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# City of Detroit

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TO: The Honorable City Planning Commission  
Alton James, Chairperson

FROM: Marcell Todd, Jr., Director  
City Planning Commission

David Teeter, Policy Analyst  
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DATE: December 3, 2020

RE: **Proposed Capital Agenda, 2021-2022 Through 2025-2026**

In compliance with the Detroit City Charter, Sec. 8-202, the Administration has submitted to the City Council the proposed Capital Agenda for the next five (5) fiscal years, 2021-2022 through 2025-2026.

The Charter requires the submission of a Capital Agenda, on or before November 1 of each even numbered year. The Capital Agenda is to include:

- All physical improvements, related studies and surveys, all permanent property, and all equipment for any improvement that will be financed during the next 5 years, in whole or in part from funds subject to control or appropriation by the City, including information on the necessity for the improvements, property and equipment;
- Capital expenditures planned for each of the next 5 fiscal years;
- Estimated annual cost of operating the facilities to be constructed or acquired;

- Amount and source of funding intended to be spent during each of the next 5 fiscal years for each separate purpose, project, facility or other property;
- Other information pertinent to the evaluation of the Capital Agenda.

The City Council shall approve the 5-year Capital Agenda by March 1 of the following year after its submission. If the City Council fails to take action by March 1, the proposed Capital Agenda shall be deemed approved, as submitted.

A capital agenda is an important tool, used by local government, for planning major infrastructure / building projects, identifying the costs, and setting priorities for those projects. The project costs and source of funding are important components of a capital agenda, but the primary focus of the capital agenda are the projects themselves. A capital agenda is an opportunity for the government leaders to provide a vision for the City, identify projects that will attract investment, improve the operations of government, and generally improve the quality of life for the citizens.

An effective capital agenda can be used by investors/developers to identify areas of expansion, assist a business owner on where or when to expand, communicate a vision and excitement to citizens about the future of their neighborhoods and their city. A capital agenda can move a city to the latest technology or even plan for technology to be developed. The capital agenda needs to be based on solid financial information and reality, but it is also an opportunity to envision a city of the future.

This report is an overview of the department projects proposed in this Capital Agenda for the five years from 2021-2022 through 2025-2026.

This proposed Capital Agenda continues the same format initiated two years ago, by grouping department projects under Capital Categories. Grouping projects under these Categories is meant to provide a more logical and holistic perspective for proposed initiatives, that usually require efforts and funding from more than one department or source. Capital Categories include:

1. Housing and Economic Development
2. Open Spaces and Recreation
3. Health and Public Safety
4. Transportation
5. Technology and Government Infrastructure

In addition to these five Capital Categories, the proposed Agenda also includes the projects of the “Affiliated Entities” that have historically been responsible for a significant proportion of the construction and rebuilding projects in the City. Affiliated Entities include:

1. Detroit Economic Growth Corporation, which includes
  - a. Downtown Development Authority
  - b. Economic Development Corporation
  - c. Industrial Parks
  - d. Neighborhood Development Corporation
  - e. Brownfield Redevelopment Authority
  - f. Local Development Finance Authority
  - g. Detroit Next Michigan Development Corporation
  - h. 8 Mile Woodward Corridor Improvement Authority
2. Detroit Riverfront Conservancy
3. Detroit / Wayne County Port Authority

In contrast to the previous Capital Agenda approved for Fiscal years 2019-20 through 2023-24, the section of Affiliated Entities does not include; Detroit Building Authority, Detroit Housing Commission, and the Detroit Land Bank Authority. . Other agencies, not included in this Agenda, that have significant capital investment in the City and may invest future capital expenditures include the State of Michigan, particularly on Belle Isle, Detroit Public Schools Community District, Detroit Art Institute and M1 Rail/QLine.

This report is intended to summarize the five Capital Categories and identify the primary objectives and projects for each Category.

## **HOUSING AND ECONOMIC DEVELOPMENT**

Including the current fiscal year, total funding in the Housing and Economic Development Category is indicated to be \$318,770,000. The Category includes the following departments and facilities: Demolition, Housing and Revitalization, Planning and Development, Charles H. Wright Museum, and Eastern Market.

The proposed Agenda emphasizes the importance of private-public partnerships that create significant financial impact and enable much of the development in housing and economic development. Funding sources cited include the Strategic Neighborhood Fund, Affordable Housing Leverage Fund, and the recently approved Neighborhood Improvement Bonds. Partnerships with Ford Motor Company and the Gordie Howe International Bridge will contribute significantly to growth and change in Detroit neighborhoods over the next few years.

Specific goals and projects cited by departments in this Category include:

Demolition - Demolish at least 100 structures per month on average.

*The department does not indicate a goal of how homes will be cleaned, salvaged and saved.*

Housing and Revitalization: Preserve 10,000 affordable multifamily housing units 2018 – 23;  
Production of 2,000 new affordable multifamily housing units;  
Develop a strategy for repair and rehabilitation of single family homes.

Planning and Development - Goals are more about perceptions, than actual construction.

Goals and projects include: Measurable increase in walkability and bikeability;  
Improved Commercial Corridors with lower vacancy rates;  
Increased population and density;  
Continued development of Neighborhood Framework Plans; Vacant School repurposing;  
Joe Louis Greenway and Rouge River Greenway.

Charles Wright Museum - Proposed Capital Plan includes:

Continued improvements/ renovation to the Museum facility and its systems, replacing equipment as necessary.  
Relocation of the gift store;  
Reimagining the Café space, both inside and outside.

Eastern Market - Goals continue to focus on expanding the market and develop the market into a year round destination throughout the week.

Specific projects include: New structure dedicated to wholesale distribution;  
Development of Ulysses Grant House as historic interpretive location by the State Dept. of Natural Resources;  
Creating Landscape Center in Shed 6;  
Continued Streetscape improvements and building murals.

## **OPEN SPACES AND RECREATION**

Including the current fiscal year, total funding in the Open Spaces and Recreation Category is indicated to be \$201,089,967. The Category includes the following departments and affiliated agencies: General Services – Parks and Recreation, Detroit Historical Society, Public Library, and Detroit Zoological Institute.

Using infrastructure investment for the development of open spaces appears to be an important component in the proposed Capital Agenda's goal of supporting existing neighborhoods and population, and attracting new residents and businesses, and new investments. "One of the strongest drivers of neighborhood success is the availability of inclusive, exciting, and safe parks, recreation centers, and open spaces."

Specific goals cited by departments in this Category include:

General Services, Parks, Public Spaces & Recreation - Improvements to Recreation Centers, Improvements in parks [Strategic Neighborhood areas, and city-wide parks]; Planning study of East Riverfront entertainment assets; Continued replacement of trees.

Specific projects include: Development of new parks in State Fair neighborhood and neighborhood near Fiat Chrysler;  
Construction of Joe Louis Greenway.

*The department does not address the lack of a Recreation Center in specific districts.*

Historical Museum - Capital Plan includes primarily improvements to existing facilities.

Specific projects include: Building addition or expansion at both main Museum and Dossin Great Lakes Museum,

Public Library - Capital Plan includes renovation, restoration or repairs to existing facilities.

Detroit Zoo - Projects focus on repairs / improvements to existing facilities.

Specific project includes: Development of a 6-acre KidZone at the Main Zoo.

*Recommend more investment in the Belle Isle Nature Center to create some attraction*

## **HEALTH AND PUBLIC SAFETY**

Including the current fiscal year, total funding in the Health and Public Safety Category is indicated to be \$116,906,882. The Category includes the following departments and facilities: 36<sup>th</sup> District Court, Fire Department, Health Department, and Police Department.

The proposed Agenda emphasizes renovation, repairs to existing facilities, replacing vehicles on a regular basis, and updating technology to ensure good services.

Specific goals cited by departments in this Category include:

36<sup>th</sup> District Court - Specific goal of developing a new courtroom for cases and individuals diagnosed with mental health issues.

Fire Department - Goals are continued improvements to facilities, equipment and development of programs for employees.

Specific projects include: Health and Wellness program for employees, *does not specify if this is for equipment, construction or services*;  
Three-story Mobile Training Tower;  
Standardization of ambulance cots;  
Updated equipment and technology.

Health Department - Goals of the department indicated to build capacity and the infrastructure

Specific projects include: Upgrade the current Animal Care Facility [GSD –Facilities];  
Replace current fleet of Animal Care trucks [GSD-Fleet];  
Acquire additional Mobile Health Clinics to work with community partners to bring essential health promotion services to neighborhoods.

Police Department - The department includes a long list of Strategic Priorities, however, there are no written goals for the Department’s proposed Capital Agenda.

Specific projects include: Non-firearm equipment such as Tasers;  
Replacement of Vests and Body Armor;  
Updating vehicle fleet and renovation of Police Facilities  
are programs under General Services.

## **TRANSPORTATION**

Including the current fiscal year, total funding in the Transportation Category is indicated to be \$673,855,550. This is the largest proposed expenditure of the five categories. The Category includes the following departments: Transportation, Public Works, Municipal Parking, and Detroit Transportation Corporation [People Mover].

The proposed Agenda proposes a “transformational investment” into the roads and transportation infrastructure that will not only improve transportation, but improve public safety and create economic opportunity.” The proposed Agenda includes a major investment of nearly \$300 million into the public transportation infrastructure. A far more comprehensive review of Transportation assets and plans for improvement is the 2018 Strategic Plan for Transportation.

Specific goals cited by departments in this Category include:

Department of Transportation - Proposed Capital Plan includes replacing and updating vehicles and Technology, major reconstruction and new construction, and implementing new programs.

Projects include: Renovation of the Shoemaker Terminal;  
Complete reconstruction of the Coolidge Terminal;  
Construction of a new State Fair Transit Center, as part of the development;  
Continued replacement of older coaches, include two (2) battery electric vehicles as a pilot;  
New equipment installed on coaches will include Fare Collection system, WiFi, and onboard cameras;  
Initiate a pilot Connection Corners at major transfer points and layovers;  
Assist MoGo to expand their bikeshare facilities.

Department of Public Works - The department's Capital Plan focuses on additions and improvements to structures, continuing investment in roads, bridges, traffic signals and streetscape projects.

Projects include: Ongoing Street resurfacing, including non-motorized features such as ADA ramps, bike lanes in conjunction with the resurfacing;  
Ongoing and scheduled improvements for bridges and sidewalks;  
Streetscape projects including new bike lanes and improved sidewalks;  
Traffic control and calming measures through upgrade of traffic signals and installation of speed humps.

In 2019, Public Works received grant funding to begin working on a Citywide Transportation Master Plan, Streets for People. This plan will hopefully inform and be a central part of future Capital Agendas.

Municipal Parking Department - Projects include:

Major renovation of the Ford Underground Garage;  
Expand off-street parking in Eastern Market and on commercial corridors;

The Department is in the process of completing the installation or upgrade of 850 parking kiosks in the Central Business District, Midtown and off-street parking lots.

Detroit Transportation Corporation - The sole purpose of DTC is the operation and maintenance of the Detroit People Mover, which is key to reducing traffic congestion downtown, support downtown as a viable neighborhood and residence, and providing a connection to TCF Center, Riverfront assets, shopping and dining options.

Capital Plan Project: Replacement, installation of 12 sections of new, high strength rail.

## **TECHNOLOGY & GOVERNMENT INFRASTRUCTURE**

Including the current fiscal year, total funding in the Technology & Government Infrastructure Category is indicated to be \$543,992,289. The Category includes the following departments and divisions: Innovation and Technology, Water and Sewerage, General Services-Facilities, General Services-Fleet, and Public Lighting.

The proposed Agenda stresses the importance of continuous technological advancement to ensure the City is able to deliver services to residents and improve efficiency of government. The power and importance of technology has been made clear, during this pandemic, and the need to work from home while still remaining engaged with co-workers and provide services to citizens.

Specific goals cited by departments in this Category include:

Department of Innovation and Technology - Goals are to make City government more responsive and effective by improving the citizens ability to access and communicate with their City government. The department works with all City departments and agencies to improve their access to the latest technology.

Projects include: Development of platform to track retention and destruction of all documents in compliance with regulations;  
Replacing computer hardware at recreation centers and for staff.  
Moving the Public Safety Radio Tower to a safer location;  
The largest project is the continual improvements and regular replacement of Public Safety IT equipment.

Water and Sewerage Department - DWSD continues to be the largest single department, in terms of total expenditures, in the Capital Agenda, even though it has been down-sized with the creation of the Great Lakes Water Authority, which is responsible for operation of Water and Wastewater Treatment facilities.

Projects include: Continued maintenance for the 2,700 miles of water distribution mains, 3,000 miles of combined sewer and drain lines, 4 pump stations, 30,000 fire hydrants, 95,000 catch basins, and 34,000 sewer manholes;  
Scheduled and emergency replacement of water mains and sewer lines.  
The department also operates and encourages development of green infrastructure to remove drainage water from the system;  
An ongoing project to replace lead water lines from the mains to residences.

General Services-Facilities - The department has recently completed a comprehensive facility condition assessment for all occupied City-owned structures. The assessment provides details on conditions of the structure, life span and replacement recommendations. A companion energy audit of City facilities is also being completed.



Projects include: General improvements, energy modernization to City facilities,  
including garages & service yards;  
Expand capacity at Animal Care facility;  
Improvements to Airport facilities, and major renovation of airport site.  
*This is the only reference in the Capital Agenda to the Coleman Young Airport.*

General Services-Fleet - The department formulated the Ten Year Vehicle Reinvestment Plan, which has been approved, to optimize the City's fleet of vehicles by 2023 [average age of vehicle is at the midpoint of its lifecycle]. The focus for vehicle replacement will be on preventative maintenance and scheduling replacement before repairs exceed the value of the vehicle. The department also seeks to achieve ISO [International Organization for Standardization] certification for fire apparatus, which will result in 30% reduction of home insurance.

Projects include: Replacement of vehicles for all departments [not including DOT coaches]  
according to the Ten Year Vehicle Reinvestment Plan

Public Lighting Department - The department's mission is to support the Public Lighting Authority that was established to maintain and upgrade the street lighting system, and to assist with the transition of Public Lighting's electrical customers to DTE. The City is to exit the electric business by 2022. Responsibilities of the department are decommissioning, abatement and salvage operations.

Projects include: Working with Dept. of Innovation & Technology to install fiber optics  
between Police stations and to Public Safety Headquarters;  
Clean out sub-stations, and 9449 Grinnell [includes spilled transformer oil].