on main corridors so you no longer have to plan your day around when the bus will come, provide better routes in neighborhoods, and modernize our transit infrastructure and systems so the experience is easy and pleasant.

- Reconfigure DDOT bus system to improve transit service across Detroit
- Create bus routes with service every 15 minutes on major corridors
- Implement model bus stop program
- Make it easier to pay for transit
- Prioritize transit in street design and traffic signal timing

2. Make it easier for people to access jobs in Detroit

As jobs continue to move to Detroit, employees are increasingly seeking new mobility options. Meanwhile, about 70 percent of Detroit residents commute to suburban job centers that aren't as well served by transit as they should be. Building on Suburban Mobility Authority for Regional Transportation's (SMART) FAST service, providing all-day, frequent and fast connections between the city and suburbs, we will work towards sustainable commuting solutions that get Detroiters where they need to go.

- Provide first mile/last mile connections between job centers and major transit routes
- Manage transportation demand in collaboration with major employers

3. Make it more affordable and convenient to get around Detroit

It costs more to own a vehicle in Detroit than in any other major United States city, which holds our residents back from accessing opportunities. We must tackle the root cause of this issue—the cost of car insurance in Michigan—while also making it easier for all Detroiters to get around, even if they don't want, or have access to, their own car.

- Work with the State Legislature to pass auto insurance reform and lower the cost of auto insurance in Michigan
- Expand free ride pilot for pregnant women to prenatal and postnatal doctors' appointments
- Complete a bus loop program connecting public and charter schools to quality after-school programming to keep Detroit students in Detroit
- Increase participation in the MoGo Access Pass program
- Make it easier to live in Detroit without owning a vehicle

4. Make Detroit the global leader in mobility innovation

Detroit put the world on wheels over a century ago and will play a similar role in the coming integration of autonomous and connected vehicle technology. The new mobility ecosystem is already vast, from the start-up community led by Techstars Mobility to long-time partners like GM, FCA, and Ford, which is bringing high-tech jobs to Corktown. We are committed to doing even more to keep our city in the lead on 21st-century mobility.

- Integrate autonomous and connected technology into the transportation network
- Position Detroit as the most attractive destination for mobility companies
- Build partnerships with mobility companies on new services and infrastructure

5. Improve freight operations

As we focus on moving people on Detroit streets, we need to ensure they work equally well for the growing system of trucks and trains delivering the freight and raw materials that power the city. Working with communities and the private sector, the city will create a legible, high-quality truck route network that balances the needs of all users while improving safety and mobility where the road and rail systems intersect.

- Create citywide truck routing network
- Enhance safety and mobility at railway crossings and viaducts

6. Create a state-of-the-art traffic management and operations system

No one likes sitting in traffic. To manage the growing congestion associated with new jobs, events and residents, we must do a better job of managing this demand. This will require investments in technology as well as improving the way we coordinate internally and communicate to the motoring public.

- Provide better information about traffic and construction to the public
- Update traffic signal technology with smart infrastructure
- Develop enhanced traffic signalization programs for major events
- Enhance training of Detroit Police Department (DPD) Traffic Control Officers and Command
- Coordinate and share operation of traffic signals and cameras with the Michigan Department of Transportation (MDOT)

7. Update parking policies and coordination

As we provide new options for people to get around without a car, we need to ensure that parking policies keep pace and sustain our business community. Through programs like Motor City Match and our investment in neighborhood main streets, we are committed to providing better information to drivers and to improving the use and management of our valuable curb space, all while preparing for a future where more Detroiters can get around on foot, bike and transit.

- Reduce parking requirements for new development near transit
- Improve curbside management policies and coordination
- Improve parking space availability information
- Support retail through new neighborhood parking solutions



48 BEL-AIR CENTER

4805



4217

sportworks

Building DDOT 2.0

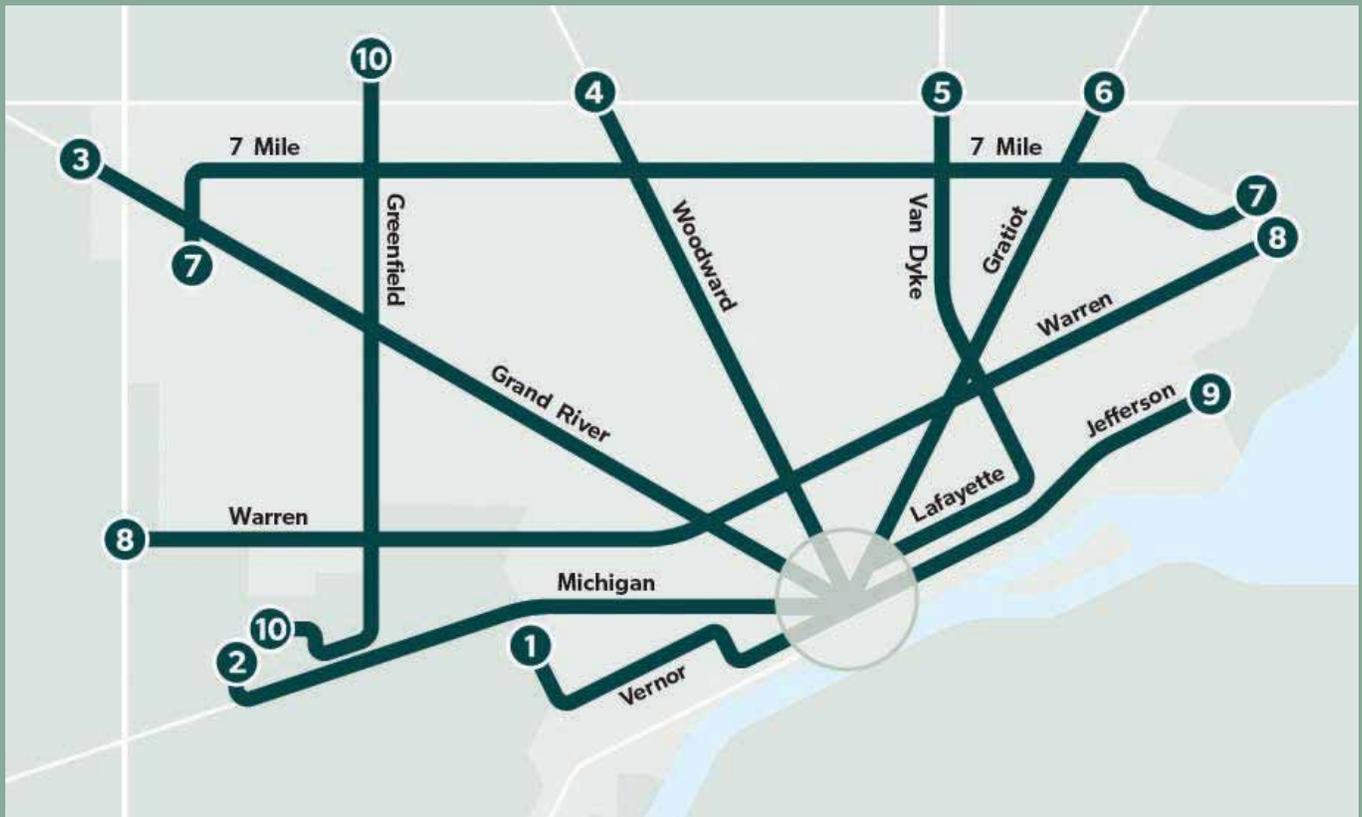
A high-frequency transit system serving 60 percent of Detroiters

Four years ago, DDOT was at its lowest point. Buses simply didn't show up or when they did, they were old and dirty. Employee morale was low. The only people riding DDOT were those that had to.

Over the last four years, we have invested in new buses and routes and improved operations, but much work remains. With this Strategic Plan, we are launching DDOT 2.0, which will improve all aspects of transit service, including new buses, more frequent service and more, including:

- **Improved Customer Experience:** We want to make riding DDOT as attractive an experience as possible. Customers will start to see improvements immediately, from cleaner buses to Wi-Fi on high-frequency routes to new shelters.
- **More Reliable Service:** While DDOT buses typically aren't delayed by traffic congestion, the time it takes people to line up and pay fares while boarding can knock them off schedule, and time spent waiting for green lights can exacerbate that delay. With new mobile and off-board ticketing options, more fare purchase locations, and technology that gives buses priority at traffic signals, DDOT will get you there faster.
- **Integrating New Mobility Services:** Though we're adding new service, in some neighborhoods regular bus routes are not the best solution. We will continue to launch new pilots to learn which mobility options work best for every part of town.
- **Complete Rebranding:** The DDOT logo and color scheme hasn't been updated in decades. It's time for a reboot of the paint job and more; every aspect of customer information, from bus stop signs and maps to the website, will be simpler, clearer and more legible.

More than 490,000 Detroiters will be able to access fast, frequent transit service







Public Safety

Whether they are waiting for a bus, walking to the store, biking to the park or driving to work, all Detroiters should feel equally welcome, safe and comfortable.

While the overall traffic crash rate is trending down, it is still the highest in the nation. These traffic crashes affect Detroiters on a daily basis, from the loss of a loved one's life to the cost of insuring and repairing a vehicle. Crashes that result in serious injury or death are preventable, not just by reducing dangerous behavior like distracted driving, but through street designs that promote safer speeds and awareness, limit turning conflicts, and provide better visibility for both drivers and pedestrians.

We are committing to dramatically reducing the fatality rate of our most vulnerable street users by prioritizing the redesign of high-crash locations and growing our toolbox of approaches to engineer safer streets. Reaching these goals will require a holistic effort among city departments and our partners MDOT and the Wayne County Roads Division. Safety will be a core factor in decisions on how streets are designed, operated and funded, where and how we can strengthen enforcement of traffic rules, how to improve our monitoring of what happens on our buses and at our bus stops, and how we talk about street safety with the public.



1. Make our streets safer for all modes of travel

Making the streets of Detroit safer requires us to take a comprehensive approach to addressing traffic crashes. Engineering is critical, but we also need to improve education and enforcement, particularly around dangerous driver behaviors. We will use data to analyze where collisions happen, determine what behaviors result in fatalities and serious injuries and reach drivers, cyclists, and pedestrians to make everyone better aware of their responsibilities in the roadway.

- Adopt a traffic fatality reduction target and identify high-crash locations
- Reduce speeding in neighborhoods and around schools, parks and senior centers
- Improve enforcement of current traffic laws
- Develop a public education campaign focused on how all users should share the road

2. Incorporate safety improvements into all street design projects

Each time a street is resurfaced, we have an opportunity to make that street safer in a cost-effective manner. By refocusing the use of city resources, we will make safety our first priority as we plan and design all projects, from routine resurfacing to large capital projects, particularly in partnership with MDOT and the Wayne County Roads Division.

- Build safety analysis into routine city, county and state resurfacing, capital projects and operational programs

3. Improve data collection and analysis

To manage traffic safety on our streets, we need to track crashes and injuries, speeding and other dangerous behaviors. We will develop a rigorous and systematic approach to collecting and analyzing data and use it to prioritize our street improvement project work.

- Develop data-based safety criteria to make well-informed transportation decisions and track performance over time
- Create a multi-agency working group that reviews high crash corridors and recommends changes

4. Make walking and biking a safe and pleasant experience

All Detroiters should feel safe walking to the grocery store or biking to a park. A number of steps are needed to improve the safety and experience of walking and biking in Detroit.

- Develop a Pedestrian Plan as part of the Transportation Master Plan
- Implement improved crosswalk program in high-priority areas
- Install pedestrian-scale lighting in key commercial districts
- Maximize sidewalk improvements in commercial and residential districts
- Create and implement a pedestrian signal policy
- Update the Bicycle Master Plan and develop bicycle lane standards
- Build out the protected bike lane network based on the results of the pilot programs

5. Help Detroiters feel safer using the transit system

Ensuring our transit system provides a viable and safe alternative to driving is crucial to grow ridership, shift negative perceptions, and gain access to additional funding for large scale transit improvements. Incidents on DDOT buses are down 66 percent since cameras were installed on all vehicles and 25 transit police were hired. We will now expand on this success by enhancing security at bus stops as well.

- Create a bus stop lighting policy and program
- Expand Project Green Light to high-priority stops

Bringing Project Green Light to our Transit System

Starting in January 2016, DPD launched Project Green Light, a real-time crime fighting tool that led to a stark reduction in crime. Gas stations, party stores, and other businesses that sign up receive high-definition security cameras inside and outside their business that stream back to the Real Time Crime Center at DPD. Since the launch, Project Green Light business owners have noted that their customers feel safer shopping at their stores.

As we work to make Detroiters feel safe using the transit system, we will expand this innovative tool to transit stops. Since coming into office,

Mayor Duggan's Administration has made several improvements to DDOT security: adding transit police that board coaches on a regular basis; installing cameras on all buses; and improving lighting at bus stops. Building on this success, we will install Project Green Light at high-frequency bus stop locations, where a flashing green light will assure riders that they have the safety and security they deserve no matter when they travel. Complementing this program, we will also have Transit Police on bikes to monitor activity along bus routes. Together, we want these safety measures to encourage existing riders to travel more often and inspire new riders to use DDOT to get where they need to go.







City Vibrancy and Beauty

Streets can be more than simply asphalt and striping or a way to move people and goods.

They are the places where we gather and meet our friends and neighbors, where we shop, relax in an outdoor café, go for a bike ride or walk, and host festivals and special events. Streets should create places and define our neighborhoods and our city.

Reaching this goal means we must design streets that work for everyone no matter how they get around: on foot, bicycle, car or transit. They should encourage safe travel speeds, provide ample public space for all users as well as public amenities that foster public life. These aren't just nice things to have – they can also be good for the economy, as people are encouraged to spend more time and take advantage of local businesses.

We need to think holistically when we take on any project in the public right of way, creating Complete Streets that provide a wide range of mobility choices, beautiful places, and traffic safety. This will help to ensure that every dollar we invest in our transportation infrastructure provides multiple community benefits. To do this successfully, we must understand the needs and desires of the community and work alongside our public, private and philanthropic partners.

1. Design streets that make the city greener and more pleasant for all

Getting around Detroit shouldn't just be fast, safe and efficient – it should be an enjoyable experience for everyone, including children, seniors and those with disabilities. A Complete Streets policy will not just guide the function of streets, but also use greening and storm water management to support healthy, sustainable streets and communities.

- Develop and implement a Complete Streets program
- Build pedestrian and bike infrastructure that connects people to neighborhood destinations
- Create a Corridor Health Index to measure the impact of City investments

- Incorporate landscaping and storm water management best practices into transportation projects to reduce flooding, beautify our city and create more sustainable communities
- Complete the "10,000 Up" initiative by planting 10,000 trees in three years
- Partner with neighborhood groups to improve neighborhood alleys
- Work in partnership with MDOT and Wayne County to facilitate sustainable street designs
- Create a citywide program to help neighborhood groups maintain safe and attractive sidewalks and amenities in retail districts

2. Foster art and public life in our neighborhoods

Our streets are part of our public life. To ensure they support and reflect Detroit's cultural vibrancy, we will introduce public art into projects to help brand them and reflect the unique identity of the city's many neighborhoods. We will also use plazas and pop-up public spaces and special events such as open streets to test ideas, engage the public, celebrate cultures and communities, and create new public places.

- Incorporate public art into transportation projects
- Plan and implement plazas and public space programs in the public right of way
- Support Open Streets programs in the city

3. Connect all Detroiters with an off-street walking and biking greenway network

Connecting Detroit's neighborhoods through a citywide greenway network will provide family friendly connections to retail corridors, parks, the riverfront and other regional amenities as well as additional affordable mobility options to get to jobs, education and transit. Greenways will also help support neighborhood development and repurpose vacant land, such as what has successfully occurred around the Dequindre Cut.

- Implement the Joe Louis Greenway Plan
- Revise and publish a citywide greenway plan
- Build out greenway network



Designing New Main Streets for Detroit Neighborhoods

A recent study of Detroit communities found that in just 11 neighborhoods, there is an annual retail demand of \$1.5 billion but today most of that money is spent in nearby suburbs. One of the major reasons Detroit currently has the lowest retail-to-population statistics is that our infrastructure does not support a retail-friendly environment. Wide, low volume streets with narrow sidewalks and high speeds create unsafe and unfriendly environments that often lack a sense of place.

To address this, the City passed a Road Bond to fund \$80 million in place-based investments in 17 diverse neighborhoods. These projects are focused in the same areas that were studied for retail demand and are being done alongside a series of transformational

initiatives needed to create a strong retail environment and great, walkable neighborhoods interconnected with non-motorized trails.

Projects are tailored to the specific needs of the community, but can include improved sidewalk and street trees, lighting enhancements and street furniture, traffic calming and road diets, place making and branding. They are being aligned with mixed developments, single family stabilization efforts, Motor City Match and Motor City Restore-funded projects and park improvements.

All of the projects are aligned with strategic planning efforts, and their locations and scopes of work are being defined through the neighborhood planning process. Of these 30 projects, seven of them (including Livernois and Kercheval, depicted below) will start construction in 2019.





YOU
IDEAS
HERE

a pool
a bar
different types
of dance classes

board games
twerk contest
per Eastside
Kay

We love
Piazza, and
thing it is
great space

more seats
food trucks
zip line

Exercise
Classes
(w. yoga, zumba)

Corn
Rides
(w. Tr
g

The Area
Should be
connected to
Spirit Plaza

Slime
Creating
Pop-up

Add color
to area
around the
fist

More music
genre's
Sculpture!

Jazz
Music

Corn Hole
+
Chess



Communications and Outreach



This plan won't just reimagine our streets; it will reinvent how we communicate with the people of Detroit.

Building a better Detroit means building streets that work for everyone. But changing those streets is hard, particularly if that change isn't being informed by those that it will affect. We are committed to doing a better job working with communities on how we plan and implement new projects.

Our efforts must be a true partnership between City departments and the residents that make up the more than 200 neighborhoods across the city. This document is a commitment to improving our outreach, education and communication on transportation projects and changes to service and operations. We will dedicate more time and resources to listening to the concerns and ideas in each neighborhood and explaining how transportation improvements affect communities.

1. Make the transit system easier to use and more attractive to residents

DDOT service and safety have come a long way over the last four years, yet many Detroiters still view the system as unreliable and unsafe. Simply adding more service is not going to achieve our goal of increasing ridership by 25 percent; we must do a better job of engaging our existing and potential customers. This will include a rebranding and media campaign, improving our customer service options, re-engaging those who left the transit system, and making it easier for first-time riders to use the system. We will regularly survey our customers to measure the impact of the changes and ensure that DDOT is a good choice for all Detroiters.

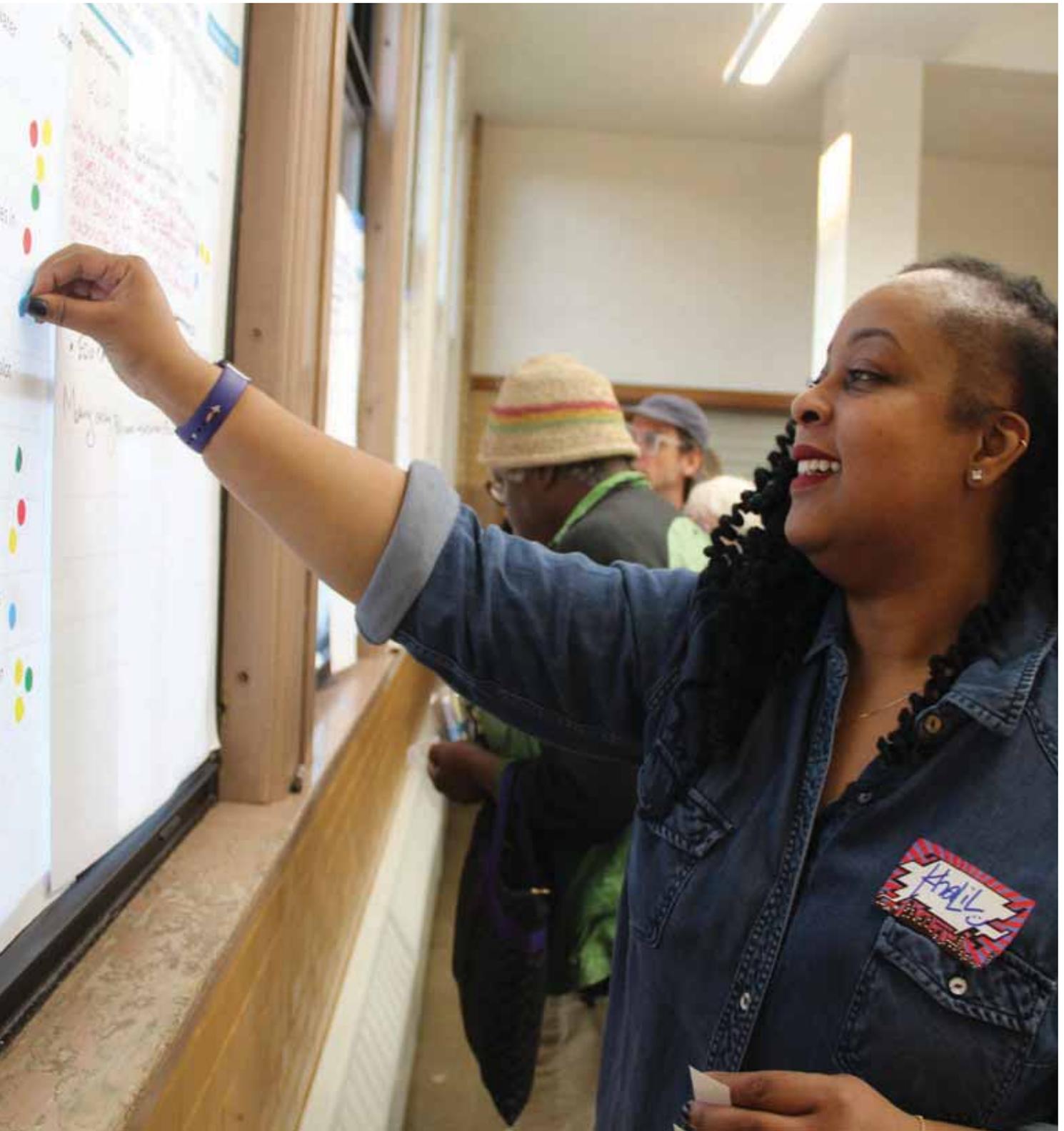
- Make it easier for first-time riders to use DDOT
- Launch media campaign to rebrand DDOT with new logo, colors, paint scheme, and signs
- Conduct comprehensive customer survey, both in-person and online
- Improve cleanliness of DDOT buses

2. Better engage the community in the planning and implementation of transportation projects

The City is committed to improving engagement and community education around transportation projects. We will include neighborhoods at the beginning of the planning process, provide public education about changes to the system, and follow up after projects are done to make sure they are meeting community needs. We believe that through community engagement and feedback, the transportation investments being made today will meet the desires of all Detroiters.

- Establish outreach and public education protocols
- Use flyers and newsletters to inform the public on construction projects
- Use data and surveys when developing projects with communities
- Provide more and better education to residents and business owners on their maintenance responsibilities such as mowing, shoveling, fencing, sidewalk repair, etc.





East Jefferson Bike Lanes: Learning from Our Mistakes

As part of DPW's road marking contract for 2017, we planned to install bike lanes on East Jefferson. A few weeks into the project, it became clear that the lack of outreach and poor implementation process had created confusion in the neighborhood and with those that use the street every day. Mayor Duggan made the decision to pause the project and have a real conversation with the community about bike lanes.

We held several public meetings to discuss the prospect of an East Side bike network with communities. In addition to new bike access, we explained that the changes to Jefferson would help calm traffic and reduce accidents. The only way that this project would move forward is if Detroiters believed these bike lanes were built for them - to make their streets safer and to improve their access to amenities like the riverfront, schools, and parks. These community meetings culminated in a District 4 meeting where the Mayor asked constituents to vote whether they wanted the network. With

approval from the audience, we implemented these bike lanes as a pilot in the summer of 2018.

Public engagement did not stop after the community meetings. We developed a public education and communications campaign including: a press conference announcing the new bike lanes and the safety improvements on Jefferson; a brochure to explain the network and how to use all modes of transportation on the network; and deployment of Parking Enforcement Officers as ambassadors to show people how to use the new parking spaces and answer questions.

We plan to continue speaking with members of the community throughout the next year to see how people are responding to the changes to their streets. Based on their feedback, we will decide on the permanence of the network and whether we'll expand the network to other parts of the city. As we work to meet the goals outlined in this strategic plan, we will use the East Jefferson project as a model for public engagement.







Strengthening City Functionality

As the city's resurgence continues, the expectations of citizens have increased.

The streetlights are back on, trash is collected regularly and we are putting our transportation assets back into a state of good repair. From repairing roads to buying new buses to replacing sidewalk slabs, constituents are seeing considerable improvements. While the state of good repair of our transportation system is improving, the task of managing and investing in our infrastructure remains formidable. To meet the goals set in this plan, we must better manage our assets, staff and performance to use limited taxpayer dollars effectively and efficiently.

We are committed to improving our asset management system to better coordinate projects and minimize damage to road surfaces and underground utilities. This new system will allow us to track, oversee and improve our transportation portfolio.

The transformational projects that we envision in this plan are only possible if we have the right management structure and properly trained staff. We have already rolled out a management structure that aligns our transportation staff under one Chief of Transportation. We will encourage staff to incorporate best practices from other cities and invest in training to improve project delivery.



1. Bring facilities into a state of good repair and improve maintenance

This plan recommends increased investment in our roads and sidewalks along with new tools to ensure resources are spent wisely.

- Implement new asset management system and other infrastructure tracking tools
- Increase investment in road rehabilitation, resurfacing and sidewalk maintenance
- Plan and distribute paving program resources based on road condition, traffic safety data and road usage
- Work collaboratively with MDOT and Wayne County to expand state and county resources dedicated to Detroit
- Establish new policies and guidelines to better coordinate utility construction to avoid unnecessary road work on recently resurfaced streets
- Improve maintenance operations by using performance-based metrics

2. Establish a management structure and staff capacity to support the City's transportation vision

To carry out a plan of this magnitude, we need a strong management team and staff and will move all transportation related departments under one point of leadership.

- Create a clear point of transportation leadership
- Develop a centrally coordinated five-year Capital Investment Plan for all transportation projects
- Develop staff and align departments to plan for and implement complex transportation projects

3. Set a shared set of policies, principles and guidelines to achieve the Administration's transportation vision

Detroit needs a clear, unified vision for project planning and execution. This includes inter-agency cooperation, policies and metrics to ensure taxpayer dollars are well spent.

- Establish targets and assumptions to produce an urban environment that encourages walking and public transportation
- Improve development-review policies to enhance the public right-of-way while promoting economic development

4. Improve bus system management and operations

DDOT has made major improvements in service, but more work is needed to become the transportation option of choice for residents and commuters. DDOT will refocus its staff and technology on its customers to regain trust among long-time customers and bring in new riders. This includes investing in facilities and buses to bring them into a state of good repair.

- Improve operational efficiencies and customer-focused tools to make transit service more reliable and attractive to more riders
- Restructure DDOT roles to provide more effective customer-focused service
- Invest in replacing, expanding and overhauling the DDOT bus fleet to make service more reliable
- Build a new Coolidge Bus Terminal to increase connectivity

5. Make Detroit a model employer by offering comprehensive commuting solutions to City employees

As we encourage private sector employers to rethink how they assist their employees' commute, we can become a model ourselves by offering better alternatives to single-driver-vehicle commuting for all our employees. This includes encouraging our staff to try other transportation modes such as transit, biking and walking.

- Conduct survey of employees commuting and repeat annually
- Offer discounted transit passes to City employees
- Provide car sharing options for employees who only occasionally need to use a vehicle for work-related activities

Rehabilitating and Resurfacing 300 Miles of Roadway in Four Years

In 2017, Mayor Duggan announced that the City would complete 300 miles of major road rehabilitation and local street resurfacing within four years. This investment was part of a \$125 million bond investment program to revitalize outdated commercial corridors, improve roads and replace broken sidewalk slabs. Funding for the improvements will come from increased revenues the City is receiving from its share of state gas taxes and vehicle registration fees. The City will also leverage a range of other funding sources to make these vital roadway improvements.

To maximize this investment, the City is deploying new tools and updating the processes it uses to prioritize and manage projects. First, the City will plan and distribute paving resources based on assessed road conditions, traffic safety data, road usage, potential project benefits and utility coordination. The City will also establish an Infrastructure Coordination Committee to prevent utility workers from unnecessarily digging up newly resurfaced roads. By combining new investments in city roads and improving processes for deploying and protecting those investments, the City aims to bring 60-70 percent of major streets into a state of good repair within four years.



One- and Four-Year Benchmarks

Each of these city agencies, offices and external partners will be critical to meeting the goals outlined in this plan. The following pages list the one- and four-year benchmarks that we will use to measure our progress.

DEPARTMENTS/OFFICES

BSEED - Building, Safety Engineering and Environmental Department

Corporation Counsel

DDA - Downtown Development Authority

DDOT - Detroit Department of Transportation

DEGC - Detroit Economic Growth Corporation

DESC - Detroit Employment Solutions Corporation

DHD - Detroit Health Department

DoIT - Department of Information Technology

DON - Department of Neighborhoods

DPD - Detroit Police Department

DPW - Department of Public Works

DTC - Detroit Transportation Corporation (People Mover)

DWSD - Detroit Water and Sewer Department

GSD - General Services Department

HR - Human Resources

HRD - Housing and Revitalization Department

Mayor's Office

Mayor's Office of Communications

MPD - Municipal Parking Department

OCFO - Office of the Chief Financial Officer

Office of Special Events

Office of Sustainability

OMI - Office of Mobility and Innovation

PDD - Planning and Development Department

PLA - Public Lighting Authority

PARTNERS

AATA - Ann Arbor Transit Authority

DDP - Downtown Detroit Partnership

Detroit Charter Schools

DPSCD - Detroit Public School Community District

DRC - Detroit Regional Chamber

Ford - Ford Motor Company

GLWA - Great Lakes Water Authority

GM - General Motors

Invest Detroit

MDNR - Michigan Department of Natural Resources

MDOT - Michigan Department of Transportation

MEDC - Michigan Economic Development Corporation

MSP - Michigan State Police

MoGo - Detroit Bike Share System

NACTO - National Association of City Transportation Officials

SEMCOG - Southeast Michigan Council of Governments

SharedStreets

Skillman Foundation

SMART - Suburban Mobility Authority for Regional Transportation

Techstars Mobility

Wayne County - Wayne County Roads Division

WDBA - Windsor-Detroit Bridge Authority

Q Line



Economic Opportunity

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
1 - Goal: Improve transit service for Detroiters			
Create bus routes with service every 15 minutes on major corridors	<ul style="list-style-type: none"> Launch new high-frequency bus service (15 minutes or better) on 3 of DDOT's high ridership corridors; with this addition, Detroit will have 5 high frequency routes (Woodward, Gratiot, Seven Mile, Greenfield and Jefferson) serving 27,000 weekday riders 	<ul style="list-style-type: none"> Purchase 30 additional buses to run high-frequency, 24-hour bus service on 10 corridors in the city, improving service for 41,000 weekday riders 	DDOT SMART
Implement model bus stop program	<ul style="list-style-type: none"> Launch new high-visibility bus stop sign program Install 50 new bus shelters with new signs and new maps on prioritized routes Pilot new bus islands to speed passenger boarding 	<ul style="list-style-type: none"> All bus stops upgraded with new signs Install 200 new and replacement bus shelters All shelters have a wayfinding map and Wi-Fi connections Upgrade high-priority shelters to have real time arrival and departure information Expand bus islands to additional locations 	DDOT DPW SMART GSD
Make it easier to pay for transit	<ul style="list-style-type: none"> Simplify fare structure and introduce a day pass Create mobile bus pass and payment app Pilot "pay before boarding" program on Woodward corridor Increase the number of places you can buy DDOT passes by 50 percent 	<ul style="list-style-type: none"> Implementation is underway for unified fare payment system (including DDOT, SMART, Q-Line and People Mover) Upgrade 50 percent of fareboxes on DDOT buses to accept electronic payment 	DDOT OMI SMART DTC AATA
Reconfigure crosstown routes	<ul style="list-style-type: none"> Complete planning for reconfiguration of transit options on crosstown routes 	<ul style="list-style-type: none"> Implement changes to "12 crosstown routes" to increase weekday ridership by 5,000 including Cadillac/Harper, Clairmount, Chicago/Davison, Joy, McNichols, Plymouth, Chalmers, Chene, Conant, Conner, Russell, Schoolcraft 	DDOT OMI
Prioritize transit in street design and traffic signal timing	<ul style="list-style-type: none"> Adopt the National Association of City Transportation Officials' (NACTO) Transit Street Design Guide, which provides design guidance to prioritize transit and improve service quality Identify street design improvements in Downtown to reduce transit delays Evaluate feasibility of transit-only lane on Woodward Identify transit signal priority locations Work with MDOT to improve transit service along Gratiot with transit signal priority, bus stop enhancements, or other improvements as part of the I-94 project 	<ul style="list-style-type: none"> Complete Downtown transit improvements Install transit signal priority on Woodward and five additional high-ridership routes 	DPW DDOT MDOT OMI Q Line

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
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2 - Goal: Make it easier for people to access jobs in Detroit

Provide first mile/ last mile connections between job centers and major transit routes	<ul style="list-style-type: none"> • Launch pilot with Lyft around late-night first/last mile on 53-Woodward Route • Partner with one employment location outside of city limits to create mobility solutions for Detroiters • Create Get to Work program that combines DDOT with new mobility service options to get people to DESC training programs and jobs • Pilot DDOT program allowing customers with DDOT tickets to use MoGo for free 	<ul style="list-style-type: none"> • Provide lower-density areas of the city with microtransit service • 10 percent more Detroit at Work participants being offered this service feel confident they can use public transportation and first mile/last mile solutions to reach their desired employment 	OMI DDOT SMART DESC Private mobility providers DESC
Manage transportation demand in collaboration with major employers	<ul style="list-style-type: none"> • Create a working group of the ten largest employers, including City of Detroit, to assess transportation demand management recommendations from Downtown Transportation Study • Investigate feasibility of a central organization (transportation management association) that assists employers with commuting solutions • Support creation of employer sponsored pass that could be used to access multiple forms of public transportation 	<ul style="list-style-type: none"> • Create a transportation management association • Reduce parking demand rate at five companies 	OMI MPD DDA DDP HR Private Sector DPW

3 - Goal: Make it more affordable and convenient to get around Detroit

Work with the State Legislature to pass auto insurance reform and lower the cost of auto insurance in Michigan	<ul style="list-style-type: none"> • Advocate at the State Legislature to pass auto insurance reform 	<ul style="list-style-type: none"> • Car insurance premiums lowered by 15-50 percent 	Mayor's Office State Legislature
Improve access to prenatal and postnatal doctors' appointments	<ul style="list-style-type: none"> • Expand SisterFriends and Make Your Date Transportation Pilot to teen pregnancy clinics • Measure program success in increasing women attending prenatal visits • Determine if program should be made permanent 	<ul style="list-style-type: none"> • Increase the rate of Detroit women getting prenatal care and improve outcomes for babies born in Detroit. 	DHD
Complete a bus loop program connecting public and charter schools to quality after-school programming to keep Detroit students in Detroit	<ul style="list-style-type: none"> • Pilot a school bus loop on the Northwest Side with 12 Detroit Public Schools and charter schools 	<ul style="list-style-type: none"> • Expand bus loop program to two additional Detroit neighborhoods 	DEC DPSCD Detroit Charter Schools Skillman Foundation

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Increase participation in MoGo's Access Pass program	<ul style="list-style-type: none"> Collaborate with MoGo to market their Access Pass as part of the City's marketing efforts 	<ul style="list-style-type: none"> 20 percent of new annual MoGo members are Access Pass holders 	MoGo
Make it easier to live in Detroit without owning a vehicle	<ul style="list-style-type: none"> Launch pilot with Maven for on-street car share Assist MoGo expansion effort, including addition of e-bikes Explore feasibility and identify funding sources for free transit pass program for public housing residents 	<ul style="list-style-type: none"> Create regional MoGo service in Livernois-McNichols and southern Oakland County with 20 stations and 200 bikes Have car share available in every City Council district Pilot free transit pass program for public housing residents if determined feasible 	PHD HRD DEGC Maven MoGo DTE
4 - Goal: Make Detroit the global leader in mobility innovation			
Integrate autonomous and connected technology into the transportation network	<ul style="list-style-type: none"> Conduct autonomous vehicle pilot to allow Detroiters to experience the technology and provide feedback Use FHWA Advanced Traffic and Congestion Management Technologies Deployment grant in collaboration with MDOT to make it safer to cross the street and provide information to residents Conduct three pilots around connected technology that address issues with traffic safety Develop ROW permit process for devices (kiosks, street furniture, etc) that offer public Wi-Fi 	<ul style="list-style-type: none"> Implement autonomous vehicles as a transit solution in partnership with DDOT Complete connected technology pilots on four corridors (Jefferson, Vernor, Michigan, Livernois) as part of FHWA grant and identify how solutions will scale across Detroit 	OMI DEGC DDOT DPW
Position Detroit as the most attractive destination for mobility companies	<ul style="list-style-type: none"> Market the PlanetM Landing Zone co-working space to the mobility industry as their entry point in Detroit Conduct survey of mobility companies to better understand their needs and gaps that exist in Detroit Conduct initial feasibility study to create a mobility innovation/ research center in Detroit 	<ul style="list-style-type: none"> Increase the number of employees in the mobility industry in Detroit by 25 percent Locate a mobility innovation and research center in Detroit Attract three mobility start-up accelerators in Detroit 	PHD OMI DEGC DRC MEDC Universities Private Industry
Build partnerships with mobility companies on new services and infrastructure	<ul style="list-style-type: none"> Pilot public fast-charging station for electric vehicles Pilot transit signal priority using DSRC (Dedicated Short Range Communications) Conduct two mobility pilots with start-up companies to support local innovation and attract small mobility companies to Detroit. 	<ul style="list-style-type: none"> Pilot new car sharing model in neighborhoods using pre-owned vehicles Create simple process for companies that want to test or deploy new technologies or services 	DTE GM Lear MEDC Techstars Mobility

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
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5 - Goal: Improve freight operations

Create citywide truck routing network	<ul style="list-style-type: none"> Complete study to determine proper truck routes on city streets and more consistent ways to mark routes and enhance enforcement Pilot new policies and standards in Southwest 	<ul style="list-style-type: none"> Reconfigure truck route network in key neighborhoods with high truck activity Make truck route plan available for all users and install signs throughout the city as appropriate 	DPW PDD MDOT Wayne County DPD
Enhance safety and mobility at railway crossings and viaducts	<ul style="list-style-type: none"> Improve conditions at at least four viaducts with lighting for pedestrians or murals Support MDOT in federal grant application to improve intermodal freight terminal activities 	<ul style="list-style-type: none"> If federal grant for intermodal freight terminal activities is successful, work underway to improve the Delray interchange Improve W. Jefferson railroad crossing for cars and pedestrians 	DPW Railroads MDOT PDD GSD

6 - Goal: Create a State-of-the-art traffic management and operations system

Provide the public with better information about traffic and construction	<ul style="list-style-type: none"> Coordinate all city traffic cameras to the Real Time Crime Center Join the Waze Connected Citizen program, providing updates to Waze users and receiving traffic data back from Waze Launch an online tool to provide information on current and future street and sidewalk closures Review current traffic management structure to improve the organization and communication of: <ul style="list-style-type: none"> Day-to-day coordination of traffic management Gameday/special event planning and implementation Information to public about traffic delays and construction. 	<ul style="list-style-type: none"> Implement new construction permitting system to identify expected traffic impacts and maintenance of the right-of-way for pedestrians, cyclists and drivers Provide real time information on street closures, incidents and other data to the public, map companies and autonomous vehicles Data agreements are in place with all map companies to share data both ways Implement interagency playbook for major events Develop and launch integrated signal management and timing plans with MDOT and Wayne County Provide public with real-time traffic information and mode choices for special events and other high-traffic situations 	DPW DoIT OMI NACTO SharedStreets DDP
Update traffic signal technology with smart infrastructure	<ul style="list-style-type: none"> Connect 80 percent of the city's traffic signals to the traffic management center Complete first deployment of emergency vehicle preemption at prioritized corridors/intersections Install connected vehicle technology at five intersections Downtown 	<ul style="list-style-type: none"> Equip all emergency response vehicles with signal preemption technology Retrofit 100 traffic signals for connected vehicles and infrastructure Complete 20 pilots around safety and connectivity using traffic signals 	DPW OMI MDOT

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Develop enhanced traffic signalization programs for major events	<ul style="list-style-type: none"> Complete first annual review of Downtown signal timing plan using existing cameras Develop standard traffic plans for all types of events 	<ul style="list-style-type: none"> Develop predictive analytics for traffic travel times around events 	DPW DPD Universities
Enhance training of DPD Traffic Control Officers and Command	<ul style="list-style-type: none"> Develop and adopt new training procedures for Traffic Control personnel Complete evaluation and review of existing DPD resource allocation 	<ul style="list-style-type: none"> Equip officers with updated traffic management policies and procedures 	DPW DPD
Coordinate and share operation of traffic signals and cameras with MDOT	<ul style="list-style-type: none"> Create video-sharing agreement with MDOT so both agencies have access to each other's video Pilot DSRC in Downtown on MDOT and city signals to allow for testing and deployment of connected vehicle technology 	<ul style="list-style-type: none"> Complete video and data sharing between City and MDOT on traffic Install connected technology on all MDOT signals 	DPW MDOT

7 - Goal: Update parking policies and coordination

Reduce parking requirements for new development near transit	<ul style="list-style-type: none"> Launch campaign to change zoning ordinances to support Transit Oriented Development with reduced parking requirements to support more mixed use, affordable development Incorporate bicycle parking and facilities in new and rehabilitated development 	<ul style="list-style-type: none"> Change zoning ordinances to support Transit Oriented Development with reduced parking requirements and other reductions in parking requirements to support more mixed use, affordable development 	PHD DDOT PPD
Improve curbside management policies and coordination	<ul style="list-style-type: none"> Create a working group to review existing loading zone policies and permit process Pilot "clear signage" project on Griswold and evaluate compliance and enforcement Complete on-street parking pilot using block-by-block zones and signage Implement new residential parking permit policy Implement process for residents and businesses to apply for parking meters Add additional parking meters across the city to increase parking turnover Increase parking transactions by 10 percent 	<ul style="list-style-type: none"> Create policies for loading, curb cuts, alleys, valet, and other businesses related activities to create a business friendly environment supporting complete street policies Pilot dynamic pricing of meters Develop curbside policy for autonomous vehicles Increase parking transactions by 40 percent Pilot time-based loading zones Create online database for loading zone permits Track all permitted loading zones in a GIS file Implement pilot initiative for off-hour deliveries Downtown 	MPD DPW Mobility

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
<p>Improve parking space availability information</p>	<ul style="list-style-type: none"> • Allow customers to pay for parking violations within ParkDetroit mobile app • Evaluate feasibility of expanding ParkDetroit app to include private off-street facilities • Develop new sign installation policy to make curbside regulations clear • Establish a standard for marking corner clearance zones with signage and/or paint 	<ul style="list-style-type: none"> • Develop parking wayfinding information in Downtown and business districts • Integrate real-time information into a mobile application that allows customers to find and purchase on- and off-street parking • Update all curbside regulation signs 	<p>MPD DPW Private Sector</p>
<p>Support retail through new neighborhood parking solutions</p>	<ul style="list-style-type: none"> • Pilot neighborhood parking agreements in Livernois-McNichols to make underutilized parking lots available to more people (customers and workers) 	<ul style="list-style-type: none"> • Implement partnerships with owners of underutilized parking lots to expand parking availability in higher density commercial districts • Pilot a commercial alley project that uses adjacent vacant land to provide parking for the businesses 	<p>MPD</p>

Public Safety

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
1 - Goal: Make our streets safer for all modes of travel			
Adopt a traffic fatality reduction target and identify high-crash locations	<ul style="list-style-type: none"> Conduct an analysis to identify the top 50 crash locations at an intersection and a corridor level Establish a traffic crash reduction working group Prioritize crash locations in DPW capital projects Integrate traffic fatality reduction principles and policies into city projects as they are implemented Conduct targeted enforcement at high crash locations to address issues with driver behavior 	<ul style="list-style-type: none"> Reduce pedestrian fatalities by 21 percent Install safety improvements at ten high-crash corridors 	DPD PDD DPW MDOT
Reduce speeding in neighborhoods and around schools, parks and senior centers	<ul style="list-style-type: none"> Create a traffic calming program with a menu of infrastructure improvement options that will help reduce speed and improve safety Implement traffic calming measures in three neighborhoods (Rosa Parks/Clairmont, Northwest Grand River, Livernois McNichols) based on community planning Work with DPD to target enforcement at high crash locations Work with MDOT and the County to prioritize improvements that reduce speeding and improve pedestrian and bicycle safety 	<ul style="list-style-type: none"> Implement traffic calming measures in 8 priority planning areas 	DPD PDD DPW MDOT
Improve enforcement of traffic laws	<ul style="list-style-type: none"> Increase enforcement for violations at corner clearances and no parking zones, parking in bus stops and bike lanes, and of other traffic laws. Coordinate transit policy enforcement with DPD enforcement to get better and more coordinated enforcement of traffic laws throughout the city 	<ul style="list-style-type: none"> Implement enhanced corner clearance marking and parking enforcement in priority neighborhood corridors Determine if increased personnel dedicated to traffic enforcement will improve results 	DPW DPD State MSP MPD
Develop a public education campaign focused on how all users should share the road	<ul style="list-style-type: none"> Pilot safety marketing and education program as part of the East Jefferson bike lane implementation Explore sources of funding and partnerships for citywide safety education program 	<ul style="list-style-type: none"> Implement first phase of safety campaign targeted at high-crash locations and in conjunction with project implementation 	DPD DPW PDD Mayor's Office Secretary of State DPH

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
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2 - Goal: Incorporate safety improvements into all street design projects

Build safety analysis into routine city, county and state resurfacing, capital projects and operational programs	<ul style="list-style-type: none"> Develop standard operating procedures, toolkit (including road diets, protected bike lanes, pedestrian safety islands and other forms of traffic calming), methodology and parameters for safety elements Revise cost estimates of paving and other operational programs 	<ul style="list-style-type: none"> Fully incorporate procedure into paving, markings and other programs 	PDD DPW DDOT MDOT Wayne County SEMCOG
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3 - Goal: Improve data collection and analysis

Develop data-based safety criteria to make well-informed transportation decisions and track performance over time	<ul style="list-style-type: none"> Identify metrics driven approach to prioritize safety improvements Complete scope of work for the Transportation Master Plan to study high crash areas in depth and devise design solutions Review crash report generation procedures with DPD 	<ul style="list-style-type: none"> Integrate before/after evaluations into project implementation Work with SEMCOG to expand their data portal to include intersection count data 	DPW PDD DoIT SEMCOG MDOT DPD Universities
Create multi-agency working group that reviews high-crash corridors and recommends changes	<ul style="list-style-type: none"> Establish standard agenda for each meeting, including reviewing crash statistics, updates on mitigation strategies, and funding opportunities 	<ul style="list-style-type: none"> Distribute safety dashboard to working group monthly Install safety improvements along five high-crash MDOT/County streets Establish an interdepartmental traffic crash response team that field investigates all fatalities and serious injury crashes 	DPD PDD DPW MDOT SEMCOG Wayne County

4 - Goal: Make walking and biking a safe and pleasant experience

Develop a Pedestrian Plan as part of the Transportation Master Plan	<ul style="list-style-type: none"> Develop plan to include tools for safer streets, identify gaps and barriers in the pedestrian network, improvements to pedestrian access to transit and recommendations to increase the quality of pedestrian space Conduct regular pedestrian counts at priority corridors 	<ul style="list-style-type: none"> Pedestrian counts on targeted commercial corridors increase by 10 percent. Establish a database of pedestrian counts which is maintained and updated on regular intervals 	PDD DPW DDOT DON
Develop improved crosswalk program in high-priority areas	<ul style="list-style-type: none"> Establish a framework for identifying intersections that need a crosswalk and implementation plan Install 20 new crosswalks at high-pedestrian/high crash areas 	<ul style="list-style-type: none"> Install crosswalks and stop controls (if needed) at top 100 safety-prioritized locations citywide. 	PDD DPW DDOT

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Install pedestrian-scale lighting in key commercial districts	<ul style="list-style-type: none"> Develop methodology for assessing lighting needs along corridors identified in the Road Bond Program and key commercial districts 	<ul style="list-style-type: none"> Install pedestrian lighting along key corridors in the first tranche of Road Bond projects 	PLA PDD DPW MDOT Wayne County
Maximize sidewalk improvements in commercial and residential districts	<ul style="list-style-type: none"> Develop methodology for prioritizing sidewalk repair based on based on pedestrian demand, density, ADA compliance and areas of growth and special uses such as schools, libraries, etc. Survey and rank sidewalk conditions along major streets and key neighborhood connectors with selected metrics along and nearby corridors identified in the Road Bond Program Improve sidewalks on neighboring streets on initial Road Bond projects 	<ul style="list-style-type: none"> Replace 300,000 sidewalk flags across the city by the end of the Road Bond Repair or replace sidewalks in conjunction with all blight removal efforts in residential and commercial neighborhoods Continue improving sidewalks on neighboring streets on Road Bond projects 	PPDD DPW MDOT Wayne County
Create and implement a Pedestrian Signal Policy	<ul style="list-style-type: none"> Evaluate signal timing to improve pedestrian safety at priority intersections Develop program to upgrade/install pedestrian signals where needed Develop policy for when to implement leading pedestrian intervals and pilot at five locations 	<ul style="list-style-type: none"> Pedestrian signals upgraded or installed at all signalized intersections identified by the signal policy Upgrade all pedestrian signals to count down signals Eliminate push-button pedestrian signals wherever possible 	PPDD DPW MDOT Wayne County
Update the Bicycle Master Plan and develop bicycle lane standards	<ul style="list-style-type: none"> Develop bicycle lane standards that will be applied to future projects Update the Bicycle Master Plan with recommendations from the Downtown Transportation Study Identify future bike projects in neighborhoods as part of the Transportation Master Plan Evaluate the results of the East Jefferson bike lane pilot Negotiate bicycle lanes into the construction of the Gordie Howe International Bridge and I-375 reconstruction projects 	<ul style="list-style-type: none"> Participate in the design and construction of bicycle facilities as part of the Gordie Howe International Bridge and I-375 Coordinate bike projects with surrounding municipalities to ensure Detroit's bicycle network connects into a regional bicycle network 	PDD DPW MDOT

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Build out protected bicycle lane network	<ul style="list-style-type: none"> Pilot bike lane plan in East Jefferson bike lane and measure neighborhood usage. Ensure robust community engagement, communication throughout the construction process Upgrade existing bicycle lanes on Livernois and Grand River 	<ul style="list-style-type: none"> Upgrade existing protected bike lanes that don't currently meet proposed standards Based on results of East Jefferson bike lane pilot, implement at least an additional 20 miles of protected bike lanes Based on results of East Jefferson pilot, implement a network of protected bike lanes in the Downtown Implement bike lanes through the street resurfacing programs of DPW, MDOT and the County 	PDD DPW

5 - Goal: Help Detroiters feel safer using the transit system

Create a bus stop lighting program	<ul style="list-style-type: none"> Develop lighting standards for bus stops 	<ul style="list-style-type: none"> Install lighting at new shelters (using pedestrian "piggybacks" on poles where possible) Continue implementation of new lighting policy at all locations that meet criteria 	DDOT PLA PLD DPW
Expand Project Green Light to improve safety at high-priority stops	<ul style="list-style-type: none"> Develop program expansion criteria, scope and funding Deploy cameras at pilot location(s) Pilot incorporation of MioVision traffic signal cameras into Project Green Light Evaluate implementation of emergency call boxes 	<ul style="list-style-type: none"> Install cameras at piloted high-priority corridors 	DPD DDOT DPW

City Vibrancy and Beauty

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
1 - Goal: Design streets that make the city greener and pleasant for all			
Develop and implement a Complete Streets program	<ul style="list-style-type: none"> Adopt the NACTO Urban Street Design Guide and Urban Bikeway Design Guide Initiate complete street policy and implementation guidelines through the Transportation Master Plan Pilot Complete Streets design principles on Livernois-McNichols and East Jefferson 	<ul style="list-style-type: none"> Publish Complete Streets guidelines and standards with metrics, design criteria and guidelines for project selection, design, and construction Complete at least 12 Road Bond projects using Complete Streets design policy and guidelines 	MDOT DPW PDD Wayne County
Build pedestrian and bike infrastructure that connects people to neighborhood destinations	<ul style="list-style-type: none"> Begin construction of nine neighborhood corridor projects Develop plan for connecting less dense neighborhoods to hubs through greenways and public transit 	<ul style="list-style-type: none"> Complete 20 priority neighborhood corridor projects 85 percent of Detroiters can walk or bike to a thriving neighborhood main street 	DPW PDD DEGC GSD Invest Detroit
Create a Corridor Health Index to measure the impact of City investments	<ul style="list-style-type: none"> Collect outcome-based metrics in ¼ mile around 10 neighborhood corridors to measure impact of projects and service improvements. Metrics to include: DDOT boarding and alightings, pedestrian counts, bike counts, parking transactions, number of crashes, business permits, residential rehab, residential mortgages, crime. 	<ul style="list-style-type: none"> Measure trend in Corridor Health Index over time to gauge impact. 	DDOT DPW PDD DPD BSEED
Incorporate landscaping and stormwater management best practices into transportation projects to reduce flooding, beautify our city and create more sustainable communities	<ul style="list-style-type: none"> Adopt the NACTO Urban Street Stormwater Guide Incorporate street trees into transportation projects whenever possible Include tree planting in city lead transportation projects Work with DWSD and GLWA to identify areas of flooding risk and incorporate stormwater best management practices into transportation projects in these areas where feasible Incorporate stormwater best management practices into trail planning efforts 	<ul style="list-style-type: none"> Require private development to include trees and landscaping in the public way Implement stormwater management best practices into at least two place-based Road Bond projects Establish maintenance protocols for stormwater best management practices and ensure stewardship partnerships are in place before installing Implement a trails project with stormwater best management practices 	GSD DPW DWSD GLWA Office of Sustainability

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Complete the "10,000 Up" initiative by planting 10,000 trees in three years	<ul style="list-style-type: none"> Plant 3,300 street trees focused on commercial corridors and remove 3,300 of dead trees in the public right of way Plant 1 million daffodils 	<ul style="list-style-type: none"> Achieve goal of planting 10,000 street trees focused on commercial corridors and removing 10,000 dead trees in the public right of way Bring five municipally owned parking lots into compliance with City landscape standards 	GSD PDD DPW Philanthropy
Partner with neighborhood groups to improve neighborhood alleys	<ul style="list-style-type: none"> Expand marketing of the City's residential alley policy to provide a transparent process to return alleys to homeowners Through Motor City Makeover, provide equipment to block clubs to clean their alleys 	<ul style="list-style-type: none"> Pilot an assessment program for homeowners and/or commercial owners to self-fund the repair of an alley through an assessment or other program if they desire 	DPW DON GSD DON Block Clubs
Work in partnership with MDOT and Wayne County to facilitate sustainable street designs	<ul style="list-style-type: none"> Establish Complete Streets Policy for MDOT roadways in Detroit and work with Wayne County to adopt the policy as well Work with MDOT to create sustainable, Complete Street project designs that promote urban environments in redesign and reconstruction of I- 375, Gordie Howe Bridge, and I-94. 	<ul style="list-style-type: none"> Implement Complete Streets projects with MDOT on Grand River, Gratiot and Van Dyke Pilot a Complete Streets project with Wayne County within the City 	DPW PDD MDOT Wayne County SEMCOG
Create a citywide program to help neighborhood groups maintain safe and attractive sidewalks and amenities in retail districts	<ul style="list-style-type: none"> Create a task force to explore how best the city can support these efforts Identify funding streams Identify key partners 	<ul style="list-style-type: none"> Pilot a more formal community organization/City partnership which establishes a clear set of metrics, oversight and budgeting process along with City financial support 	DEGC PDD

2 - Goal: Foster art and public life in our neighborhoods

Incorporate public art into transportation projects	<ul style="list-style-type: none"> Continue City Walls mural program which enlists neighborhood artists in reducing blight Implement murals at three viaducts Initiate a public arts framework plan to make recommendations incorporating art into streetscapes and neighborhood branding Plan for the Arts Loop in Old Redford Integrate artists into the implementation and curation of programming for Spirit Plaza 	<ul style="list-style-type: none"> Create policy for the solicitation and integration of art into identified transportation initiatives, both small and large Pilot art integration into infrastructure project and transit stops 	DPW PDD DDOT Mayor's Office GSD Special Events Corporation Counsel BSEED
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Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Plan and implement plazas and public space programs in the public right of way	<ul style="list-style-type: none"> • Complete evaluation of Spirit Plaza pilot project • Fully implement Gratiot/Randolph Plaza • Investigate and outline new public space initiatives, policies and programs in the Transportation Master Plan 	<ul style="list-style-type: none"> • Implement seven pop-up tactical urbanism projects to test Complete Streets and placemaking concepts • Continue to use tactical urbanism techniques to pilot new ideas and engage communities 	PDD DPW MDOT Special Events

Support Open Streets programs in the city	<ul style="list-style-type: none"> • Continue to support DDP in their Open Streets program and identify additional Open Streets opportunities. 	<ul style="list-style-type: none"> • Increase the frequency of Open Streets events • Highlight different neighborhoods with Open Streets events 	DDP GSD DPH PDD County DPW DPD
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3 - Goal: Connect all Detroiters with an off-street walking and biking greenway network

Implement the Joe Louis Greenway Plan	<ul style="list-style-type: none"> • Complete the framework plan for the Joe Louis Greenway • Acquire the Conrail right of way • Acquire the next segment of the Dequindre Cut between Mack and E. Grand Boulevard 	<ul style="list-style-type: none"> • Construct the next phase of the Joe Louis Greenway • Implement on-street sections of the Joe Louis Greenway through Road Bond Complete Streets projects • Implement a stewardship plan partnership for the maintenance and operation of the Joe Louis Greenway 	DPW PDD GSD Mayor's office MDOT MDNR
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Revise and publish a citywide greenway plan	<ul style="list-style-type: none"> • Develop trail plan through Transportation Master Plan • Develop funding strategy • Work with state and local departments/partners on the creation of an implementation strategy 	<ul style="list-style-type: none"> • Update the regional trails plan and publish an updated trail map • Continue to develop and strengthen regional trail partners to plan and implement connections to Detroit trails • Continue to work with WDBA to connect Detroit trail network to Canada 	SEMCOG Surrounding cities MDNR WDBA PDD DPW DPH MDNR WDBA
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Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Build out greenway network	<ul style="list-style-type: none"> • Implement the first phase of the Beltline Greenway • Coordinate improvements and incorporate stormwater best management practices into the Conner Creek Trail with MDOT at I-94 and between the GLWA and the Alliance for the Great Lakes • Coordinate with MDNR and MDOT on the construction of bike lanes on the Belle Isle Bridge and Belle Isle • Complete upgrades and extension of the Campau Greenway • Support Riverfront Conservancy in the implementation of the Riverwalk 	<ul style="list-style-type: none"> • Construct the Old Redford Arts Loop • Construct non-motorized bridge over I-94 as part of the Conner Creek Trail 	MDOT GLWA DWSO MDNR County DPW GSD PDD

Communications and Outreach

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
1 - Goal: Make the transit system easier to use and more attractive to residents			
Make it easier for first-time riders to use DDOT	<ul style="list-style-type: none"> • Launch new DDOT website • Complete a comprehensive survey of DDOT riders on how they use the system to establish baseline metrics • Pilot four free fare days to remove initial barrier for entry for new customers • Launch Bus Ambassadors program to show new and existing riders how to use the bus system (routes, fares, hours of operation) 	<ul style="list-style-type: none"> • Number of Detroit residents who use transit at least once a month is 55 percent • Number of Detroit residents who can identify their neighborhood transit route by name/number is 70 percent 	DDOT DPW DON
Launch media campaign to rebrand DDOT with new logo, colors, paint scheme, and signs	<ul style="list-style-type: none"> • Rebranding of DDOT with new logo • Hire professional information designer • Develop creative content for DDOT including FAQs, how-to videos, animations, graphics, billboards, palm cards, radio spots, social media and new DDOT website • Use wide variety for delivery mechanisms for messaging including: <ul style="list-style-type: none"> – Water bills, Green Light partners, side lot sales, flyers on buses – Bi-weekly faith based videos – Detroit at Work website and job fair – Quarterly newsletter – Cable channels • Identify key stakeholders and validators • Identify DDOT ad budget for social media, billboards 	<ul style="list-style-type: none"> • All public materials have been updated with the new brand. • Two-thirds of buses will be in the new paint scheme. 	DDOT Mayor's Office of Communications Detroit Chamber of Commerce Business Associations Block Clubs
Conduct comprehensive customer survey, both in-person and online	<ul style="list-style-type: none"> • Conduct baseline survey before major changes take place 	<ul style="list-style-type: none"> • Repeat survey each year to measure effectiveness and impact on ridership 	DDOT

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Improve cleanliness of DDOT buses	<ul style="list-style-type: none"> Increase frequency of deep cleaning of buses by 25 percent Implement a workforce program to fill high turnover positions (such as Coach Service Attendants) for returning citizens 	<ul style="list-style-type: none"> Rotate entire fleet of 300 coaches through a major cleaning every 30 days Implement a tracking system to indicate when each coach is due for a major clean 	DDOT

2 - Goal: Better engage the community in the planning and implementation of transportation projects

Establish outreach and public education protocols	<ul style="list-style-type: none"> Include public engagement for all neighborhood transportation plans Establish protocols for how the community (especially those directly affected) will be kept informed of progress during construction, and best practices for supporting businesses during construction 	<ul style="list-style-type: none"> Implement protocols on all transportation projects Document neighborhood transportation needs in neighborhood plans Engage citizens in the design of Complete Streets projects in the Road Bond 	DPW DON PDD Mayors Office of Communications
Use flyers and newsletters to inform the public on construction projects	<ul style="list-style-type: none"> Design and implement newsletters Introduce newsletters for all seven council districts Refine and finalize flyer design Incorporate flyer creation and distribution into design and construction contracts 	<ul style="list-style-type: none"> Disseminate project flyers on all place-based complete street projects included in the Road Bond prior to construction start 	DON PDD DPW Mayor's Office of Communications
Use data and surveys when developing projects with communities	<ul style="list-style-type: none"> Provide data and surveys to understand before and after transportation projects Provide annual report on progress 	<ul style="list-style-type: none"> Provide three-year report to evaluate progress 	DPW PDD
Provide more and better education to residents and business owners on their maintenance responsibilities such as mowing, shoveling, fencing, sidewalk repair, etc.	<ul style="list-style-type: none"> Establish a task force to partner with local organizations, the Department of Neighborhoods, General Services and others to determine better ways the City can communicate resident and business responsibilities and programs that might support these efforts 	<ul style="list-style-type: none"> Create an information packet that can be regularly distributed at public engagement meetings outlining City, resident and business responsibilities 	DON GSD DPW PDD Mayor's Office of Communications

City Functionality

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
1 - Goal: Bring facilities into a state of good repair and improve maintenance			
Increase investment in road rehabilitation, resurfacing and sidewalk maintenance	<ul style="list-style-type: none"> Complete 100 miles of Major Road Rehab and Local Road Resurfacing by the end of 2019 	<ul style="list-style-type: none"> Complete 300 miles of Major Road Rehab and Local Road Resurfacing by the end of Road Bond Replace 300,000 sidewalk flags across the city by the end of the Road Bond Achieve state of good repair on on 60-70 percent of major streets (a PASER rating of five or better) 	DPW
Plan and distribute paving program resources based on road condition, traffic safety data and road usage	<ul style="list-style-type: none"> Implement and train staff on a pavement management investment tool Formulate criteria for paving program decisions Create multi-year road needs list that can be updated each year as data is reviewed 	<ul style="list-style-type: none"> Incorporate local streets into the pavement management investment tool Adopt formal project selection criteria 	DPW PDD DWSD MDOT Wayne County Utilities
Work collaboratively with MDOT and Wayne County to expand state and county resources dedicated to Detroit	<ul style="list-style-type: none"> Develop new policies for resurfacing of trunklines within the city Work with MDOT to increase their resurfacing budget on MDOT trunklines in Detroit Review possible conversion of state-owned trunklines to City control Work with MDOT to create a process for the City to be a part of the five year TIP planning process 	<ul style="list-style-type: none"> Establish partnership with MDOT to review annual state spending on local roads and increase spending as needed Advocate to modify CMAQ formula to make funds available for non-motorized transit projects 	Mayor's Office DPW PDD MDOT Wayne County
Implement new asset management system and other infrastructure tracking tools	<ul style="list-style-type: none"> Launch asset management IT project with all relevant departments Map all projects in GIS to properly identify and maintain assets 	<ul style="list-style-type: none"> Complete new asset management system Create a dashboard providing real-time information for all transportation projects Acquire and implement right of way management and permitting software 	DoIT DPW DWSD DDOT GSD GLWA MDOT Wayne County

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Establish new policies and guidelines to better coordinate utility construction to avoid unnecessary road work on recently resurfaced streets	<ul style="list-style-type: none"> Establish a Coordination Committee for work in the right of way to ensure utility coordination for roadway infrastructure projects Produce street work guidelines codifying all permitting of underground construction Review pricing for utility cut permits and how funding sources can best be used for street and sidewalk state of good repair 	<ul style="list-style-type: none"> Achieve a reduction in utility cuts through improved coordination of projects Create a database of utility work and street cuts to establish a baseline for the permitting process 	DPW DDOT Water and Sewer PDD DTE PLD/PLA Other utility providers Wayne County MDOT
Improve maintenance operations by using performance-based metrics	<ul style="list-style-type: none"> Collect and develop standard operating and performance metrics for allocating maintenance resources and evaluating performance Create periodic review process for evaluating maintenance performance based on metrics 	<ul style="list-style-type: none"> Create performance management dashboard for internal and public use. 	DPW DoIT CaRE

2 - Goal: Establish a management structure and staff capacity to support the City's transportation vision

Create a clear point of transportation leadership	<ul style="list-style-type: none"> Create a Chief of Transportation to oversee DPW, Transportation Planning, Municipal Parking, DDOT, and Mobility Coordinate major policy decisions and projects under the Chief of Transportation 		DPW PDD MPD DDOT Mobility
Develop one centrally coordinated five-year Capital Investment Plan for all transportation projects	<ul style="list-style-type: none"> Move all capital investment planning (including General Fund, Street Fund, Parking Fund, DWSD, and other sources) to Budget Department to allow for central decision-making Update five-year Capital Investment Plan each year with budget decision making 	<ul style="list-style-type: none"> Publish online tool that maps and describes all capital investments across the city Implement infrastructure dashboard which displays real time road construction projects All projects will have a defined study, design, implementation phase in a timeline that meets all funding requirements 	DPW OCFO Mayor's Office DOIT

Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
Develop staff and align departments to plan for and implement complex transportation projects	<ul style="list-style-type: none"> • Hire Deputy Director for Complete Streets to coordinate all departments' implementation of Complete Streets projects, and fill other needed staff vacancies. • Hire and train mid-level project managers and engineers that can lead multiple complex projects • Train department staff on new policies and targets • Codify coordination between DPW, PDD, DDOT, MPD (and other relevant agencies) in all transportation projects • Develop clear department responsibilities for each phase of a project. 	<ul style="list-style-type: none"> • Project leadership delegated to mid-level employees with project management skill-set. 	DPW PDD HR MPD DDOT DTC OCFO Wayne County

3 - Goal: Establish a shared set of policies, principles and guidelines to achieve the Administration's transportation vision

Establish targets and assumptions to produce an urban environment that encourages walking and public transportation	<ul style="list-style-type: none"> • Establish a working group to develop new standards and guidelines for traffic engineering based on Complete Streets vision • Update metrics used for road projects that: <ul style="list-style-type: none"> – Increase non-vehicular mode share; – Have realistic growth expectations; – Encourage walking, cycling and transit usage – Use VMT trip generation models – Impact on neighborhood roads; – DDOT service provision standards; – Support corridor business development – Communicate new Detroit targets to MDOT and County 	<ul style="list-style-type: none"> • Apply agreed-upon fundamentals to Road Bond projects • Apply Detroit targets and assumptions to all new County and MDOT projects 	DPW PDD DDOT MDOT Wayne County
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Improve development-review policies to enhance the public right-of-way while promoting economic development	<ul style="list-style-type: none"> • Publish clear standards for development review, including traffic impact studies, curb cut permitting, sidewalk impacts, and maintenance of the right-of-way for all users during construction • Establish transportation and planning review in the development review process • Encourage community benefits agreement process to consider public right of way improvements 	<ul style="list-style-type: none"> • Implement proactive requirements for new development that support mode shift and Complete Streets targets • Encourage developers to have transportation demand management programs for their companies • Implement policy requiring construction sites take into account pedestrians, bicycles, transit and cars 	BSEED DPW PDD DDOT Mayor's Office DEGC DWSD Utilities
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Strategies	1-year benchmarks	4-year benchmarks	Departments/ Partners
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4 - Goal: Improve bus system management and operations

Improve operational efficiencies and customer-focused tools to make bus service more reliable and attractive to more riders	<ul style="list-style-type: none"> • Launch DDOT technology upgrade to improve on time performance, scheduling and customer information • Train DDOT employees on new hardware and software packages • Integrate HR processes with technology upgrade 	<ul style="list-style-type: none"> • Complete technology upgrade and develop new evaluation metrics • Provide real-time bus arrival time data to customers and staff • Complete 99 percent of scheduled bus trips on a daily basis • Achieve a 90 percent on-time arrival rate 	DDOT DoIT HR OCP
Restructure DDOT roles to more effectively provide customer-focused service	<ul style="list-style-type: none"> • Evaluate structure of operations, maintenance and customer service departments to improve responsiveness to customers 	<ul style="list-style-type: none"> • Fully deploy modernized operating model 	DDOT
Invest in replacing, expanding and overhauling the DDOT bus fleet to make service more reliable	<ul style="list-style-type: none"> • Purchase 50 new buses in FY19 	<ul style="list-style-type: none"> • Purchase 172 new buses by end of FY22 which will bring the average age of the buses to six • Invest \$6M each year in overhauling DDOT buses 	DDOT
Build new Coolidge Bus Terminal to increase connectivity	<ul style="list-style-type: none"> • Finalize financing plans for Coolidge Terminal 	<ul style="list-style-type: none"> • Engineering and site plans completed for new Coolidge Terminal 	DDOT

5 - Goal: Make Detroit a model employer by offering comprehensive commuting solutions to City employees

Conduct survey of employees commuting and repeat annually	<ul style="list-style-type: none"> • Develop survey and establish baseline city commuter statistics 	<ul style="list-style-type: none"> • Collect year-over-year data to meet non-single-occupancy-vehicle mode split goal 	HR DDOT SMART
Offer discounted transit to City employees	<ul style="list-style-type: none"> • Create human resources program to improve employee access to discounted transit passes 	<ul style="list-style-type: none"> • Establish a pre-tax program for discounted transit passes for employees 	HR DDOT SMART
Provide car sharing for employees who only occasionally need to use a vehicle for work-related activities	<ul style="list-style-type: none"> • Develop interagency payment mechanism to operate shared fleet 	<ul style="list-style-type: none"> • All departments use central pool for occasional-use vehicles 	GSD OCFO Municipal Parking

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City Council

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