

## **PLANNING AND DEVELOPMENT (36)**

### **MISSION**

The Planning and Development Department accelerates business and economic development by strengthening the City of Detroit's neighborhoods and repositioning our physical, social, and economic environment.

### **DESCRIPTION**

The 2010-11 budget begins the reorganization of the department around its core customers of neighborhoods, businesses, and the city as a whole. These activities are primarily funded through Federal Community Development Block Grant, HOME, Emergency Shelter Grant, Neighborhood Stabilization Program Grants I and II, Homeless Prevention and Rapid Re-Housing, and Community Development Block Grant-R funds. The Department also receives general funds. The Administrative Services Division provides general oversight, and is responsible for financial and grants management, regulatory compliance and reporting.

The Business Services Division is focused on improving the business climate in Detroit by responding to the needs of businesses and business centers. The Budget proposes the transfer of staff from the Office of Targeted Business, and involved with tax abatement and development agreement monitoring from the Human Rights Department. The division includes the Welcome Center, development project assistance, the Office of Neighborhood Commercial Revitalization and a new small business advocate.

The Neighborhood Services Division (NSS) targets neighborhood investment and provides high quality technical services to viable community development organizations that create public benefit

within the distressed areas of the city as identified through community-based planning and service needs assessments efforts. This includes responsibility for the preservation and improvement of the City's housing stock, such as assistance for housing rehabilitation, new construction and lead remediation for low income, disabled and senior households for rental and owner-occupied properties. It also includes support services such as technical assistance to neighborhood organizations and other community based nonprofit organizations. In addition, the Division provides mortgage/down payment assistance, supportive housing and the restoration of vacant foreclosed properties that foster home ownership opportunities.

The Planning Division is responsible for developing, maintaining and interpreting Detroit's Master Plan via advanced planning, current planning and technical planning services, comprehensive development strategies, community-based specific area development strategies, community planning services over Detroit subareas, demographic and land use projections, community access to information, data and mapping services. This includes the Real Estate Section, which is responsible for disposition of City owned property, acquisition and disposition of development land sites, and relocation.

### **MAJOR INITIATIVES FOR FY 2009-10**

The 2010-11 budget only shows positions attributable to new appropriations. The Department has 17 additional staff paid from previously appropriated non CDBG grants. This philosophy ties staffing to the availability of grant appropriations.

## **PLANNING AND DEVELOPMENT (36)**

Major initiatives for Administrative Services for the coming year include:

1. Setting up systems, teams and processes to facilitate new grants awards: Neighborhood Stabilization Plan, Community Development Block Grant-Recovery, Homeless Prevention and Rapid Re-Housing Program Michigan.
2. Restructuring some tasks consistent with HUD's expectations and assuring checks and balances, to push out project management activities to the newly-reorganized Business Services, Neighborhood Services and Planning Divisions.
3. Assisting in the administration's reengineering of the CDBG planning process. A pilot approach for the allocation process places more emphasis on planning and it separates the subrecipient contracting process from the budget. This Division is working on streamlining the subcontracting process with the legislative branch.
4. Implement procedures and processes to reconcile DRMS and IDIS expenditures monthly
5. Develop effective marketing strategies that will improve land sales and development opportunities by penetrating a wider audience.
6. Analysis of the foreclosure process to assure a more effective governmental response to the housing crisis.
7. Develop project management skills in the department, to help administer financial and technical assistance, the Streetscape Program, support for the Reinforce & Revitalize Areas of the Next Detroit Neighborhood Initiative, and volunteer development.

Major initiatives of Business Services include:

1. Implement the newly-reorganized Business Services Division. This new division will include: a project management component in economic development activities with more focused site visits and establishment and tracking of measures of success; transfer of functions from the Office of Targeted Business and from the Human Rights Department relating to development agreement monitoring; integration of the Welcome Center as the one-stop point of contact for the public.
2. The reorganization will expand on the networking conferences currently offered by the Office of Targeted Business to connect entrepreneurs to major local institution purchases. Large private companies have been approached to set aside a portion of their purchasing for Detroit-based businesses. In addition, the city has established a partnership with the Detroit Public Schools to honor the Detroit-based certification in their procurement process. A website upgrade, helping businesses to navigate the city bureaucracy, is planned.
3. A new function of Small Business Advocacy, a best practice in high performing cities, will be created working with the Buildings and Safety Engineering Department and other city business service providers. The Small Business Advocate is both a support role and a sort of Ombudsman.
4. Continue the neighborhood commercial revitalization efforts by focusing on solidifying the organizational structure and partnerships as well as enhancing promotional activities.

## **PLANNING AND DEVELOPMENT (36)**

Major initiatives of Planning Services include:

1. Beginning to strategize a new land use framework for the city. PDD is overseeing the initiative and receiving funding from the Kresge Foundation for an urban development expert. This framework will align strategies for neighborhoods and the business community, helping to focus both private and public investment. It will spur development and reduce operational costs of servicing the city.
2. Continue to: review and develop long range plans related to major development initiatives; provide long range planning for the Neighborhood Stabilization Plan, Next Detroit Neighborhood Initiative and other foundation investments; provide design guidelines and review for targeted commercial areas, insure adherence to Local Historic District Ordinances and Zoning Ordinance, ensure a complete and accurate enumeration for the 2010 Census by acquisition of various data sets and field work
3. The Detroit Property Information System (DPI) was improved: inventory back-logs were brought up to date, information about City owned property was updated, processes for applications review were improved, systems were improved to better coordinate sales, pricing and inspection of properties. The next step is to improve the ownership/taxpayer of record data and enhance the interface with the Assessors database.
4. Increased access to geographic information including integration with other technologies. The Computer mapping inventory was updated to improve access and distribution of data.

Major initiatives of Neighborhood Services include:

1. Ongoing activities under the HUD Lead Hazard Demonstration Grant. Strategic Plan to Eliminate Childhood Lead Poisoning by 2010.
2. The Minor Home Repair Program funded fifty (50) Sponsoring Community Organizations.
3. HOME Program: Single-Family unit developed multiple affordable housing projects citywide, including the ADDI HOME Program with nine (9) participating financial institutions. Multi-Family unit developed several affordable multi-family housing projects for non-profit & for-profit developers citywide.
4. PILOT Program: Foreclosed Vacant Property, Acquisition, Rehabilitation & Sales Program (under development)
5. Homeless Initiative: Support for the development of supportive housing with NSO as first proposed supportive housing activity.
6. The City is aggressively working to amend its HUD Consolidated/Action Plan application for the purpose of accessing a grant funding allocation of Neighborhood Stabilization Program (NSP) funds.
7. Individual technical assistance sessions and electronic and web based manuals and resources for sub-recipients
8. Improved data collection by enhancing the NSS Database for reporting outcome and output measures for HUD mandates.

### **PLANNING FOR THE FUTURE FOR FY 2010-11, FY 2011-12 and BEYOND**

The Planning and Development Department is being reorganized around closer contact with its core customers: business, the

## **PLANNING AND DEVELOPMENT (36)**

community, and the city as a whole. The restructuring effort includes benchmarking and process improvement.

The Business Services Division will integrate business development into larger economic development strategies set by the department and carried out by the Detroit Economic Growth Corporation. The Planning Division will provide support to the development of a broad-based land use planning strategy that is responding to Detroit's growing vacancy crisis.

This reorganization will change the tasks performed by Administrative Services staff. This analysis will assure compliance with HUD's regulations while making field personnel in the customer divisions more effective. Staff will continue working to establish an internal audit team to ensure compliance with appropriate standards and regulations, and to develop an audit readiness team to prepare subrecipients and developers to undergo audits from granting agencies (i.e. HUD).

Creation of this division signals the city's intent to deliver business services reform. The business climate in Detroit can be improved by promoting Detroit business opportunities and streamlining the regulatory environment in which businesses operate. Regulatory policy, administered by the Business License Center of the Buildings and Safety Engineering Department, might ultimately be changed in two ways. First, the number of licenses and attached conditions might be reduced. Second, reinspection cycles might be extricated from the business license renewal process. A benchmarking study performed for a Business Service

Reform Decision Unit found Detroit to be unique in requiring inspections as part of the license renewal process, as well as in requiring them on an annual basis. Were these changes realized, the Business License Center activity might make more sense integrated into the Business Services Division of PDD. This would provide true one-stop support.

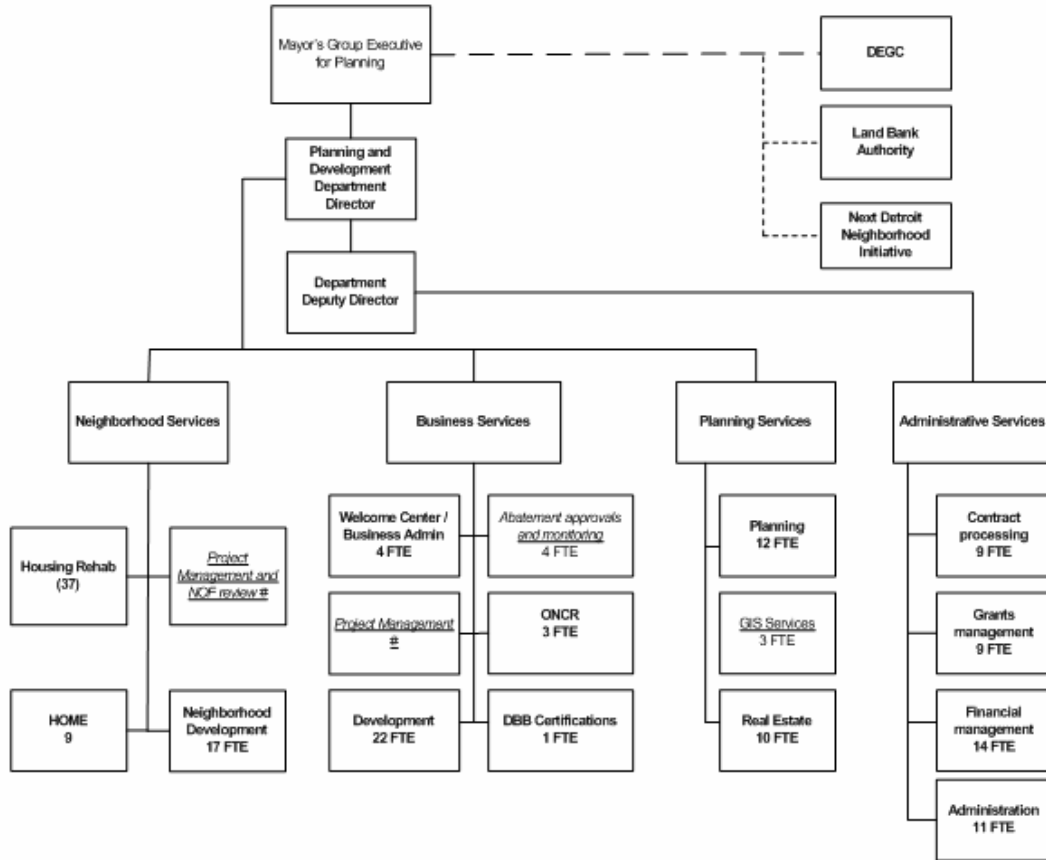
The City is embarking on a broad land use planning process that will redefine the city as well as city government. Continued review of major development initiatives and supplements to the Master Plan of Policies will anticipate initiatives such as urban agriculture, attraction of "clean" or "green" industries, consolidation of Detroit Public School and of Parks and Recreation facilities, and non-motorized transit.

The department will continue to work with the Finance Department to request council's approval of the User fees to defray the cost of certain services that we provide, and to create revenue where possible:

- The ability to make funding recommendations based on the performance, efficiency and the assessed needs of the residents in targeted areas of the grant funded programs
- To streamline the contract approval process in order to expedite funding to community organizations
- To initiate the process of electronically storing documents (contracts, scopes, budgets, etc.) in order to reduce paper and the need for additional storage

# DEPARTMENTAL BUDGET INFORMATION PLANNING AND DEVELOPMENT (36)

## Planning and Development Department



**DEPARTMENTAL BUDGET INFORMATION  
PLANNING AND DEVELOPMENT (36)**

**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2007-08</b> <b>Actual</b>	<b>2008-09</b> <b>Actual</b>	<b>2009-10</b> <b>Projection</b>	<b>2010-11</b> <b>Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>				
No. of contracts approved by City Council	150	200	200	225
No. of site visits conducted	43,700	35,508	37,348	62,168
No. of development projects under development agreement	80	100	50	45
No of businesses assisted	350	400	400	
No. of master plan updates	4	4	4	4
Number of Site Plans Reviewed	200	200	200	275
No. of historic reviews completed	1,967	1,800	1,800	2,700
No. of PA198 Abatements monitored	N/A	50	50	50
<b>Outcomes: Results or Impacts of Program Activities</b>				
Number of Low/Moderate Families Provided Service	1,100	900	940	7,000

**DEPARTMENTAL BUDGET INFORMATION  
PLANNING AND DEVELOPMENT (36)**

**EXPENDITURES**

	2008-09 Actual Expense	2009-10 Redbook	2010-11 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 10,121,955	\$ 8,263,646	\$ 7,758,754	(504,892)	-6%
Employee Benefits	4,519,533	5,578,443	6,037,256	458,813	8%
Prof/Contractual	1,135,953	1,180,117	1,295,796	115,679	10%
Operating Supplies	472,256	266,068	301,699	35,631	13%
Operating Services	5,296,338	5,452,876	4,379,470	(1,073,406)	-20%
Capital Equipment	100,049	115,560	96,322	(19,238)	-17%
Fixed Charges	3,216,102	6,556,497	6,643,805	87,308	1%
Other Expenses	50,102,510	29,611,578	27,316,464	(2,295,114)	-8%
<b>TOTAL</b>	<b>\$ 74,964,696</b>	<b>\$ 57,024,785</b>	<b>\$53,829,566</b>	<b>\$ (3,195,219)</b>	<b>-6%</b>
<b>POSITIONS</b>	<b>174</b>	<b>170</b>	<b>162</b>	<b>(8)</b>	<b>-5%</b>

**REVENUES**

	2008-09 Actual Revenue	2009-10 Redbook	2010-11 Mayor's Budget Rec	Variance	Variance Percent
Rev from Use of Assets	1,437,025	600,000	300,000	(300,000)	-50%
Grants/Shared Taxes	45,086,111	43,795,412	45,433,275	1,637,863	4%
Sales & Charges	943,682	4,643,805	2,431,985	(2,211,820)	-48%
Sales of Assets	18,310,135	10,503,368	3,000,000	(7,503,368)	-71%
Contrib/Transfers	4,411,741	-	-	-	0%
Miscellaneous	7,558,932	1,062,400	96,600	(965,800)	-91%
<b>TOTAL</b>	<b>\$ 77,747,626</b>	<b>\$ 60,604,985</b>	<b>\$51,261,860</b>	<b>\$ (9,343,125)</b>	<b>-15%</b>