



BROWNFIELD AREA-WIDE PLAN

RIVER ROUGE AND SOUTHWEST DETROIT, MICHIGAN

OCTOBER 2019

ACKNOWLEDGEMENTS

THE COMMUNITY AND
STAKEHOLDERS PROVIDED
VALUABLE FEEDBACK
THROUGHOUT THE
PROCESS THAT SHAPED
THE RECOMMENDATIONS
PRESENTED IN THIS PLAN.

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WELCOME LETTER

In 2015, Wayne County sat at a crossroads. The confluence of events that included years of poor fiscal management and nearly a decade of declining population, employment rates, and property values had pushed the County to the brink of financial collapse. Four years later, Wayne County is in a far different place. It's on a financially stable path with a bright future as it transitions from recovery to a rebuild.

Although we've experienced some recovery, many former industrial sites throughout the County remain abandoned and have become brownfields. As Wayne County's transitions to rebuilding its economy, the effort to redevelop these brownfield sites will play a pivotal role in strengthening our communities moving forward. Preparing these brownfield sites for redevelopment provides opportunities to create new, 21st century jobs, sustain economic growth by diversifying our economy, create new tax revenues, and improve our environment.

While much work remains, this Area-Wide Plan is the starting point that will enable the Southwest Detroit and the City of River Rouge to begin redeveloping their brownfield sites into productive uses. It is the critical starting point of a larger effort to implement successful redevelopment projects that are consistent with the needs of the local community, maximize workforce capability, and sustain the positive momentum we've gained.

Your continued involvement and participation to implement this plan is critical to its success. I strongly encourage you to keep working on finding ways to improve your community. As always, we are here to help, and my administration is committed to continue providing the assistance that is necessary to drive this plan toward implementation. By working together, we can continue the positive momentum we've gained over the past four years and look forward to a bright future for Wayne County.

Sincerely,

Warren C. Evans

Wayne County Executive





HOW TO USE THIS DOCUMENT



SECTION 1: SUMMARY OF THE PLAN

Section 1 highlights the decisions that were made and the detailed recommendations of the Area-Wide Plan.



SECTION 2: INTRODUCTION TO THE PLAN

This section provides background information related to the Area-Wide Planning process, a summary of the previous plans that had an impact on the study area, and a brief history of River Rouge and Southwest Detroit.



SECTION 3: COMMUNITY AND STAKEHOLDER ENGAGEMENT

Section 3 outlines the approach used in community and stakeholder engagement throughout the Area-Wide Planning process. Important takeaways from these conversations are summarized here.



SECTION 4: THE STUDY AREA

In this section, a detailed analysis of the study area is provided, as well as an overview of the existing background information used to form site recommendations.



SECTION 5: BROWNFIELD SITE PLANS

This section describes the selected brownfield sites within the study area, the plan for their redevelopment and reuse, and how these proposed solutions reflect what we heard from the community and stakeholders.



SECTION 6: ACHIEVING THE VISION (ACTION PLAN)

Section 6 recommends short-term, mid-term, and long-term actions to accomplish the vision set out in this plan. This section also identifies funding sources that can be helpful in implementing actionable steps.

I AM A COMMUNITY MEMBER (RESIDENT, EMPLOYEE, GOVERNMENT OFFICIAL)

As a member of the community, the most informative sections to examine would be **Section 1: Summary of the Plan**, to gain a better understanding of the Area-Wide Planning process, followed by **Section 5: Brownfield Site Plans** and **Section 6: Achieving the Vision (Action Plan)**. As a community member, this approach will allow you to familiarize yourself with the main recommendations of the plan and strategies for the implementation of this plan in your community.



I AM A POTENTIAL DEVELOPER OR INVESTOR

Potential Developers and Investors should examine **Section 5: Brownfield Site Plans**, **Section 2: Introduction to the Plan**, and **Section 4: The Study Area** in order to get a baseline understanding of the intended vision of the plan, as well as an understanding of the community this plan is impacting. Section 4 also includes a market study of the community that highlights the development context of this plan.



I AM NOT FAMILIAR WITH THE COMMUNITY OR PROJECT

Those unfamiliar with the study area and the area-planning process should examine **Section 2: Introduction to the Plan**, **Section 4: The Study Area**, and **Section 5: Brownfield Site Plans**. These sections will provide a solid understanding of the Area-Wide Planning process, a background on the community and its past planning efforts, and the vision of this plan by examining the redevelopment plans for each site.





SECTION 1

SUMMARY OF THE PLAN

THE BROWNFIELD AREA-WIDE PLAN FOCUSES ON SITES WITHIN THE CITY OF RIVER ROUGE AND THE 48217-ZIP CODE OF SOUTHWEST DETROIT, ESPECIALLY AS IT RELATES TO THE DTE RIVER ROUGE POWER PLANT SITE.

1.1 BROWNFIELD AREA-WIDE PLANNING PROCESS

A Brownfield Area-Wide Plan (AWP) is a visioning document that provides a framework for the future assessment, clean-up and subsequent redevelopment of brownfields. The AWP focuses on one or more catalytic, high priority brownfield site(s) located within a targeted area, such as a neighborhood, downtown area, business district, a commercial/industrial corridor, or a community waterfront. The redevelopment of these sites has a high potential to stimulate economic growth, expand or introduce new markets into the area, create sustainable 21st century jobs, and spur additional

development in the surrounding areas.

The goal of the AWP is to develop specific implementation strategies for assessing, cleaning up and reusing these brownfields, and identify revitalization strategies for the study area. These strategies are devised by evaluating the existing conditions of the environment, the state of the local and regional economy, market research, the availability of transportation and infrastructure, current land use, and review of other concurrent planning initiatives. Engaging the community and

local stakeholders is a critical component in developing the AWP. These community groups provide a vision for the AWP by identifying the needs within the community, providing input on potential redevelopment scenarios, and defining strategies that are actionable and implementable.



The River Rouge Lighthouse at Belanger Park with Downtown Detroit in the distance.



The location of the five selected sites within the study area.

1.2 OVERALL RECOMMENDATIONS FOR BROWNFIELD SITE REUSE

In total, five sites of varying sizes were selected in the study area of River Rouge and Southwest Detroit. Which all have unique land use characteristics and site histories.

The DTE Power Plant Site

Due to its large size, the site could be reused to address multiple market demands. Potential reuses could include light industry, intermodal and storage facilities, data centers, and integrated greenspace within these expanded uses to allow for connections to the riverfront. The site was selected because of the planned decommissioning of the Power Plant by DTE, originally announced to be in 2020.

The Former Incinerator Site

Based on the historical industrial use of the site and proximity

to an existing park, the Former Incinerator site could be reused as a fitness and health facility. It would take advantage of the site's proximity to the parks and nearby neighborhoods. The site was a good candidate because of a willing owner and an interest in redevelopment.

The Haltiner St. Vacant Building

This building is located along the Jefferson Avenue commercial corridor in River Rouge. The best plan for this site retains the existing building and expands the adjacent sidewalk and pedestrian areas to coincide with infill development. Its location in the heart of River Rouge's commercial district made it a good candidate because of the potential for significant economic impact.

The Fabricon Site

The size of this site and its proximity to River Rouge High School makes it an ideal site to focus on physical fitness and athletics to provide students and residents access to unique recreational amenities. The current site owners have an interest in its repurposing and the building is in good shape.

The Former Gas Station Site

This site was selected because it serves as a gateway to both the 48217 and River Rouge communities. Located at a prime intersection near I-75, the reuse of this site as a local food market would help alleviate the effects of the food desert in the surrounding area by providing fresh produce to residents. The site also features an outdoor seasonal farmer's market space.



The former incinerator site on Marion Avenue.

1.3 KEY IMPLEMENTATION STRATEGIES

The successful reuse and redevelopment of the brownfield sites in the study area must have actionable and achievable recommendations to accomplish their respective visions. Redeveloping these brownfield sites typically requires the following components: assessment and clean-up of the site, connecting with development partners, and designing a phased development- especially for larger sites.

Leveraging available funding sources and potential institutional and governmental partners in the city and region is a key component of the implementation process.

In conjunction with creating actionable plans for each site's redevelopment, it is important to promote connectivity, that

integrates the sites with one another and the community. Encouraging this connectivity aligns with past planning efforts and the desires of the community to promote multi-modal options that are currently absent.

It was also crucial in this process to promote new uses that would be complementary to each other, rather than competing uses on the sites, in order to capitalize on market feasibility.



SECTION 2

INTRODUCTION TO THE PLAN

THE PLAN FOCUSES ON CREATING REDEVELOPMENT PLANS FOR THE STUDY AREA THAT IS IN NEED OF NEW INVESTMENT AND REPURPOSING OF PRIOR ASSETS.

2.1 DESCRIPTION OF THE AWP GRANT

In 2017, EPA awarded AWP grants to 19 communities nationally, all of which received up to \$200,000 to develop plans for the assessment, clean-up and revitalization of abandoned industrial and commercial properties that have contributed to area-wide environmental degradation, economic hardship and social inequities. Activities funded under this program are intended to help identify proposed reuses for brownfield sites that meet community health, environmental and economic development goals. These activities include:

- Facilitating community involvement to identify community priorities for brownfield site clean-up, reuse and area revitalization.
- Conducting research into the existing conditions of the

brownfield site(s) and AWP study area, such as: economic research and market analysis, known environmental conditions, infrastructure needs, and the applicability of pre-existing community or regional plans.

- Developing a detailed AWP which includes: 1) strategies for assessing, cleaning up, and reusing each catalyst, high priority brownfields site, 2) a list of the related improvements and investments necessary to support brownfields assessment, clean-up and reuse, 3) strategies to advance sustainable and equitable revitalization and improve public health, and 4) short and long-term implementation strategies that include timelines, lists of resources available and needed, leveraging opportunities, and key

partners.

- Technical assistance that builds local community capacity to implement the AWP.

For this project, the AWP focuses on sites within the City of River Rouge and the 48217-zip code of Southwest Detroit, especially as it relates to the DTE River Rouge Power Plant site. The creation of this plan was funded by a U.S. EPA grant under § 104(k)(6) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), as amended under the Small Business Liability Relief and Brownfields Revitalization Act (Brownfields Law), which was awarded to the Wayne County Brownfield Redevelopment Authority.



CITY OF DETROIT

DOWNTOWN DETROIT

CITY OF RIVER ROUGE

CANADA

- STUDY AREA
- CITY OF RIVER ROUGE
- CITY OF DETROIT

48217 zip code

Downtown River Rouge

DTE River Rouge



Commercial storefronts along West Jefferson Avenue in Downtown.



The former incinerator site is currently being used for storage.

2.2 DEFINITION AND SIGNIFICANCE OF A BROWNFIELD

A brownfield site is defined in the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) as real property, the expansion, redevelopment, or reuse of property which may be complicated by the presence or potential presence of hazardous substances, pollutants, contaminants, controlled substances, petroleum or petroleum products, or is mine-scarred land.

WHAT DOES THIS DEFINITION MEAN AND HOW DOES IT AFFECT YOUR COMMUNITY?

At first glance, one might visualize a large vacant industrial site with a deteriorating building, visible contamination discharging from a pipe into a lake or stream, leaking or overturned drums containing chemicals or areas of distressed vegetation from chemical spills. However, brownfields can also be small sites on a neighborhood corner or back alley that have an industrial history, such as former a gas station, auto repair shop, vacant commercial buildings, or a dry cleaner. The condition of these sites may be largely unknown and may be adversely impacting public health and the environment by contaminating the air, soil, groundwater, and surface water. Contaminants that are generally associated with brownfield sites include asbestos and lead-based paint containing building materials, and oils, fuels, and solvents used on site that have been spilled or are leaking from

storage containers.

At its very core, brownfield redevelopment is about recycling. In the same way that old plastic containers can be reused and recycled into new products, brownfield sites can be cleaned up and repurposed into productive land uses that address the specific needs of the community. The alternative is to develop previously undeveloped property, such as open spaces or farmland, which are usually outside of the city core further contributing to urban sprawl, leaving brownfields to continue to be an environmental risk, stress community services such as fire, police and utilities, as well as decrease surrounding property values.

Although cleaning up and redeveloping a brownfield seems intimidating and challenging, the State of Michigan and the federal government have resources and programs in place to provide incentives to communities and developers to safely reuse brownfield sites. These programs provide funds that support local communities meet their brownfield challenges by identifying the highest and best use for their brownfield sites. This process gives the community an opportunity to engage with developers and to reinvigorate their downtown or neighborhood area. As an active stakeholder in the brownfield redevelopment process, the community can assist with devising a strategy



Many of the brownfield sites in the study area are in close proximity to natural resources or residential neighborhoods.

to select redevelopment projects that create jobs, increase property values and taxes, identify green space and park opportunities, provide infrastructure improvements, improve public safety, and eliminate blight. Funding assistance from these programs generally include environmental assessments, clean-up planning and implementation resources.

The first step in the brownfield redevelopment process is to determine if the site is contaminated by conducting an environmental assessment, a useful tool for developers or communities to eliminate the liability and risk necessary to move a project forward. The environmental assessment identifies environmental risks and potential clean-up costs necessary to reuse the property. Once completed, the developer or community can utilize brownfield redevelopment assistance

programs to provide gap financing for the clean-up. For larger projects, or for sites that have extensive contamination, the risks and clean-up costs may be too great, and a developer may choose another site for their project. These assistance programs are designed to level the playing field by providing funding incentives that help offset risk and make clean-up costs more manageable. Brownfield funding can also spark other opportunities to procure additional funding sources to assist with infrastructure improvements, stormwater management, job creation and recreational amenities. In some cases, a successful brownfield redevelopment project can also generate redevelopment interest for other nearby properties that are under-utilized.



The Rouge River with industrial sites on both sides of the river. Detroit is on the right and River Rouge on the left.

2.3 A BRIEF DEVELOPMENT HISTORY OF THE STUDY AREA

The City of River Rouge was incorporated in 1922 and grew steadily until reaching its peak population in 1950, with industry the mainstay of its economy. Much of the commercial and housing areas within the city are the result of the population boom of the 1920s through the 1950s. As industry restructured and jobs migrated offshore, the city's population decreased. By 2015, the population was less than half of what it was in 1950. Many workers left to seek jobs in other cities.

WHY NOW?

Initial forecasts estimate the construction of the Gordie Howe International Bridge will stimulate 250% growth in commerce between the U.S. and Canada over the next 20 years. Additional demands for warehousing, storage, and transportation facilities in the light manufacturing, logistics, and transportation industries are also

projected to bring approximately \$2 billion from both the public and private sectors. It should also be noted that these market demands do not account for the continued use of the DTE Power Plant site as a power generating facility and industrial services supplier or redevelopment of the site for new 21st century job generating businesses, which will likely foster additional needs for affordable housing and other mixed-use developments in the surrounding area.

With this projected growth, there is significant potential to take advantage of the abundance of brownfield sites available in the study area. According to the Wayne County Treasurer's Office, there are 49 commercial and industrial zoned properties that have a foreclosed status within the study area vicinity. While the environmental condition of these properties is not currently known, it is likely that most of these properties are brownfields given

the surrounding industrial land use and age of the structures that occupy these properties.

This AWP is intended to provide a strategy to determine the highest and best use of the power plant site, as well as several high priority brownfield sites within the target area. The plan's approach involves the incorporation of existing planning initiatives into a comprehensive brownfield redevelopment plan that will provide meaningful and impactful solutions to help revitalize the City of River Rouge and Southwest Detroit communities.

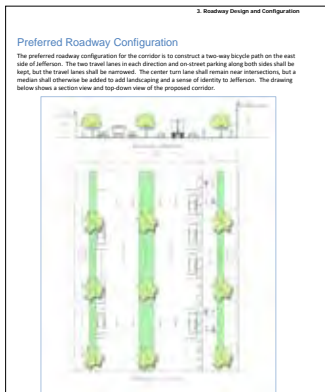


The DTE Power Plant site looking from Belanger Park.

2.4 PREVIOUS PLANS



River Rouge Master Plan - Completed in 2017



Jefferson Ave New Roadway Configuration from the W. Jefferson Corridor Plan (2017)

The River Rouge and Southwest Detroit communities have been involved with numerous plans over the last decade. These plans have had different focuses but understanding common themes of these past plans helps provide guidance related to idea testing for the AWP. Some of the main similarities between the past plans focused on improving the housing stock, promoting Downtown River Rouge investment, and creating well-connected catalytic redevelopment opportunities. These common visions helped us understand the desires of the community and facilitate targeted discussions for specific areas. Some of the plans that have been completed in recent years are summarized below:

RISEING TIDE ACTION STRATEGY

AUTHOR: DEPT. OF TALENT AND ECONOMIC DEVELOPMENT (JANUARY 2016)

The plan focused on creating an action plan to advance the following efforts: increase quality housing stock, connect residents to job and training opportunities, strengthen community brand, redevelop the downtown, and improve coordination of activities and stakeholders. A few these action items led to the creation of other more specific plans, some of which are outlined here as well.

RIVER ROUGE DOWNTOWN PLAN

AUTHOR: PLACE & MAIN ADVISORS (JULY 2017)

The focus of this plan was on revitalizing the community's downtown core. Key future projects listed in the plan: 1. Create an online inventory of available properties, 2. Create updated website & social media, 3. Create facade improvement program, 4. Recruit grocery store, 5. Streetscape and wayfinding along Jefferson, 6. Create vacant storefront program, 7. Create an active clean & safe program.

RIVER ROUGE MASTER PLAN

AUTHOR: CITY OF RIVER ROUGE (AUGUST 2017)

The City-Wide Master Plan provides a comprehensive analysis of the community related to housing, economic conditions and environmental concerns. The plan provides potential redevelopment sites, future land use and zoning projections, and creating an implementation plan based on the following themes: housing, redevelopment, health and environment, communication, transportation, and economic development.



The map above shows the geographic impact of the previous plans that were examined.

WEST JEFFERSON CORRIDOR PLAN

AUTHOR: MCKENNA ASSOCIATES (2017)

This plan was an addendum to the River Rouge Master Plan and targets Jefferson Avenue, identifying several key transformational opportunities, including wayfinding and placemaking, regional bike and trail connections, and commercial corridor redevelopment.

POWER PLUS GRANT

AUTHOR: DOWNRIVER COMMUNITY CONFERENCE (2018)

The Power Plus Grant is focused on identifying and assessing economic impacts of the region related to long-term industrial sector decline, the eventual fuel conversion or closure of two regional coal-fired generating facilities, and supply and service chains. The plan aims to create a strategy to alleviate, counter and reverse job losses in the community due to the plant closures.



SECTION 3

COMMUNITY AND STAKEHOLDER ENGAGEMENT

THROUGHOUT THE CREATION OF THIS PLAN, WE ENGAGED WITH COMMUNITY STAKEHOLDERS, GOVERNMENT OFFICIALS, AND THE COMMUNITY RESIDENTS IN ORDER TO ASSURE THAT THE PLAN REFLECTED THE NEEDS, CONCERNS, AND DESIRES OF THE COMMUNITY AT LARGE.

3.1 PROCESS AND APPROACH

COMMUNITY ENGAGEMENT OVERVIEW

Community engagement played a critical role in identifying key priorities as well as forming comprehensive solutions for the AWP. The engagement strategy took a simple, but focused approach of outreach to collaborate with a diverse group of stakeholders, residents, and business owners to build support and test ideas through on-the-ground conversations and web-based interactions. The ideas and recommendations from the community and stakeholders was used to develop potential uses,

visualize the redesign of the area, and create an implementation strategy for the study area.

METHODOLOGY

The engagement plan was a collaborative effort between various government agencies, including the Wayne County Brownfield Redevelopment Authority, Michigan Economic Development Corporation, the City of River Rouge, the City of Detroit, the Downriver Community Conference, and the USEPA as well as multiple community organizations, employment agencies, property

owners, business owners, and community leaders. There were two main groups that were engaged throughout the process: the Advisory Committee and the Stakeholder Focus Group. The Advisory Committee was comprised of government agencies and community organizations who conduct work within River Rouge and Southwest Detroit. This committee made recommendations during each phase of the planning process that guided the direction of the plan, the preferred alternatives, and the implementation action steps. The Stakeholder Focus



Focus group meetings were held as part of the community engagement process.



Engagement happened throughout the process, from our early understanding of the area to vetting the design concepts with residents.

Group included business and property owners, nonprofit professionals, and community leaders. This group discussed overall economic and environmental needs in the study area and provided feedback on plan alternatives. Both groups will continue to play an important role in the implementation of the AWP.

The following section describes the different types of meeting formats that were held throughout the planning process to receive meaningful input from the diverse groups of stakeholders:

SUMMARY OF ENGAGEMENT

The AWP was split into three phases: Understanding, Idea Testing, and Deciding and Doing. Each phase of the process included an engagement component to ensure that the plan was being informed through a shared and collaborative vision.

Regarding engagement, the

Understanding phase focused on listening to the community as they presented their overall needs, issues, and successes within the study area. In the Idea Testing phase, the consultant team identified specific locations to focus the redevelopment strategies and alternatives. These findings were shared with the Advisory Committee and the Focus Group, as well as at conversational and listening sessions. The intent of these meetings was to gain insight from various organizations and community members through River Rouge Days event, to begin identifying preferred alternatives for each site. In the last phase, Deciding and Doing, the preferred brownfield reuse strategy was identified and presented to the community to get final feedback on manageable and action-oriented goals and strategies for implementation.

UNDERSTANDING PHASE:

March 1, 2018: Advisory Committee Meeting and Public Meeting

These were the first official meetings and kick-off for the AWP which served to be largely conversational and listening sessions. The intent of these meetings was to gain insight from various organizations and community members through one-on-one conversations and asking questions like, “What are the strongest attributes of River Rouge and Southwest Detroit?”, “How do you envision River Rouge and Southwest Detroit in the future?” and “Who else should we be talking to or partnering with?” At these meetings, we ultimately identified key strengths, weaknesses, and challenges facing the study area as well as recognized an overall vision for the future of River Rouge and Southwest Detroit. Much of the discussion focused on the pending decommissioning of a portion of the DTE River Rouge site and the construction of the Gordie Howe International Bridge.



Reaching as many facets of the local population, like schools and business owners, was critical to the engagement.

April and May 2018: Focus Group Meeting and Community Meetings

The project team also engaged the public at neighborhood meetings, church gatherings, and community events. Members of the project team attended the following meetings in the community:

- Original United Citizens of Southwest Detroit neighborhood meeting – April 19, 2018
- EGLE Air Quality Study Presentation for the 48217 zip-code – May 3, 2018
- City of Detroit – District 6 Economic Development and Zoning Presentation – May 21, 2018

A Focus Group meeting was also held on May 29, 2018 and was attended by 18 people and focused on participants' expectations of the AWP, the

overall vision for the community, the drivers affecting the area's economy and environment, and identifying other organizations that could play a key role in the plan.

Main Takeaways from the Understanding Phase:

- The AWP should have actionable and implementable steps with specific, short-range and long-range tasks and outcomes that government agencies, community organizations, and the business community can implement.
- Economic development and public health are driving forces in the community. There is a desire for an active commercial core where residents can spend their dollars locally.
- The community prefers development that supports existing residents, but also

attracts people from outside of the community and make River Rouge and Southwest Detroit a destination.

- The community envisions more open space and better access to healthy foods that would support a healthier and active lifestyle for residents.

IDEA TESTING PHASE:

September 2018: River Rouge Days and Advisory Committee/Focus Group Meetings

The main goal during this phase was to present and examine the prepared redevelopment alternative scenarios for each of the five selected sites.

September 14-16, 2018: River Rouge Days

Members of the project team attended the annual River Rouge Days event to share the initial conceptual alternative scenarios



River Rouge is home to a passionate population that is eager to reshape their community's future.

with the community. These concepts were available at a vendor table during the event for community members to vote and comment on their preferred scenarios for each site.

September 2018: Advisory Committee and Focus Group Meetings

This was the second meeting with the Advisory Committee and Focus Group with the intention to continue the conversation and take a more detailed look at each of the selected sites and the design concepts. The project team presented the existing data and market analysis, as well as the various alternatives to the Advisory Committee. The Focus Group meeting was held on the same evening; this meeting was more of an open house format where attendees could gather around the design boards with the alternative scenarios and ask the project team questions about each of the sites. The conversations from these meetings effectively guided the

project team towards preferred alternatives for each of the sites.

Main Takeaways from the Idea Testing Phase:

- There are limitations for redevelopment on the DTE site until such time that all or a majority of DTE power generation and industrial activities are terminated in the future. DTE has been involved with the community to determine what is needed for the site in the future, including the potential re-use opportunities at the site.
- Recreation, fresh access to food, and health opportunities were named as top desires for alternatives on the selected sites among the Advisory Committee and the Focus Group.
- The final plan should focus on incremental, action-oriented implementation and financing strategies to ensure that this plan is used as more of a playbook with realistic phasing and opportunities.



Community residents providing feedback on development concepts during the River Rouge Days celebration.

**ADVISORY COMMITTEE
ROUNDTABLE MEETINGS:**

Four roundtable meetings were held during the planning process. These meetings, while informal, were attended by highly informed government and non-profit agencies. The discussion in these meetings guided the direction of the overall plan and preferred alternatives. These meetings included presentations that focused on visuals and provided the opportunity for questions and discussion.

**INTERVIEWS/ONE-ON-ONE/
COMMUNITY MEETINGS:**

The consultant team engaged in multiple one-on-one conversations and attended several community meetings to gather information, feedback, and identify other partners throughout the process.

**OPEN HOUSE/PUBLIC
WORKSHOPS:**

Open houses and public workshops were held during each phase of the process. These informal meetings allowed project staff to facilitate discussion and participation through visual and tactical aids.

ONLINE ENGAGEMENT:

A project website was created and incorporated into the Wayne County website platform. This website served as an online resource to provide the project overview and also advertise upcoming public meetings or events.

PLAN UNVEILING EVENT:

In October 2019, the consultant team held a final plan unveiling event. This provided an opportunity to thank the public and project stakeholders for their input and assistance throughout the process. This event signified the end of the planning process and commenced the project's implementation phase.



The community involved in this plan simply wants improvements to the holistic lifestyle of River Rouge.

3.2 IMPORTANT TAKEAWAYS

New investment will always drive new jobs. The repositioning of the DTE Power Plant site and other brownfield sites for investment are of paramount importance for Wayne County, River Rouge, and Detroit.

REPOSITIONING OLD ASSETS

With many important and irreplaceable assets, the study area has a good foundation but planning for the industrial real estate demand shifts with respect to changes in the individual industries must be considered. Labor and material prices continue to rise, and supply chains continue to spread over international borders as countries specialize in industrial outputs. Building and maintaining the road, river, and rail connectivity remain high priorities, but access to skilled and unskilled labor will also continue to be a struggle for large local employers. This plan outlines a strategy that works for the study area but also provide options that are intended to

bolster the local workforce for major industrial employers.

SUPPORTING A STRONG WORKFORCE

Quality of life amenities have become more important for cities, their residents, and employers. Finding qualified labor has become a significant hurdle for new investments as automation continues to eliminate low-skill and low-wage jobs.

Connections with proper workforce training will not only help stabilize the local residents' outlook in a shifting economy but make it easier for local employers to find the labor they need. They may need to get directly involved in training, however, either by expanding on-the-job training or in financially supporting training centers with other employers and workforce organizations. Local municipalities can support them with financial incentives and coordination.



Empty storefronts along Jefferson Avenue could provide easier opportunities of reinvestment when funds are limited.

FOCUS LIMITED PUBLIC FUNDING

Community and economic development efforts have shifted nationally to a more focused effort, where multiple stakeholders and funding streams can leverage each other. This plan outlines a few important nodes that need to coordinate with each other. This will communicate commitment to the private sector, who will then be more inclined to invest, while showing visible progress to local residents, employees, and potential consumers.

CONTINUE TO ENGAGE LOCAL STAKEHOLDERS

Open lines of communication with local employers, community organizations, religious organizations, and other important stakeholders will allow the direction of the plan to shift as needed. New investments or priorities can change the direction

of plans like these, but the implementers will need to stay abreast of what is important to their constituents.



SECTION 4

THE STUDY AREA

DURING THE AREA-WIDE PLANNING PROCESS, A THOROUGH PHYSICAL AND MARKET ANALYSIS WAS CONDUCTED TO PROVIDE A SOLID UNDERSTANDING OF THE COMMUNITY AS DEVELOPMENT CONCEPTS WERE TESTED.

4.1 EXISTING CONDITIONS

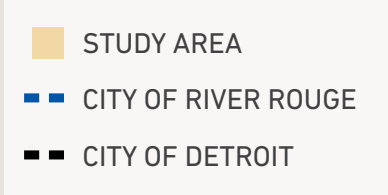
BACKGROUND & REGIONAL CONTEXT

Located just over 5 miles from Downtown Detroit, the study area covers the City of River Rouge and the 48217 zip code of Southwest Detroit, and includes residential neighborhoods, parks, commercial districts, and large industrial land uses. While the two communities making up the study area are in different municipalities, they have faced similar histories in recent decades. Declining populations, loss of employment opportunities,

and a lack of investment in these communities has created a desire for achievable and impactful plans.

There are several significant changes coming to the area including the fuel conversion and eventual decommissioning of the DTE Power Plant site which will result in a net job loss to the community, while also providing reuse and redevelopment opportunities for the site. Additionally, the new Gordie Howe International Bridge between Detroit and Canada will

be constructed less than 2 miles northeast of the study area, and will have a significant effect on the commercial, industrial, and logistics sectors. The bridge will likely result in more traffic through the study area but will also provide more job opportunities for local residents. These regional influential factors need to be considered when identifying potential scenarios for the future of the River Rouge and Southwest Detroit communities to ensure a successful plan.



STUDY AREA AND STREET NETWORK



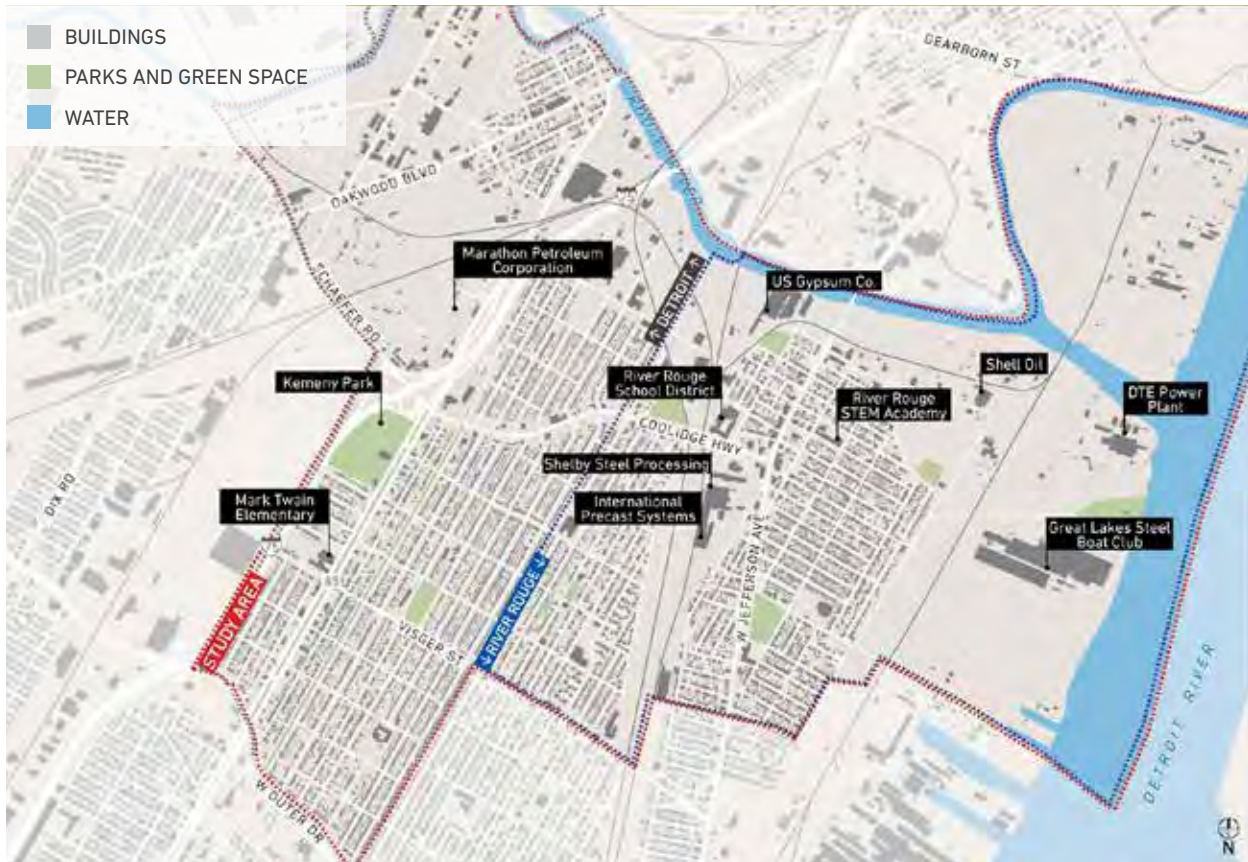
The study area is well connected internally and externally with easy access to I-75.

STUDY AREA

The study area is bound in part by the Detroit River, the Rouge River, the I-75 corridor, and adjacent municipal boundaries. The study area includes large industrial areas in the east, and northern edges of River Rouge and an industrial pocket in the northwest portion of the 48217 zip code. Commercial corridors are prevalent along major roads, such as Jefferson Avenue and Coolidge/Schaefer Highway. These communities also contain many residential neighborhoods, albeit ones that have lost population over the years.

STREET NETWORK

The street network helps achieve an understanding of the communities' connectivity both internally and externally. The community can be accessed by regional roads and highways including I-75, South Fort Street (State route 85), and Jefferson Avenue which continues north through the city of Detroit. Most of the streets within the community follow a grid pattern that is typical for dense urban areas. The road patterns break this grid due to the presence of rail lines, rivers, or the large industrial districts within the study area.



The study area is interspersed with parks and greenspace among the residential neighborhoods.

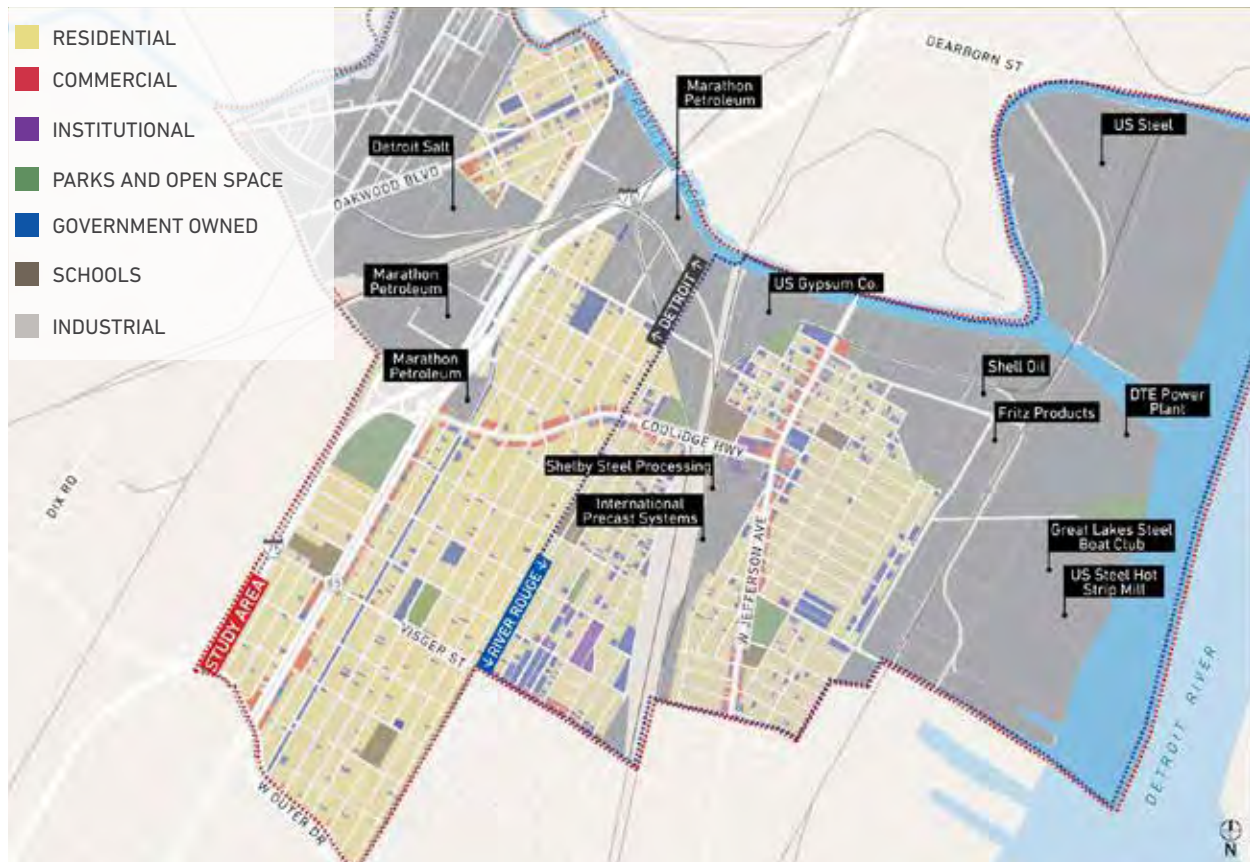
OPEN SPACE, TRAILS AND CIVIC BUILDINGS

Despite several parks located within the study area, the community lacks trail connections. The most prominent park is Kemery Park which features athletic fields, basketball courts, a playground and a recreation center that is undergoing a \$9.5 million-dollar renovation by the City of Detroit. Some other notable parks include Belanger Park, located along the Detroit River and is home to the River Rouge Lighthouse, as well as Memorial Park located along Jefferson Avenue in the heart of River Rouge. An on-road bikeway along Jefferson Avenue

is planned as a result of the West Jefferson Corridor plan and would be River Rouge's first trail connection to other communities.

The Iron Belle Trail has proposed expansion through River Rouge which will connect Detroit and downriver communities. Local and regional plans also recommend a multi-use path or bike route along Jefferson Avenue.

EXISTING LAND USE



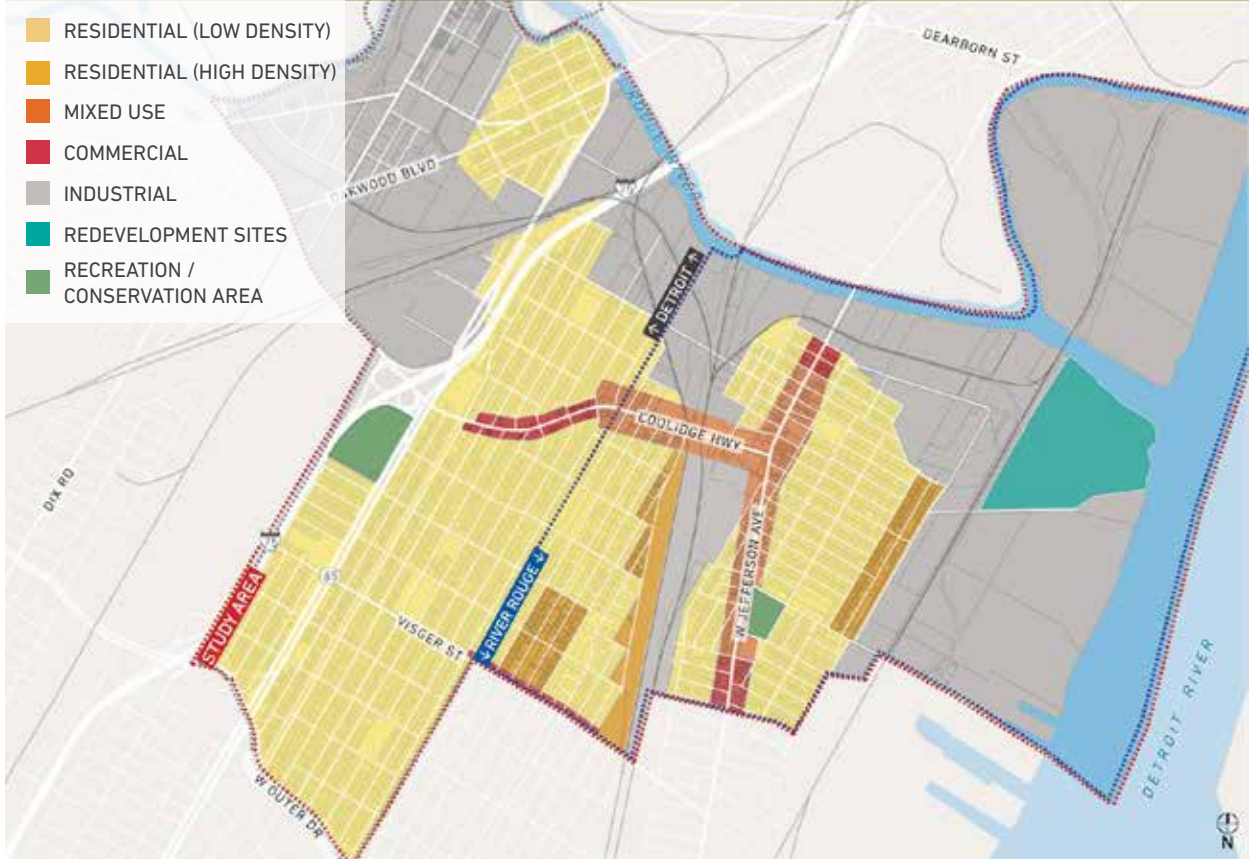
There is an abundance of industrial land within the study area, mostly on the 2 riverfronts.

EXISTING LAND USE

The existing land use is typical of dense urban areas, with most of the study area comprised of residential and industrial land uses. Commercial land uses are generally located along the major roads in the study area. Institutional and civic uses such as churches, schools, and publicly owned buildings are spread throughout the community and surrounded by residential land uses.

While the existing land use pattern suggests a well-balanced community, many of the residents are not meeting their daily needs in the community. The industrial uses in the community do provide jobs, but there still has been significant job loss in recent years

that has led to population decline, thus affecting local commercial businesses, resulting in vacancies. Many residents travel to other neighboring communities for daily needs, like grocery shopping.



The future land use plan keeps most of the industrial land and promotes more mixed use development.

FUTURE LAND USE

The future land use of River Rouge and Southwest Detroit is reflective of the existing land use patterns in the study area. Major changes include the designation of high-density housing and mixed-use areas in River Rouge and the future River Rouge Land Use Plan designates the DTE Power Plant site as a future redevelopment site.

Future land use plans are a useful tool to guide development opportunities in the community. Currently, River Rouge has not had much success with attracting new mixed-use development projects. This is likely due to less prevalent job opportunities in the immediate area as well as the relatively cheap land in the

other residential areas nearby. Encouraging and incentivizing these projects will help revitalize the commercial core along Jefferson Avenue and Coolidge Highway.

Changes in employment and industrial enterprises may lead these communities to reimagine their industrial land to capitalize a redevelopment into less intense land uses.



Vacant building on Jefferson Avenue provide opportunity for reinvestment.

ONGOING ECONOMIC AND COMMUNITY DEVELOPMENT INITIATIVES

In September 2015, River Rouge was selected by former Governor Rick Snyder as one of the ten “Rising Tide” communities in Michigan. The program is managed by the Department of Talent and Economic Development (made up of the Michigan Economic Development Corporation, Talent Investment Agency, and the Michigan State Housing Development Authority). The goal of this program is to provide at-risk communities with the guidance and resources that are needed to thrive, grow, and succeed. The “Rising Tide” program uses the MEDC RRC initiative to guide communities through an Action Strategy that focuses on redevelopment initiatives and best practices.

River Rouge is a participant in the RRC and has undergone the evaluation portion of the program to determine what types of implementation actions are needed for the city to be successful. The participation in these programs has led to River Rouge receiving technical assistance to complete a community master plan, a communications plan, a downtown revitalization strategy, a target market analysis, and a new city branding campaign.

River Rouge has since completed and graduated from the “Rising Tide” program that helped to identify weaknesses, including high unemployment, and action steps for improving economic prosperity and overall quality of life.

WHAT IS THE REDEVELOPMENT READY COMMUNITIES (RRC) PROGRAM AND ITS BENEFITS?

MEDC’s Redevelopment Ready Communities (RRC) program’s purpose is to work with Michigan communities to help streamline the development approval process. This statewide program certifies communities that engage stakeholders and are planning for the future. Communities undergo best practice evaluations of their existing plans and processes, which results in a recommendation of what actions are needed to fulfill best practice missing criteria. A community is only awarded RRC certification if they meet all of the best practice criteria which includes clear development policies and procedures, a community vision, a predictable review process, and also available sites for redevelopment. MEDC assists with promoting and marketing Redevelopment Ready Sites after a community is certified.



Industrial development has shaped much of the history of this community.

The “Rising Tide” program has enabled several initiatives and grant opportunities to take place for the City of River Rouge, including:

- MSHDA has granted the City more than \$1 million to tear down blighted homes. This effort has also resulted in residential rehab and infill efforts.
- In 2016, the City converted all its utility-owned streetlights to LED lighting with a “Distressed Cities” Michigan grant of almost \$450,000 to reduce energy costs. This project received a bronze certification from the Michigan Green Communities in 2018 to honor this energy conservation effort. The money that is being saved from the LED conversion has been put into a revolving loan fund to study potential energy efficiency projects.
- River Rouge High School participated in the Jobs for Michigan’s Graduates program which had 54 participants in 2016 with a 100% graduation

rate. The program enables at-risk students to be better prepared for life beyond school with additional resources, interactive learning techniques, and career exposure.

- River Rouge received a grant of almost \$172,000 to hire and train residents to be 911 dispatchers and use the already trained and experienced police officers on the streets.

CLEAN-UP OF RIVER ROUGE

The U.S. Army Corps of Engineers and the Environmental Protection Agency awarded \$16 million dollars as part of the Great Lakes Restoration Initiative for an environmental clean-up project of the Lower Rouge River Old Channel to restore the river. This is considered an EPA targeted area due to the larger surrounding population and heavy industry within the watershed. This award is part of a ten-year long effort to clean-up this area of the river.

Clean-up efforts will involve installing temporary shoreline protection, removing toxic sediments, and removing vehicles from the river. This will reduce coal tar exposure to people and the environment.

4.2 ENVIRONMENTAL CONDITIONS

The current and historical uses, as well as the abandonment of several former industrial sites have contributed to the environmental degradation of the study area, making it among the top ten most polluted neighborhoods in the state according to the Sierra Club. A total of 48 sites support heavy industrial operations including coal burning, tar sands refining, petroleum refining, steel production, salt mining, and waste water treatment are located within three miles of the study area. All have reported releases of compounds that include various acids, barium compounds, volatile organic compounds, semi-volatile organic compounds, hydrogen fluoride, sulfur dioxide, di-isocyanates, metals, glycol ethers etc. in the past, all of which are suspected to be present in the air, soil, and water.

Impacted air quality has consistently been an environmental challenge to the study area. Coupled with the negative effects emanating from

a major highway that bisects the study area, the continued degradation of air quality has led to the EPA designation of the target and surrounding areas as a non-attainment area, which is an area having air quality worse than the National Ambient Air Quality Standard established by the Clean Air Act. Data collected from the Michigan Department of Environment, Great Lakes & Energy (EGLE) between the mid-90s to 2004 revealed concentrations of particulate matter (PM 2.5) were consistently at, or above the average regulatory standards. However, the air quality conditions within the study area may be improving. According to the preliminary results of the 48217 Community Air Monitoring Project that was conducted by the EGLE between in 2016 and 2017, the data collected for sulfur-dioxide, lead and PM 2.5 levels generally averaged below the national regulatory standards.

The frequent occurrence of combined sewer overflow events

associated with the operation of one of the nation's largest regional wastewater treatment facilities also presents an environmental challenge to the study area. In 2013, data from the EGLE reported a total of 63 combined sewer overflow events that have occurred, resulting in the discharge of an estimated 616.2 million gallons of untreated/partially treated sewage into the Rouge and Detroit Rivers. With additional contamination likely originating from past and current industrial sites, the EPA Great Lakes National Program Office's (GLNPO) has listed these rivers as an Area of Concern (AOC). The AOC designation reflects several beneficial use impairments that have been identified for these rivers. Since the AOC program's inception, there has been progress made toward the delisting of the Rouge and Detroit Rivers from the AOC program.

<i>BENEFICIAL USE IMPAIRMENT</i>	<i>DETROIT RIVER</i>	<i>ROUGE RIVER</i>
Restrictions on fish and wildlife consumption	X	X
Degradation of fish and wildlife populations	X	X
Loss of fish and wildlife habitat	X	X
Fish tumors or other deformities	X	X
Tainting of fish and wildlife flavor	X - Removed 2013	
Restrictions on drinking water consumption, or taste and odor	X - Removed 2011	
Beach closings	X	X
Bird or animal deformities or reproduction problems	X	
Degradation of benthos	X	X
Degradation of aesthetics	X	X
Restriction on dredging activities	X	X
Eutrophication or undesirable algae		X

The table above highlights the beneficial use impairments that have been identified for each river and their current status.



Conceptual rendering of W. Jefferson Ave from the W. Jefferson Avenue Corridor Plan (2017).

4.3 INFRASTRUCTURE

The available infrastructure provides the study area with a multitude of advantages that include access to a world-class transportation network of roads and rail that converge in the Detroit-Metropolitan area. Interstates I-75 and I-94, to the west of the study area, provide a direct route to other key manufacturing city centers in Michigan, Ohio, and Illinois. The regional highway system also provides quick and easy access to Detroit Metropolitan Airport (DTW), as well as to the Ambassador Bridge. The future Gordie Howe International Bridge in the Delray neighborhood of southwest Detroit, immediately adjacent to the study area, is expected to provide strategic advantage to the region by adding cargo and intermodal transport capacities.

The study area has extensive frontage along the Detroit and Rouge Rivers, providing access to a deep-water port and several adjacent manufacturing and steel production facilities. The Port of

Detroit is the largest seaport in the State of Michigan and consists of multiple marine terminals located in the cities of Detroit, River Rouge, and Ecorse. While the marine terminals located in the City of River Rouge and Ecorse are privately-owned and operated, the Detroit-Wayne County Port Authority (DWCPA), currently operates a 34-acre facility in the Delray neighborhood in Detroit. Each year, the DWCPA oversees millions of tons of cargo at 29 private and public sector terminal facilities that includes international and domestic high-grade steel products, coal, iron ore, cement, aggregate and other road building commodities. At the Port of Detroit's own terminal, steel, aluminum, and project cargos generally support the manufacturing sector in Southeast Michigan. However, during peak times, the terminal's capacity has been exceeded, forcing DWCPA to refuse cargo. In anticipation of the increased demand for cargo transportation associated with the Gordie Howe International Bridge, there is a

critical need to expand the port.

The study area also offers readily available utilities that includes natural gas, provided by Consumers Energy, electricity provided by DTE Energy, and water and sewer provided by the Detroit Water and Sewerage Department (DWSD).



River Rouge's way of life going forward will be heavily influenced by the public health improvements proposed in this plan.

4.4 PUBLIC HEALTH CONDITIONS

LEGACY AND HEALTH RANKING

Communities within the study area have achieved the notoriety of being among the top ten most polluted neighborhoods statewide¹. Health statistics² rank Wayne County last in the health rankings of all of Michigan's 83 counties, which take into account life expectancy, quality of life, health behavior, socioeconomic, and physical environment. Within the study area, residents have been subject to continued health risks associated with decades of substandard environmental conditions. Operations including power generation, coal burning, steel production, salt mining, petroleum refining, and operation of one of the nation's largest regional wastewater treatment facility present a continued threat to human health and public welfare. Contamination from sources, both past and present, include acids, barium compounds, volatile organic

compounds (VOCs), semi-volatile organic compounds (SVOCs), hydrogen fluoride, sulfur dioxide, di-isocyanates, metals, and glycol ethers etc. are suspected to be present in the air, soil, and water within the study area³. Their presence has been correlated to increased rates in lung cancer and bronchitis, leukemia, brain and other nervous system cancers, bladder cancer, cardiovascular disorders, and developmental disorders⁴. In the 48217 zip-code alone, data collected between 1999 and 2009 by the Michigan Department of Community Health, and by the University of Michigan over the last 15 years, suggest there is a 13% greater chance to be diagnosed with female breast cancer, a 22% greater chance of leukemia, and a 25% greater chance of lung cancer compared to the state average.

AIR QUALITY

Current industrial operations have also had a significant impact on air quality within the study area. According to a report published by EGLE, data collected between the mid-90s to 2004 revealed concentrations of particulate matter (PM 2.5) were consistently at, or above the average regulatory standards⁵. A result of the continued degradation of air quality has led to the EPA designation of the target and surrounding areas as a non-attainment area, which is an area having air quality worse than the National Ambient Air Quality Standard established by the Clean Air Act.

Impacted air quality has also been linked to substantially higher rates of asthma and other respiratory diseases among the study area communities, specifically among children. In March 2016, the Michigan Department of Community Health



Brownfield clean-up and redevelopment efforts are happening throughout the greater Detroit region.

reported that asthma rates among Detroit adults are 50% higher than the state average, causing the rate of asthma related hospitalizations to be three times greater than the state average, with child hospitalization occurring 50% more than adults. Within the study area, the average asthma rate of 26.4 per 10,000 people was more than double the state's average.

more than ten times the national average. Elevated blood lead levels have been correlated to learning deficiencies, antisocial behavior and neuro-development disorders in young children. The long-term emissions of lead dust from industrial operations and dust that has settled in the soil surrounding these sites is a direct exposure pathway for both adults and children.

LEAD

Lead poisoning also continues to affect children within the City of Detroit. In a study conducted by the former Detroit Department of Health and Wellness Promotion and Detroit Public Schools, it was determined that 58% of the 40,000 students tested had elevated blood lead levels, with 4% of the students exceeding federal lead poisoning standards. Detroit children accounted for more than half of the state's total lead poisoning cases and have a rate of lead poisoning that is

SOURCES:

1. "The State of Detroit's Environment: An Initial Assessment Using the Framework of Environmental Justice" The Sierra Club, 2016
2. www.healthrankings.org
3. www.RTNKNet.org, The Right-to-Know Network
4. www.michigan.gov/mdhhs, Michigan Department of Health and Human Services
5. "Detroit Air Toxics Initiative: Risk Assessment Report" Michigan Department of Environmental Quality, 2005



Rouge Days Parade in downtown River Rouge.

4.5 CULTURAL AND SOCIAL CONDITIONS

The River Rouge and Southwest Detroit communities have experienced a sustained population loss, and community disinvestment as a result of a declining economy over the past decades. However, the community's residents are dedicated to improving their way of life. Many community, environmental and religious groups have worked tirelessly to improve the environmental health of their community and neighborhood. As one of the most environmentally impacted areas in the State, these groups have raised awareness and sought technical support to improve the quality of life in the community. The level of activity by these groups was instrumental in serving as the foundation for the AWP project. The community's pride is evident in the numerous community events that occur every year, that include parades and festivals as well as providing support for local youth and adults.

EDUCATION

River Rouge High School is located in the heart of the community. The school's lack of programming helped drive some of the reuse concepts that were tested. When envisioning the future of the community, focusing on solutions that promote a healthy and engaged youth audience will further the community pride and create a positive development ecosystem.

COMMUNITY EVENTS

River Rouge is known for its Rouge Days festival which allowed us to share the plan concepts in an informal environment where residents were comfortable discussing the future of their community.



Visualization of the future Gordie Howe Bridge in Detroit about 2 miles from River Rouge.

4.6 MARKET ANALYSIS - CHANGING CONDITIONS

MAJOR EVENTS

The two major changes impacting this study area are the fuel conversion and the future decommissioning and redevelopment of the DTE site, and the completion of the Gordie Howe Bridge.

The Gordie Howe Bridge will provide a market for new industrial, manufacturing, and logistics facilities. Upon its completion, this will likely drive a need for industrial sites near the bridge and could be a major job creator for the study area.

HOUSING

The current housing mix does not serve the population well, as households' age shrink in size, and continue to see meager income increases. Aging homes continue to see disinvestment related to unemployment or absentee landlords, while sale prices continue to hold down comparable homes values for appraisals and financing renovations.

RETAIL

Retail vacancy is low, due mostly to the area not having many large strip malls. Low rents make new investment difficult but keep a low barrier to entry for new services on entrepreneurs.

INDUSTRIAL

Industrial users will continue to anchor the local economy, although may suffer from global and national trade winds and price fluctuations.

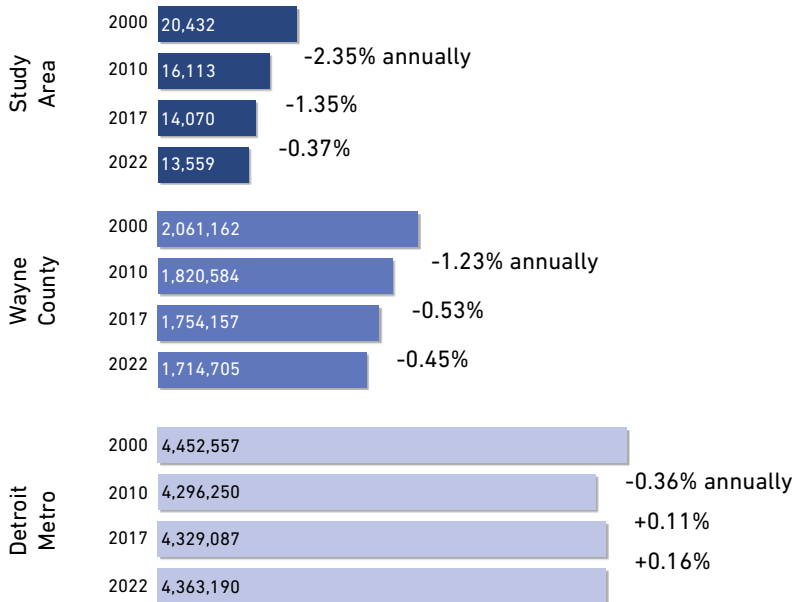
OFFICE

There is not a significant office market in the study area, and fundamental indicators are not currently strong. No significant new commercial office development is expected, though historic buildings may be suitable for repositioning in some locations.

POPULATION TRENDS

While the entire Southeast Michigan region saw population decline between 2000 and 2010, the study area experienced a more dramatic decline. Since then, population loss has slowed throughout the Detroit Metro Area while the study area continues to lose population at a rapid rate. Since 2000, the study area has lost approximately 30% of its population.

Population Change, 2000-2022

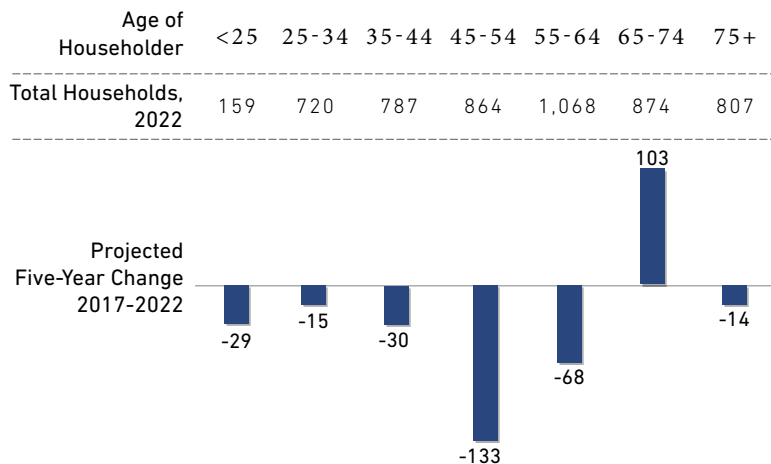


AGE

The study area exhibits a similar change in age of householder as Wayne County, with significant declines in the 45-54 age bracket, and the most significant increase in the 65-74 age bracket.

Currently, the study area has a lower median age than the Detroit Metro Area. However, over the next five years, the study area will see a significant increase in senior households.

Change in Households by Age, 2017-2022



AGE

37.7

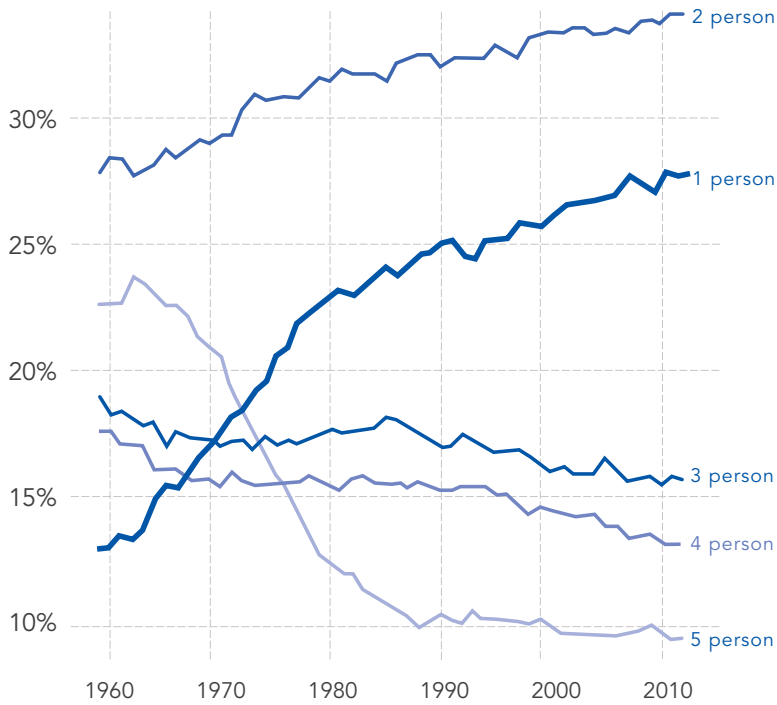
2017
Study Area
Median Age

40.5

2017
Detroit Metro
Median Age

Source: ESRI Business Analyst

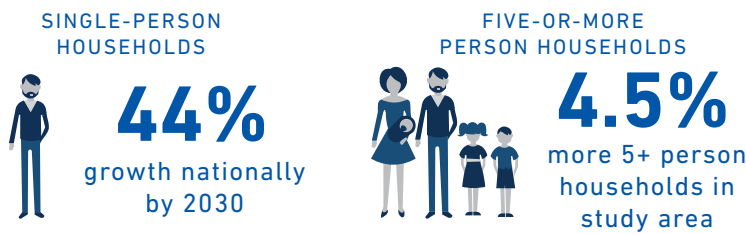
*River Rouge reflects the study area that includes the City of River Rouge and ZIP code 48217



HOUSEHOLD SIZE

The proportion of Americans who live alone has grown considerably since the 1920s when only 5% of people lived alone. Today single-person households make up 27% of all households nationwide. This trend is even more pronounced in the study area with 31.5% of households with only one person.

The study area exhibits similar household size distribution trends as both the county and the state. However, single-person households and households with 5 or more people are the exception. Five-person or more households in the study area exceed the Detroit Metro Area and the state by approximately 4.5%.



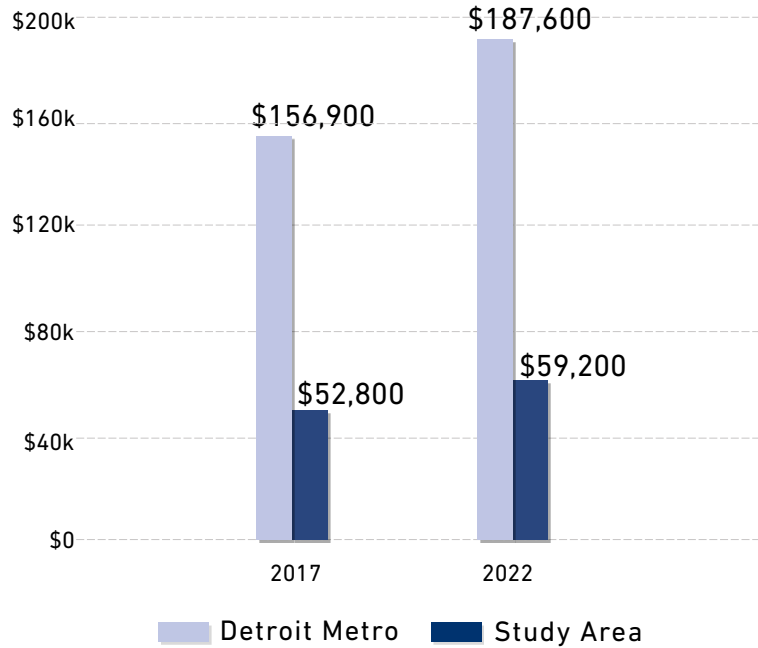
Source: U.S. Census; The Pew Charitable Trusts, "Growing Number of People Living Solo Can Pose Challenges," 2014; Wall Street Journal "One in Four American Households Is One Person Living Alone," 2014

HOUSING INVENTORY

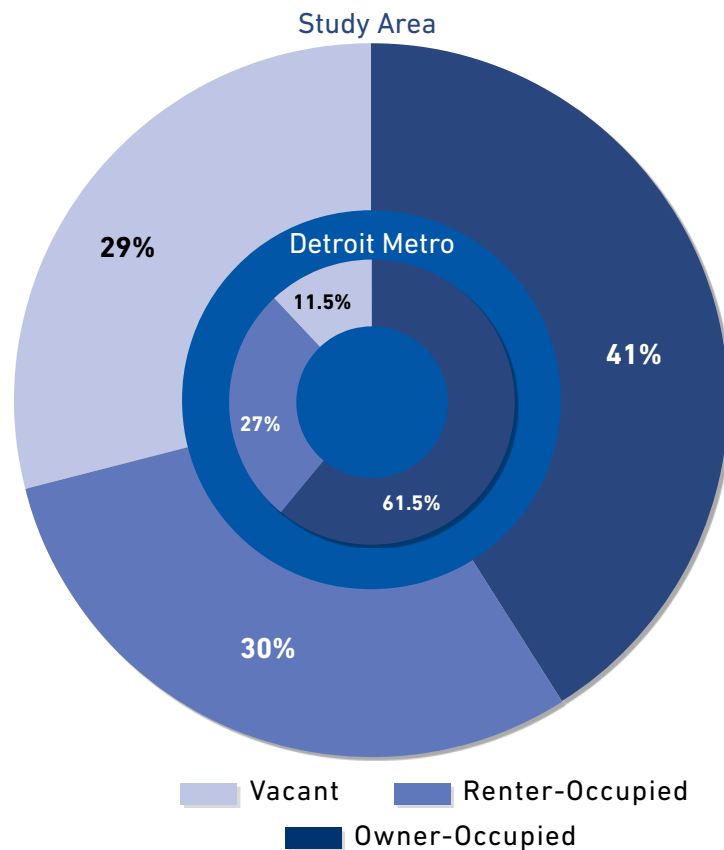
The study area has significantly lower home values compared to the metro area. The median home values are approximately one-third the value of homes in the Detroit Metro Area, with 47.7% of owner-occupied housing units are worth less than \$50,000.

Lower home-ownership rates and a vacancy rate nearly double the Detroit Metro Area. Note, between 2010-2017, vacancy increased 9% within the study area. Through 2022, vacancy is expected to increase, unlike the county and the Detroit Metro Area, which are projected to see slight declines in vacancy rates, a potential sign of a rebounding housing market.

Median Home Values 2017-2022

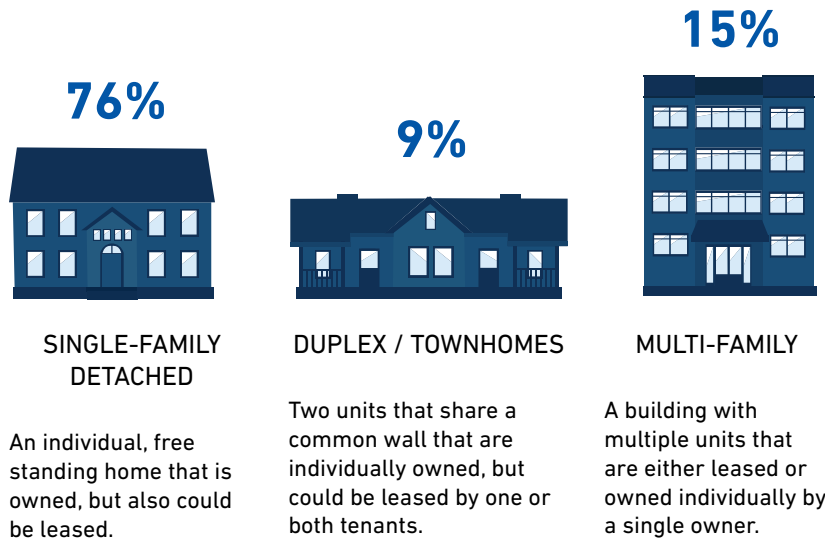


Housing Unit Summary



Source: ESRI Business Analyst

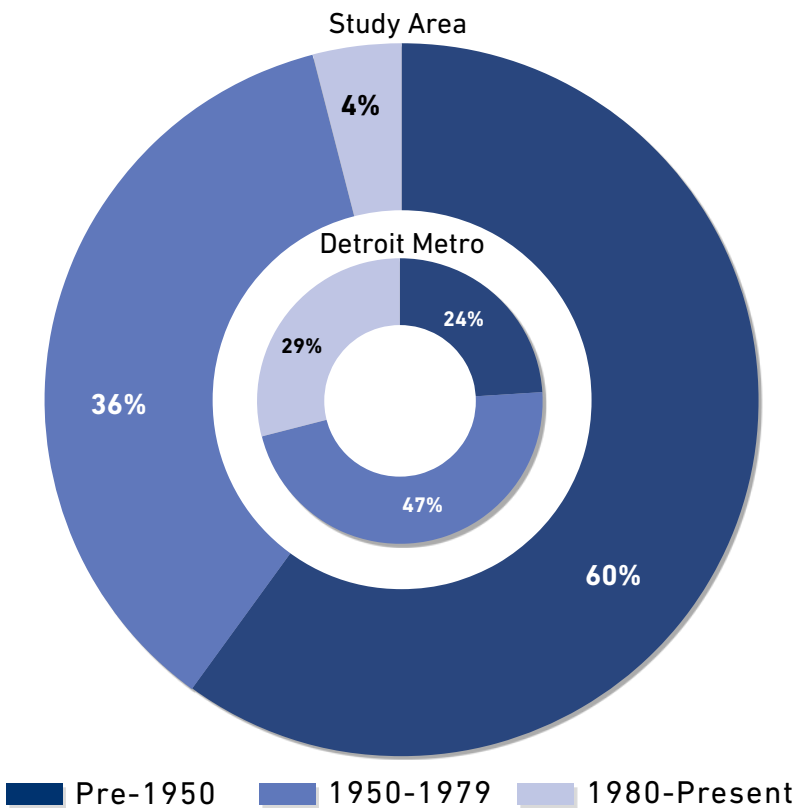
Housing by Type



HOUSING INVENTORY

While some multi-family units exist, the majority of homes in the study area are single-family detached and were built pre-1950. Homes are significantly older in the study area compared to homes throughout the Detroit Metro Area.

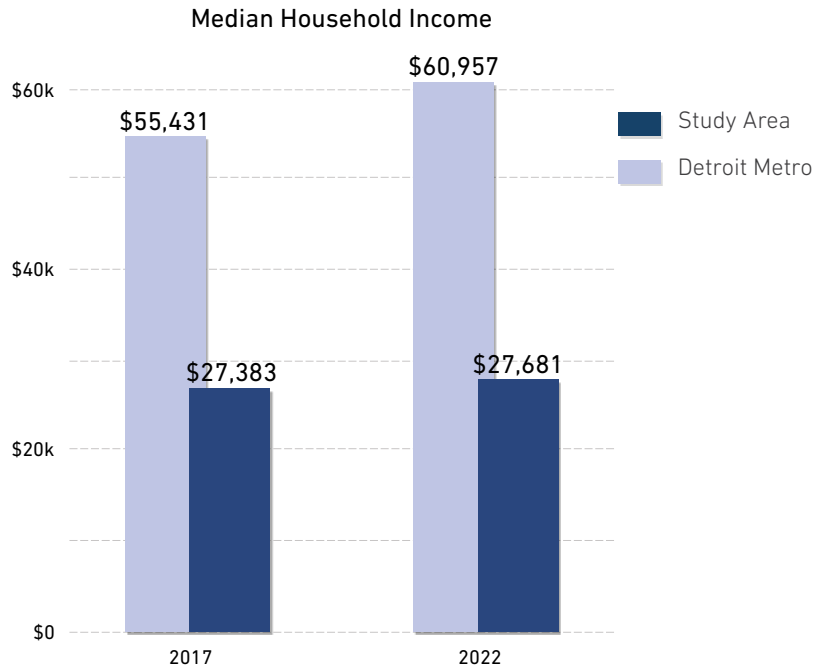
Age of Housing Unit



Source: ESRI Business Analyst

INCOME TRENDS

Median household incomes within the study area are low. In fact, incomes in the study area are approximately half of those in the county and less than half of those in the Detroit Metro Area.

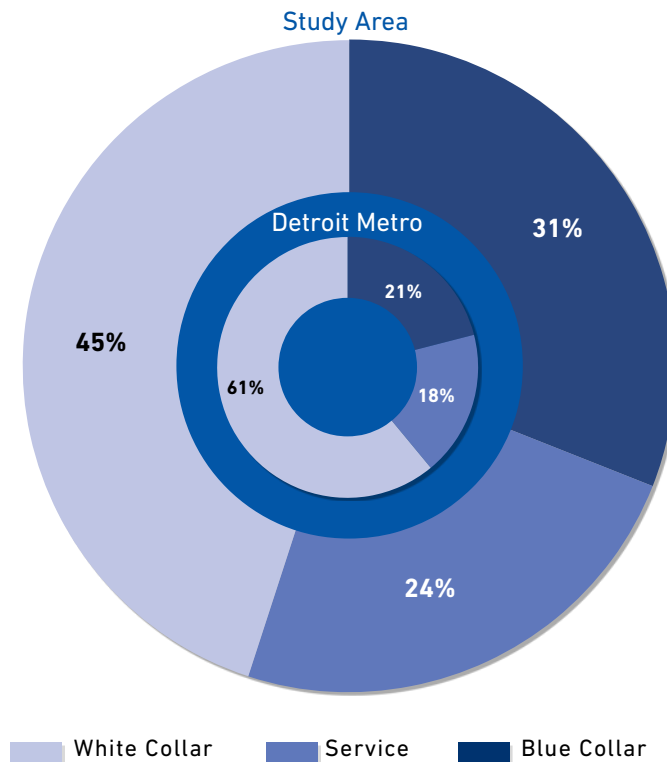


EMPLOYMENT

The study area exhibits a much higher percentage of both blue collar and service workers when compared to the County and the Detroit Metro Area.

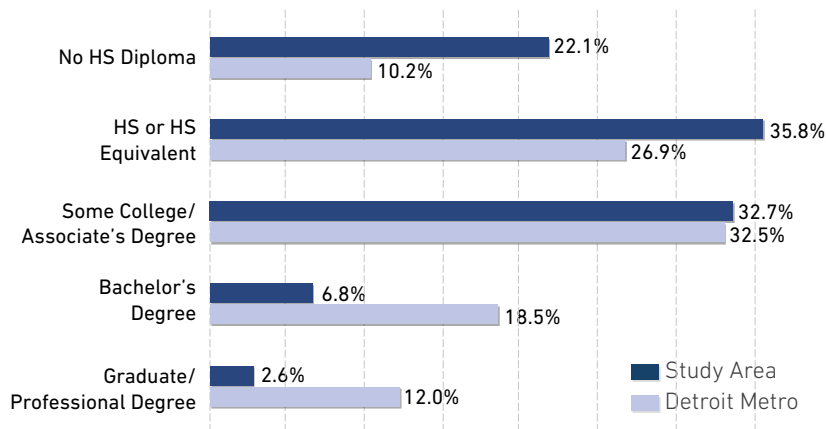
The study area also has a significantly higher unemployment rate than the rest of the metro area.

Employed Residents by Industry Type



Source: ESRI Business Analyst

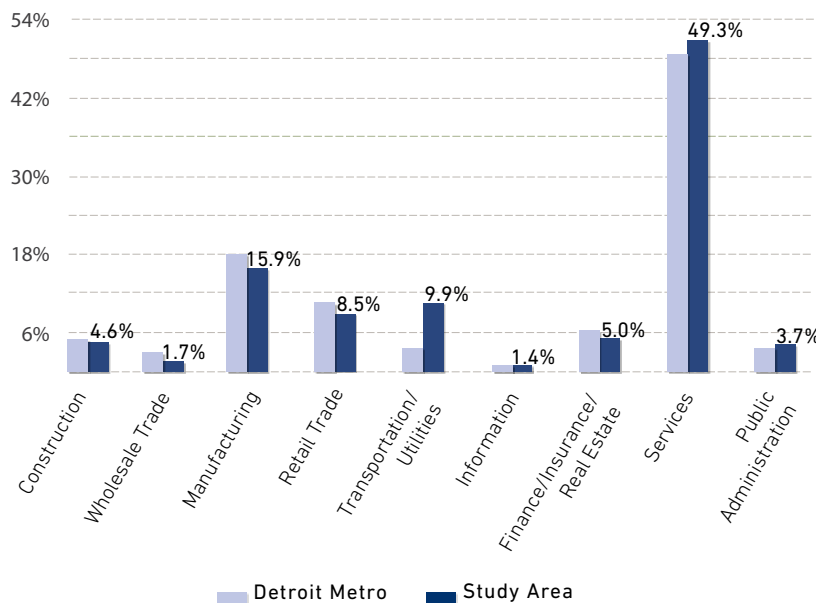
Educational Attainment, 2017



EDUCATIONAL ATTAINMENT

The study area exhibits very low educational attainment levels when compared to the county and Detroit Metro Area, particularly for bachelor's and advanced degrees.

2017 Employed Population 16+ by Industry



EMPLOYMENT BY INDUSTRY

The study area parallels local labor force trends and is primarily comprised of individuals employed in the Services, Manufacturing, Transportation/Utilities, and Retail Trade industries. However, the study area does have a larger concentration of Transportation/Utilities employees than the metro area.

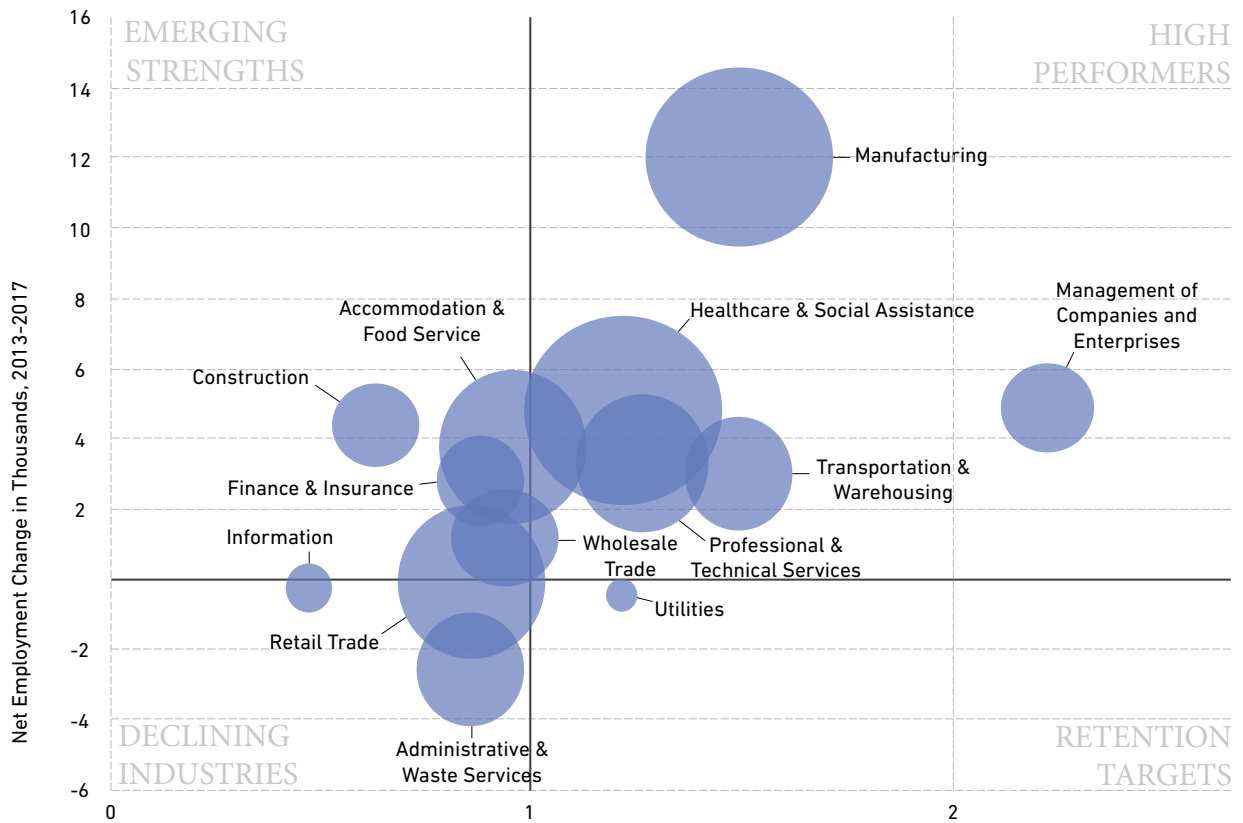
LABOR FORCE SUMMARY

Labor Force participation is low (82.1%) compared to the surrounding region (15-minute drive time) which has an 89% labor force participation rate.

Regionally, Wayne County has continued to demonstrate strong performance through gaining employment and local share in the manufacturing and management industries. A growing presence in the finance, construction and wholesale trade industries indicate positive economic growth and opportunities for further development. In comparison to national and state employment growth in these same industries, Wayne County has absorbed a higher amount of this industry's growth than the average trend.

Source: ESRI Business Analyst; Bureau of Labor Statistics

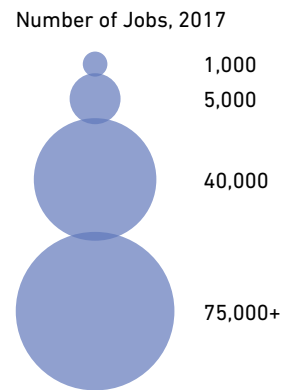
Location Quotient, 2017



WAYNE COUNTY INDUSTRY TRENDS

The location quotient for Wayne County indicates a specialization in the management, transportation, and manufacturing industries when compared to the national average.

Although Healthcare and Social Assistance industry employment in Wayne County has grown the past few years, it lags behind the national and state growth rate. Additionally, Wayne County has experienced a loss of employment and local share in administrative and waste services, and information industries while state and national industries continue to grow.



Source: Bureau of Labor Statistics, ESRI Business Analyst
Location Quotient is a way to understand how concentrated industry employment is in a region as compared to the nation. It can reveal what is unique about the region. If the LQ is 1, then the regional employment concentration is comparable to the national average. However, if it is over 1, there is a much heavier regional concentration than the national average.

Top Employers in the Study Area

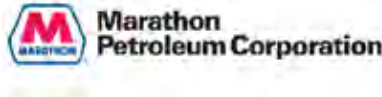


1. United States Gypsum Company

Industry: Manufacturing

Employees: 1000-4999

Sales Revenue: \$500 Million - \$1 Billion



2. Marathon Detroit Refinery

Industry: Manufacturing

Employees: 250-499

Sales Revenue: Over \$1 Billion



3. Alco Express Company

Industry: Transportation

Employees: 250-499

Sales Revenue: \$20-\$50 Million



4. Prestressed Group

Industry: Manufacturing

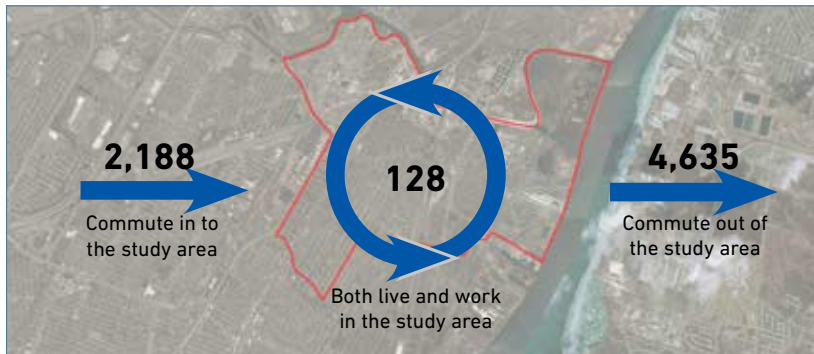
Employees: 100-249

Sales Revenue: \$50-\$100 Million

LARGEST EMPLOYERS

Top employers in the study area are primarily concentrated in the Manufacturing and Transportation industries. The regional performance of manufacturing is strong and competitive. In addition to manufacturing and transportation industries, the study area has a high employment in the Wholesale Trade and Educational services industries.

Commuting Trends



COMMUTING TRENDS

The majority of residents commute outside of the study area, while only 128 people both live and work in the study area. Most employees within the study area commute in from the surrounding region.

Source: Census on the Map



Infill development opportunities are present throughout the community.

4.7 FUTURE PROJECTIONS & OPPORTUNITIES

Despite its challenges, there are plenty of opportunities in the River Rouge and Southwest Detroit communities. New housing can help fill the mismatch between demand from changing household types and dated housing stock. Which can take the form of affordable single-family housing development, or supportive and/or affordable senior housing. With key bridge and roadwork finished on Jefferson Avenue and I-75, retail should more easily establish at key nodes identified earlier in the plan.

5-YEAR RESIDENTIAL DEMAND

With a shrinking population, residential demand may not materialize in the foreseeable future. While the study area continues to age, housing needs will change for those wanting to stay in the River Rouge and Southwest Detroit area. This could generate demand for affordable senior housing and provide a stabilizing force in the community.

Some new single-family housing investment may occur, but these may be offset with demolitions. New, younger households will ultimately determine the viability of the area in the future.

5-YEAR OFFICE DEMAND

New office demand will be seeking the low rents in River Rouge and Southwest Detroit, so redeveloped historic buildings near River Rouge City Hall may offer the best opportunities. These will be limited, however, and no new construction is expected in the near future without significant changes to the local market.

5-YEAR RETAIL DEMAND

Population decline and a lack of a regional draw have hampered retail activity. Recent and ongoing construction on Jefferson Avenue and I-75 have also made life hard for existing businesses. Building off of existing festivals and quality of life improvements will make this area more attractive for visitors and residents.

The significant leakage of retail spending elsewhere likely will not change unless the area sees a higher concentration of disposable incomes to support new stores. These can come from more workers and job growth or more households with higher incomes.



Development opportunities exist for housing, employment, and commercial ventures.

	Low	High
POTENTIAL 5-YEAR RESIDENTIAL DEMAND	0 units	60 units

	Low	High
POTENTIAL 5-YEAR OFFICE DEMAND	0 square feet	13,404 square feet

	Low	High
POTENTIAL 5-YEAR RETAIL DEMAND	3,830 square feet	5,362 square feet

Residential and Office Demand data presents the low end of the demand range to be zero. Since population's declining, vacancy could continue to rise. So instead of new demand being realized as new construction or renovation, the opposite could happen: current homeowners and renters move out, or business could go out of business or move out.



SECTION 5

BROWNFIELD SITE PLANS

THE FOLLOWING CONCEPTS WERE DEVELOPED THROUGH A PROCESS THAT INCLUDED FEEDBACK AND GUIDANCE FROM THE COMMUNITY, PROJECT STAKEHOLDERS, AND REPRESENTATIVES FROM THE CITY OF RIVER ROUGE.

5.1 CRITERIA FOR SELECTING SITES

As a result of our research, interviews, and discussions with community stakeholders, a list of candidate sites was established that contained all of the possible sites for idea testing and final recommendations. In order to narrow down the list of candidate sites, an evaluation system was created and based on several characteristics in two major categories: economic/development characteristics and environmental factors.

THE 'ECONOMIC/ DEVELOPMENT' CATEGORY CONSISTED OF EVALUATING:

LOCATION

The sites were examined based on their contextual land uses and types of future acceptable uses. Considerations were also made if a site was located in a floodplain.

ACCESS

Access to a site can also aid in shaping what uses may be acceptable. Sites with multiple access opportunities scored higher in the evaluation. For this

category, the following criteria was evaluated for each site: along proposed bike trail, clustered near activity (active land uses), located on a corner parcel, high traffic count, industrial/ commercial access, river access, and residential neighborhood access.

SITE CONTROL

A critical component of site selection included understanding property ownership and site control. The factors considered included: Whether the property was city or county-owned, if the property was for sale, if the sale



Many of the Industrial Sites in Greater Detroit are located adjacent to bodies of water.

WHAT GOES INTO SELECTING A SITE?

From an *economic / development* standpoint...



Where a site is **LOCATED** and its proximity to complementary uses.



How easy is the site to **ACCESS** for new users



Is the current **OWNERSHIP** desiring a change to the site



A **MISCELLANEOUS** set of attributes looking at feasibility of redevelopment

From an *environmental* standpoint...



An examination if the site is identified on any **REGULATORY LISTINGS**



Any potential **CONSTRUCTION** concerns for the site



Inquiring about the nearby presence of any **SENSITIVE RECEPTORS** or groups



An examination of whatever **MEDIA** were **IMPACTED** by a past use

price was a fair valuation, and whether the existing owner was interested in future development.

MISCELLANEOUS

This category mainly dealt with issues relating to site redevelopment and construction. The factors examined were whether minimal or no demolition was needed, waterfront location, jurisdiction in River Rouge, minimal environmental restoration needed, preferable site shape and access.

THE 'ENVIRONMENTAL' CATEGORY:

The environmental factors considered for the candidate sites include its listing on the State of Michigan's regulatory database and underground storage tank registry, construction history, proximity to sensitive populations, and the media potentially affected by contamination (i.e. soil, surface water, groundwater, and air).

REGULATORY LISTINGS

A search for the candidate sites in the EGLE Environmental Mapper database was conducted to determine if they have been registered under Part 201 and Part 213 of Michigan's Natural Resources and Environmental Protection Act (NREPA), 1994, PA 451. Part 201 sites have been confirmed to have contamination at levels above the State of Michigan's established criteria. Part 213 primarily addresses contamination emanating from for leaking underground storage tanks. Inclusion of the candidate sites on these lists affirm that additional actions to manage the potential exposure of contaminants to the public and environment will be required. A second database search was conducted on the Department of Licensing and Regulatory Affairs to determine if the candidate sites currently have or have had a registered underground storage tank. Information on

this database also identifies tank contents, size and composition, as well as previous leaks or spills.

CONSTRUCTION

Candidate sites with structures constructed prior to 1982 were identified as part of the site selection criteria. The Michigan Occupational Safety and Health Administration requires buildings that were constructed prior to 1982 be inspected for asbestos containing building materials. If present, they are required to be abated before renovation or demolition activities take place to protect human health. Similar to the rules that have been established for asbestos, structures that were constructed prior to 1978 are required to be inspected for lead-based paint as part of the federal ban of consumer use lead-based paint. In cases where lead-based paints are present, protective measures or special clean-up procedures are required to ensure that a lead

dust hazard is not created prior to renovation work, demolition, rehabilitation, and other forms of improvement. To determine the age of the structure(s), records from the local Assessor's office were examined to determine the date of construction. Lastly, any structures that had major structural deficiencies, unsecured, unsafe, collapsed, or cannot be occupied without major repairs was identified as blighted/dilapidated as part of the site selection criteria.

SENSITIVE RECEPTORS

EPA identifies sensitive populations to include children, pregnant women, minority groups, low-income populations and other groups subject to environmental exposures. Sensitive populations vary by community but are usually dependent on age (children and adults over 65 years of age), exposure duration, and increased vulnerability due to genetics, social or other environmental factors. To evaluate a candidate site's potential to affect a sensitive population, the proximity of the site relative to community gathering points such as local parks, schools, and neighborhoods was evaluated. From an environmental perspective, candidate sites that have frontage along the Detroit and Rouge Rivers, are located within a federally designated floodplain or had potential ecological value (i.e. sites with woodlands, wetlands, natural areas, etc.) were also evaluated.

MEDIA IMPACTED

The site's potential to impact the soil, groundwater, surface water, and air was evaluated based on the site's prior uses. For example, a site that was formerly used as a gas station and has had a prior leak from an underground storage tank or a spill has likely impacted the soils and groundwater. In addition, while asbestos containing building materials are not a threat to human health if they are undisturbed, structures that have been vandalized, blighted, or are in severe disrepair may pose a threat to air quality if asbestos containing building materials are disturbed and become airborne.

THE SELECTED SITES:

After conducting the evaluation of the possible candidate sites, a group of five sites was selected. The five sites offered the greatest combination of feasibility and potential impact they could have on the community. The sites are:

- 1. The DTE Power Plant Site** –
1 Belanger Park Drive, River Rouge
- 2. Former Incinerator Site** –
260 Marion Avenue, River Rouge
- 3. Vacant Building** – 8 East
Haltiner Street, River Rouge
- 4. Fabricon Site** – 1721 W
Pleasant Street, River Rouge
- 5. Former Gas Station** – 1801
South Fort Street, Detroit

The planning team considered several other sites in addition to the five that were selected. These other sites did not receive a high enough preference score from the scoring matrix. These sites included:

- **The Former Ice Rink**
141 Great Lakes Street
- **Former School Site**
12001 Gleason Street
- **Vacant Building**
11186 West Jefferson Avenue
- **US Post Office Site**
19 East Henry Street



INTERSTATE 75

ZUG ISLAND

FORMER GAS STATION

FABRICON

Rouge River

5

4

COOLIDGE HWY

MARION AVE

FORMER INCINERATOR

2

8 E. HALTINER

3

JEFFERSON AVE

1

DTE SITE

STUDY AREA

Detroit River

- 1** DTE POWER PLANT SITE
1 BELANGER PARK DR

3 FORMER COMMERCIAL
8 E. HALTINER ST

5 FORMER GAS STATION
1801 S FORT ST
- 2** FORMER INCINERATOR
260 MARION AVE

4 FABRICON
1721 W PLEASANT ST



The DTE Power Plant as seen from the Detroit River.

5.2 SELECTED SITES

DTE RIVER ROUGE POWER PLANT

1 BELANGER PARK DRIVE
RIVER ROUGE, MI

CONTEXT - The DTE River Rouge Power Plant is expected to be modified and then decommissioned in the future. The plant currently occupies a large 100-plus acre site located at the confluence of the Detroit and Rouge Rivers.

LAND USE - The plant is currently a heavy industrial use along the waterfront surrounded by other industrial land uses. The site contains coal storage, rail yards, a coke processing facility and the power generating facility.

ENVIRONMENTAL - Built in 1957-1958, the DTE River Rouge Power Plant is a coal-fired power generating facility that is scheduled to be transitioned to a coke oven gas (COG) and blast furnace gas (BFG) fired power generating facility and eventually decommissioned as part of DTE's plan to replace aging and obsolete power generating facilities

with more modern and cleaner sources of energy generation such as wind, natural gas and solar. Although DTE will cease energy generation at the site in the future, there is a likelihood of several environmental challenges associated with the site's history which will require assessment as DTE determines the future uses for the site.

- The site is registered on the State of Michigan's Part 201 List which indicates that contamination exists in concentrations above the State of Michigan's regulatory limits. Contamination associated with historic operations on the site may have potentially contaminated soils, groundwater and surface waters. The site is partially located within a federally designated floodplain and has frontage along the Detroit and Rouge Rivers which may have potentially affected surface water quality. The site is also registered on the State of Michigan's Part 213 List,

which indicates that a spill, or release of a petroleum-based substance from an above ground, or below ground storage tank has occurred.

- A public park is located adjacent to the power plant site.
- The plant was constructed before regulations were enacted that restricts the use of asbestos containing building materials and lead-based paint. Since the plant is currently being operated, it's unlikely these materials pose a threat, however, if they are present, they will require abatement before the facility is renovated or demolished.

DEVELOPMENT POTENTIAL -

In the near term, DTE plans to convert the fueling of the electric generating facility from coal to COG and BFG gases, and operate through May 2022. Longer term, DTE plans to retain ownership of the site to provide coal pulverization services through the late 2020's or decommission the site in lieu of redevelopment opportunities.



The former Incinerator site is still used, but not in its original function.

FORMER INCINERATOR SITE

260 MARION AVENUE
RIVER ROUGE, MI

CONTEXT - The former incinerator site, located on Marion Avenue, has limited access and backs up to a residential neighborhood. The site provides a unique setting for a variety of uses that could thrive off the residential community nearby.

LAND USE - The site is located adjacent to a variety of land uses, including a residential neighborhood, and a park. It is also located across the street from the DTE Power Plant site, a heavy industrial site. Consequently, this site would serve as a transitional use and buffer between industrial and residential uses.

ENVIRONMENTAL - Built in approximately 1960, this site was briefly used as an incinerator and later acquired and operated by an ice company in the 1990's. Currently, it is privately owned and used to store construction equipment.

- Although the site is not listed on the State of Michigan's Part 201 or 213 lists, the potential for contamination of site soils and groundwater may exist from prior uses.
- The site is not located within a federally designated floodplain and does not have waterfront access.
- The building was also constructed before regulations were enacted that restricts

the use of asbestos containing building materials and lead-based paint. The rear section of the building is in poor structural condition and will likely need to be demolished. If these materials are present, they will require abatement before the building is renovated or demolished.

- A public park and residential neighborhood are located adjacent to the site.

DEVELOPMENT POTENTIAL -

While the site is currently in use, mainly as a storage site, the owner is open to negotiations for redevelopment. A local owner with an interest in a beneficial reuse and redevelopment of the site is encouraging for the future of the site.



The triangular shaped vacant building sits along Jefferson Avenue and Haltiner Street in River Rouge's business district.

VACANT BUILDING

8 E HALTINER STREET
RIVER ROUGE, MI

CONTEXT - This vacant building sits along the main commercial corridor of River Rouge's Jefferson Avenue. The building was formerly the site of a small newspaper enterprise, where the paper was written and produced. The unique building shape creates a prominent location along Jefferson Avenue that could serve a variety of interesting future uses.

LAND USE - Many of the adjacent land uses are commercial or vacant commercial properties. The exception is a light industrial property to the west of the site across East Haltiner Street.

ENVIRONMENTAL - Built in 1933, this property has been primarily used for commercial and retail and is currently up for sale.

- The site is not registered on the State of Michigan's Part 201 and Part 213 Lists.
- The site is not located within a federally designated floodplain and does not have waterfront access.
- The building was also constructed before regulations were enacted that restricts the use of asbestos containing building materials and lead-based paint. If these materials are present, they will require abatement before the building is renovated or demolished.

DEVELOPMENT POTENTIAL -

The site is in a prime location along the main commercial corridor of the study area. 8 E. Haltiner Street is currently for sale, leaving the opportunity for a fairly smooth transition to redevelopment.



The Fabricon building on West Pleasant Street has a structure that is adaptable to other uses in the future.

FABRICON SITE

1721 W PLEASANT STREET
RIVER ROUGE, MI

CONTEXT - The Fabricon site is primarily an industrial re-use candidate. The warehouse building on site provides a flexible space for light industrial, manufacturing, storage, or creative spaces. The site has limited access off Pleasant Street.

LAND USE - The Fabricon site is in an isolated location but the triangular site is surrounded on two sides by railroad lines. Across those rail lines is a football stadium (to the southwest) and the River Rouge High School (to the southeast). To the north of the site is more industrial development.

ENVIRONMENTAL - Built in 1929, this former 135,000 square foot factory was used for printing and packaging in support of the dairy, confectionary, bakery, meat and poultry, pharmaceutical and medical industries. Currently vacant, the site is up for sale.

- The site is registered on the State of Michigan’s Part 201 List which indicates that contamination exists in concentrations above the State of Michigan’s regulatory limits. Contamination associated with printing operations may have potentially contaminated soils and groundwater. Although not listed on the Part 213 List, there is documentation that states there was a release from an underground storage tank that occurred. A site assessment is needed to verify the presence, or absence of, any tanks and associated contamination that exists.

- The site is not located within a federally designated floodplain and does not have waterfront access.
- The building was also constructed before regulations were enacted that restricts the use of asbestos containing building materials and lead-based paint. If these materials are present, they will require abatement before the building is renovated or demolished.
- A public school and residential neighborhood are located adjacent to the site.

DEVELOPMENT POTENTIAL - The Fabricon site building is largely in good shape. The flexible layout of the building allows for a variety of new programming and the site is currently for sale.



The former Gas Station site has been cleared and is ready for new development.

FORMER GAS STATION

1801 SOUTH FORT STREET
DETROIT, MI

CONTEXT - There has been a gas station on this site as far back as 1931. Situated right off the exit from I-75, this site is a gateway into Southwest Detroit as well as the River Rouge community.

LAND USE - To the west and northwest of the site is the I-75 Highway and South Fort Street with no land uses fronting on the opposite side of the street. Small commercial land uses including an active gas station are located to the southwest along South Fort Street and to the north across Schaefer Hwy. To the southeast is a residential neighborhood in the 48217 zip code of Detroit.

ENVIRONMENTAL - This site has an extensive environmental contamination history. Multiple

underground storage tanks have occupied the property which have either leaked or spilled. After years of vacancy and unpaid property taxes, Wayne County acquired the property through tax foreclosure. With respect to the environmental contamination present at the site, EGLE targeted the site for environmental clean-up using State of Michigan funds.

In 2018, the remaining structures on the site were demolished, the underground tanks were removed, and approximately 12 feet of contaminated soil was removed from the site and replaced with clean backfill.

- Although the site is registered on the State of Michigan’s Part 201 and Part 213 Lists and has an extensive history, the tanks and associated contaminated soil has been removed from the site and replaced with clean backfill.

- The site is not located within a federally designated floodplain and does not have waterfront access.
- The buildings that occupied the site have been demolished which has eliminated any potential for asbestos containing building materials and lead-based paints to exist on the site.

DEVELOPMENT POTENTIAL -

This site is listed for sale and the recent clean-up on the site makes this a prime candidate for development. This is a crucial site to the community who see it as a gateway to their neighborhoods.



W. Jefferson Avenue Drawbridge over Rouge River.

5.3 REDEVELOPMENT AND CONNECTIVITY STRATEGY

REDEVELOPMENT STRATEGY

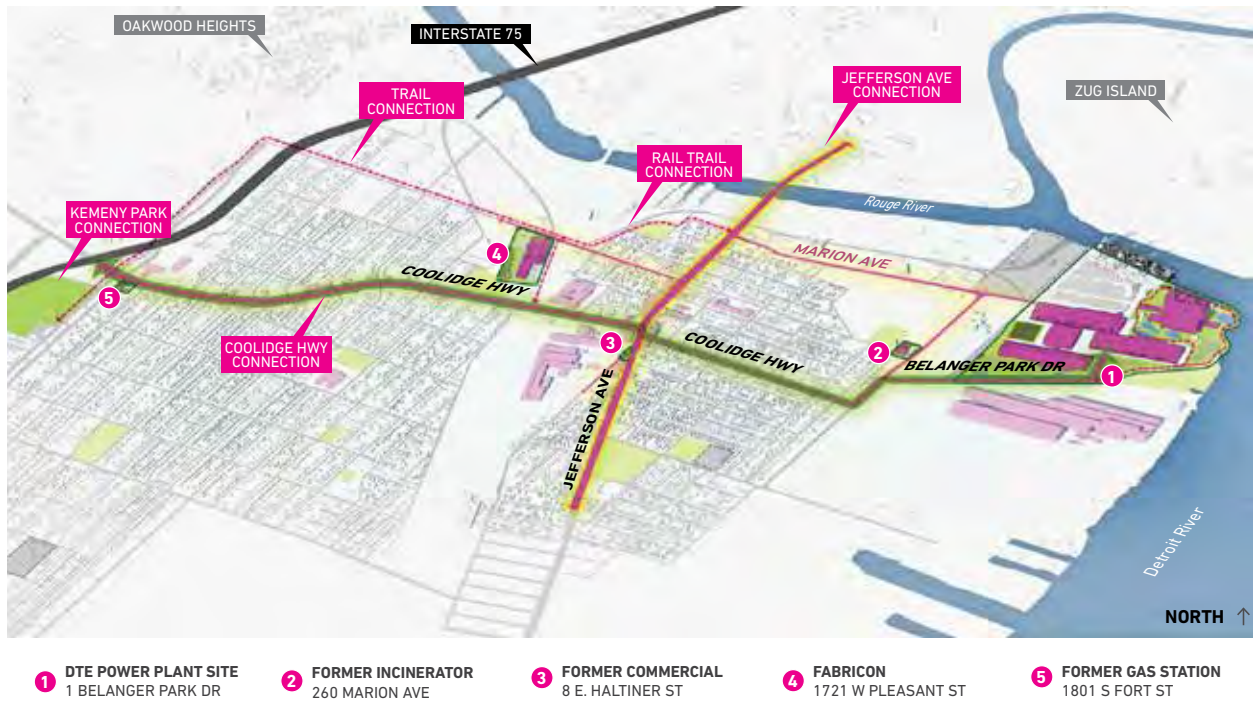
Based on the previous chapters and selection criteria, five sites were chosen for a more detailed evaluation due to their feasibility and potential impact. Though each site was independently analyzed, the sites were also viewed as a collective economic development and open space opportunity for River Rouge's future growth. As such, the potential uses and activation strategies in the redevelopment concepts were selected to complement, rather than compete, each other. The overall strategy conceives the sites as seamlessly connected through open space and streetscape improvements

The sites, and their potential redevelopment scenarios are shown in the adjacent graphics:

- 1. The DTE Power Plant Site** – Current and Future Uses
- 2. Former Incinerator Site** – Commercial Redevelopment
- 3. Haltiner Street Vacant Building** – Adaptive-Reuse and Addition
- 4. Fabricon Site** – Recreation Facility
- 5. Former Gas Station** – Market



River Rouge High School with the Fabiricon Site at the top of the image across the rail road tracks.



Connectivity between the selected sites for redevelopment in the Area-Wide Plan.

CONNECTIVITY STRATEGY

Planned improvements outlined in the Jefferson Avenue Corridor Plan will add bicycle connectivity between River Rouge and nearby communities north and south of the city. The city currently lacks east-west bike connectivity, as well as any significant open spaces. While the five sites are spread relatively spread out, there is an opportunity to create interconnected open spaces and gathering areas. These connections will also enhance the city's transportation offerings (bus, bike, and walking) and improve the overall pedestrian experience.

Schaefer/Coolidge Highway runs from Interstate 75 from the west to Marion Avenue to the east. To connect businesses along the interstate with Downtown River Rouge and the industrial properties along the Detroit River, consequently, makes this a

critical connector between all five sites. Enhancing the streetscape and right-of-way along this corridor shortens the divide between sites, while emphasizing an interconnected network of open spaces. Improvements may include bicycle infrastructure (bike lanes or multi-use paths), traffic-calming measures (bump-outs, on-street parking, pedestrian islands, medians), and streetscape enhancements (wider or new sidewalks, street trees).

In addition to on-street connectivity, the current rail network presents an opportunity for rail-trail connections along sites, and throughout the city itself. When paired with on-street infrastructure, these new connections along railroad right-of-way create connectivity redundancies in the city's bike, pedestrian, and open space network. The planned expansion

of the Iron Belle Trail will provide opportunities for the city to connect with many communities in the Greater Detroit Region. Improvements in trail connectivity would help commercial businesses in the community and promote healthier lifestyles.

THE FUTURE OF JEFFERSON AVENUE

The diagram shows the intended vision for increased connectivity along Jefferson Avenue. The new road diet will include bike facilities and measures to help slow down traffic through the community and improve overall safety.





The site sits along the intersection of the Rouge and Detroit Rivers.

5.4 PREFERRED DEVELOPMENT CONCEPTS

SITE 1: THE DTE POWER PLANT SITE

As the largest and most high-profile site, the DTE Power Plant presents a future opportunity for riverfront redevelopment in what is currently an active industrial site. However, the potential for redevelopment is not without its challenges. Although DTE Power Generation and subsidiaries such as Power & Industrial (P&I), will remain on the site and continue operations for the foreseeable future until decommissioning the site for redevelopment. Future redevelopment additionally hinges on the environmental remediation consistent with that of a coal-fired electric generating facility and the ability to secure funding required for this clean-up.

Nonetheless, this is an attractive and feasible site to develop given the prime riverfront location and large footprint. The preferred concept capitalizes on an attractive riverfront location with new high-quality open space along site edges, while allowing for large-scale development of the site's interior footprint. The

sheer size of the DTE Power Plant site may make this a marketable location in the future for uses that require large, flexible new-build construction. These uses could include light industry, intermodal and storage, data center facilities or server storage warehouse, with infrastructure connections to existing rail and port facilities along the Rouge River site edge.

New open space and trail connections, integrated with redevelopment within and around the site may serve to improve "resiliency" along the river's edge. The new open spaces could include native landscapes and created naturalized stormwater features on existing railyards and the Detroit River. For existing or new buildings, we can apply high-performance integrated sustainability principles. If portions of the main power plant building were to remain, it could be re-imagined as a large-scale sculptural element within the riverfront greenspace. The industrial nature of the building

can be juxtaposed with large open greenspaces comprised of native landscapes, industrial sculptural artifacts and winding paths to honor the legacy and history of River Rouge's industrial anchors.

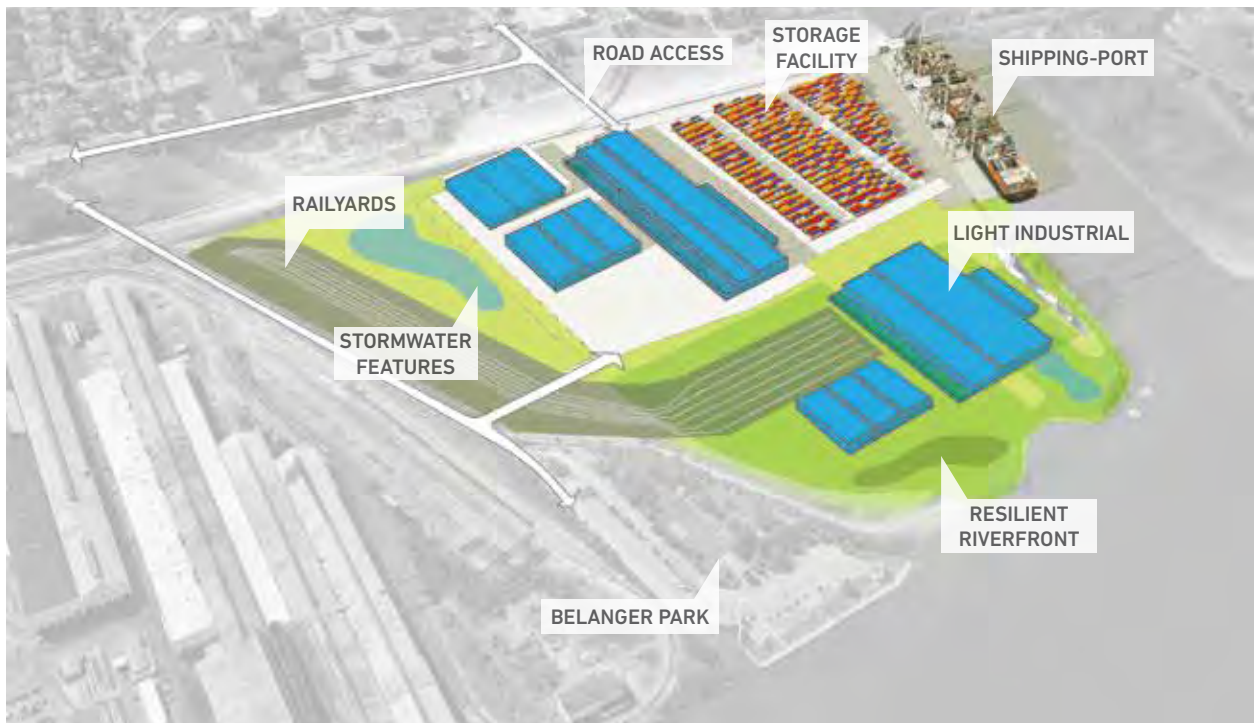
Including sustainability green infrastructure in the site's redevelopment such as green stormwater infrastructure, renewable energy sources and net-zero water and waste will help promote a more resilient future for the community in its largest development site. The DTE Power Plant site could serve as a leader in promoting these development practices in the future because of the dramatic impact the site's repositioning will have.

Other alternatives considered and presented to the community included a light industrial campus with a riverfront park, and a light industrial campus with a shipping port and storage space, paired with a riverfront park featuring shipping container sculptures.

PHASE 1 | DECOMMISSION ELECTRIC GENERATING FACILITY & MAINTAIN COAL PROCESSING OPERATION



PHASE 2A | FLEX INDUSTRIAL SITE WITH SHIPPING PORT AND RAIL



PHASE 2B | FLEX INDUSTRIAL SITE WITH SHIPPING PORT AND WITHOUT RAIL







SITE 2: FORMER INCINERATOR SITE

Located west of the DTE Power Plant site between Marion Avenue and John Jakubowski Park, the 1.37-acre site borders industrial and residential uses. The incinerator building, which remains on the property, has unique architectural quality and a distinctive brick chute, as well as visibility from the park and Marion Avenue.

The preferred concept for this site re-imagines the site as an adaptive-reuse commercial development. Due to its proximity to an existing park, a fitness/health-oriented use, such as a privately-owned and operated gym, is a potential development anchor. When presented with alternatives, members of the

community resonated with a recreational use that includes outdoor spaces designed to fully integrate with the adjacent park. Open space can be connected by paths, landscape elements, and improved signage. Improvements to the park, such as an enhanced trail loop, additional tree coverage, and better lighting, may encourage more consistent activation of the park's facilities and emphasize the park as a neighborhood anchor and asset. East of Marion Avenue, potential trails can connect this site to Belanger Park and to a transformed DTE Power Plant site that includes riverfront open space.

The new plan will promote sustainable practices and development standards in the community by improving access, promoting public health, and even through more physical methods for managing stormwater such as the integration of rain gardens, green roofs, permeable pavement techniques; renewable energy systems which include solar or geothermal; or, water conservation practices and technologies.

Members of the community also considered alternatives re-imagining the site as a recycling facility and drop-off area, as well as a scenario in which a microbrewery would activate the existing building.

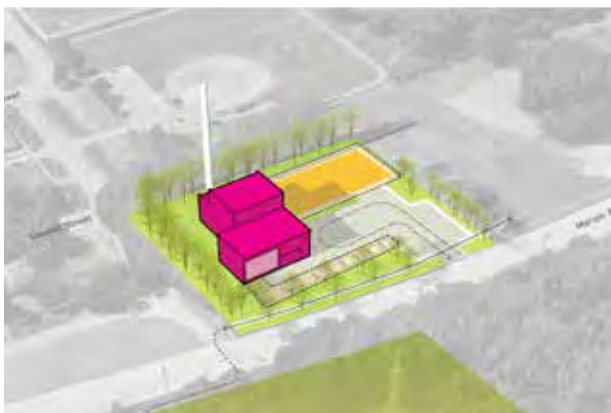


The former Incinerator site is located next to park space and a neighborhood.

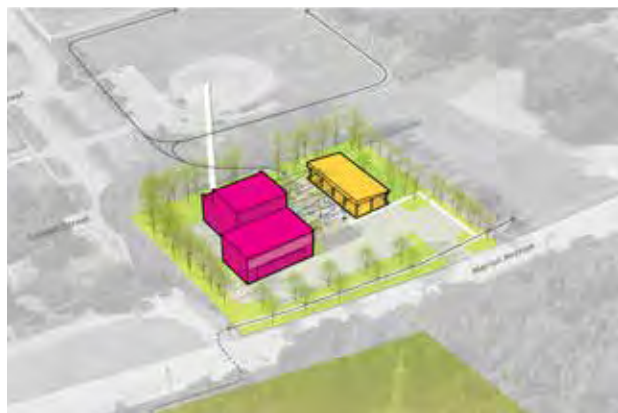
**PREFERRED CONCEPT | ADAPTIVE REUSE
- COMMUNITY FITNESS FACILITY**



ALTERNATIVES



RECYCLING CENTER



BREWERY AND BEER GARDEN



SITE 3: HALTINER ST. VACANT BUILDING

Located at the intersection of Haltiner Street and Jefferson Avenue, the vacant wedge building at 8 East Haltiner Street is a distinctive and welcoming feature in downtown River Rouge. However, a lack of safe and comfortable pedestrian crossings on Jefferson Avenue make this building feel isolated and disconnected from its surroundings. As downtown’s main corridor, Jefferson Avenue is ripe for right-of-way improvements that emphasize a walkable pedestrian environment through streetscape improvements, traffic-calming, and on-street bicycle infrastructure.

The community’s preferred concept for the Haltiner Site right-sizes Jefferson Avenue to expand the sidewalk and vacates Haltiner Street between the Maple Street alignment to Jefferson Avenue, creating a new signature pedestrian plaza. This reconfiguration, paired with a westward expansion of Maple Street to Haltiner Street, results

in new gathering areas, on-street parking, and opportunities for infill development.

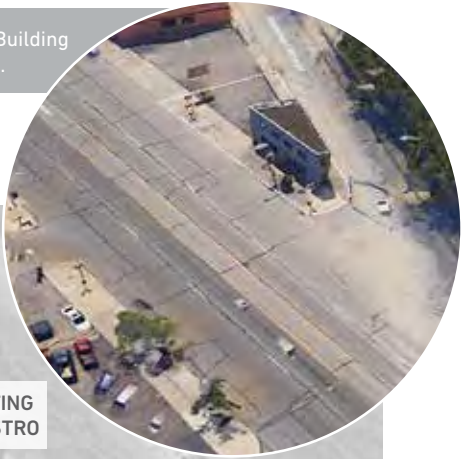
The vacant building was recommended by community members to be renovated and converted into a single retail business, such as a bike shop, café, or convenience market. Adjacent to this building, on the south side, there is an opportunity for a small one-to-two story addition with a restaurant or café. Both tenants can activate the new plaza, using outdoor seating, attracting food trucks, or create gathering areas. At the northernmost point of the site, there is an opportunity for a gateway element, such as a city welcome sign or large sculpture. To support new tenants, on-street parking can remain along Jefferson Avenue with bump-outs at intersections as a form of traffic-calming and spaces for green stormwater infrastructure such as bioswales. Other improvements to Jefferson Avenue may include street trees, improved crossings at

intersections, pedestrian islands within the center turn lane, and bike lanes on both sides of the road.

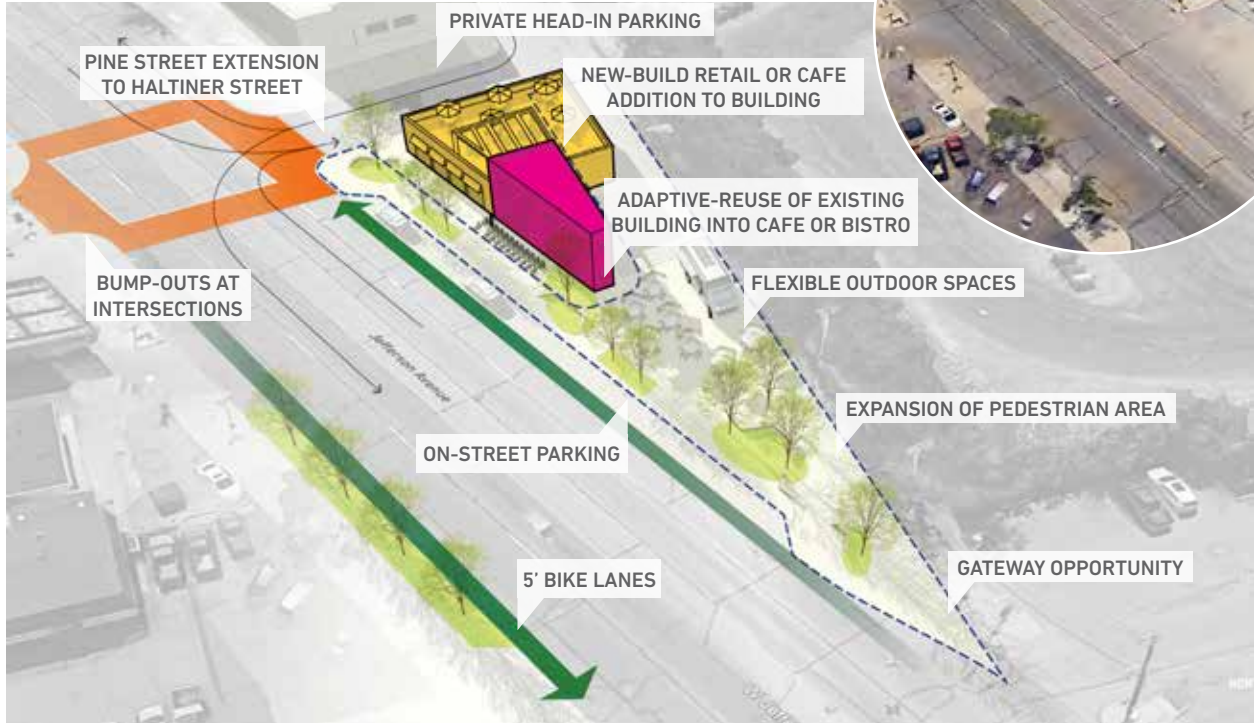
Sustainable development practices will take hold on the site through the promotion of high-performance green building and site technologies and practices, multi-modal transportation options, as well as through the creation of the expanded public spaces that will include environmentally conscious stormwater management practices such as permeable pavements, green walls/screens, rain gardens and cisterns for non-potable water use.

Other alternatives considered by the community included an adaptive-reuse of the building with a large pedestrian refuge island/plaza, and the vacating of Haltiner Street to add a new-build mixed-use building. The mixed-use element featured ground-level retail and upper level office fronting a gateway plaza.

The Haltiner Street Vacant Building has a highly visible location.



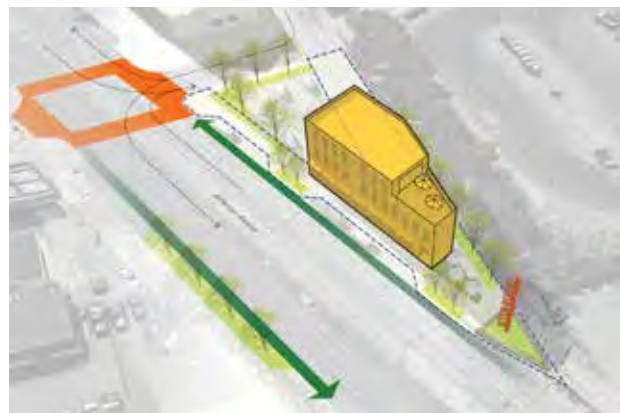
PREFERRED CONCEPT | DESTINATION COMMERCIAL REUSE AND PEDESTRIAN PLAZA



ALTERNATIVES



ADAPTIVE REUSE AND ENHANCED PEDESTRIAN REALM



MIXED-USE REDEVELOPMENT



SITE 4: FABRICON SITE

North of River Rouge High School and land-locked by two rail corridors, the Fabricon site contains a large industrial warehouse building in a triangular lot fronting Pleasant Street. The site was home to the production and sales departments of Fabricon Products, a paper and film packaging company, however the building's future redevelopment may complement its surroundings with new recreational uses. With a footprint of close to 140,000 square feet, including a 40-foot wide administrative wing on its northern end, the large warehouse building is well suited for adaptive-reuse.

In conversations with community members and project leadership, a recreational re-use of this site was chosen as a preferred alternative, due mainly to the site's proximity to the River Rouge High School and its athletic facility, Panther Stadium. The high school's two facilities are divided by two rail line overpasses,

which creates a walking distance of close to a quarter mile. If redeveloped as a recreation facility, the Fabricon site has the potential to serve as a pedestrian connection between the high school's two facilities with at-grade crossings at the rail lines and trail connections throughout the site. These trail improvements could use existing rail rights-of-way to connect Pleasant Street with Coolidge Highway, and extending from the site toward the DTE Power Plant site to the east.

The redevelopment of the Fabricon site as a recreational use should seek uses that complement nearby athletic facilities. Community members expressed a desire for recreation opportunities such as a ropes course and zip-lining, while the adaptive-reuse of the building might consider unique uses such as curling, feather bowling, fowling, or axe throwing. Following a building audit, it may be feasible to house large indoor

athletic fields within the building if an open is floorplan clear of vertical obstructions. Another option is a community center with an indoor 200-meter track and field facility that can double as an entertainment or event center. In addition to parking, the site's outdoor areas could include facilities such as volleyball courts, basketball courts, a flexible practice field, playgrounds, and outdoor gathering areas.

This site will serve as a model for adaptive reuse development while integrating green high-performance systems that turns a former industrial use into a center for the betterment of a community's public health and wellness.

The planning team presented two other alternative concepts to the community, including a reuse of the existing building into light manufacturing and maker spaces and a separate concept re-using the building as a storage facility.



The Fabricon site has expansive buildings and land area.

PREFERRED CONCEPT | RECREATIONAL REUSE



ALTERNATIVES



LIGHT MANUFACTURING AND MAKER SPACE REUSE



STORAGE FACILITY REUSE



SITE 5: FORMER GAS STATION

As a corner lot right off I-75 at a high-visibility intersection, the former Gas Station site is a gateway into River Rouge. The site, which was cleared in the summer of 2018, is a blank slate for redevelopment and includes frontages on two significant corridors in the community, Fort Street and Schaeffer Highway. Its location at these two corridors make this an attractive site for a signature development that acts as a welcome feature into River Rouge from nearby communities.

When presented with alternatives, community members resonated with the concept that re-imagined the site as an indoor market with a seasonal outdoor component. At only 0.34 acres, the relatively small site can feasibly accommodate a 3,000 square-foot building, placed at the corner of Schaeffer Highway and Fort Street. To capitalize on its prominent location, large

and distinctive signage should be placed at this intersection, with an option of incorporating public art, citywide wayfinding, or district identity. The outdoor market component can be placed within the site’s interior and buffered through landscaping such as vegetated green screens and street trees, to mitigate noise and air quality issues in the surrounding area. East of the site along Schaeffer Highway, three vacant parcels present an opportunity for expansion of this concept, as was suggested by community members. This adjacent site is potentially available for purchase and can be used to expand the preferred design concept, provide additional on-street parking, or add green space.

Improvements to the right-of-way at Fort Street and Schaeffer Highway can include the addition

of bicycle facilities, such as on-street bike lanes or off-street multi-use trails or cycletracks. These improvements are part of a larger connectivity strategy aimed at linking the five sites connect the western most gas station site with downtown River Rouge and then east to waterfront at the DTE Power Plant site. In addition to traffic improvements, the market itself will alleviate the effects of a food desert which helps in turn, make this community more resilient.

When presented with alternatives, members of the community similarly resonated with a concept that re-imagined the site as a neighborhood pharmacy or urgent care center, expressing a need for this type of use in the community. A separate concept re-thought the site as a locally owned restaurant with patio spaces and outdoor gathering areas.

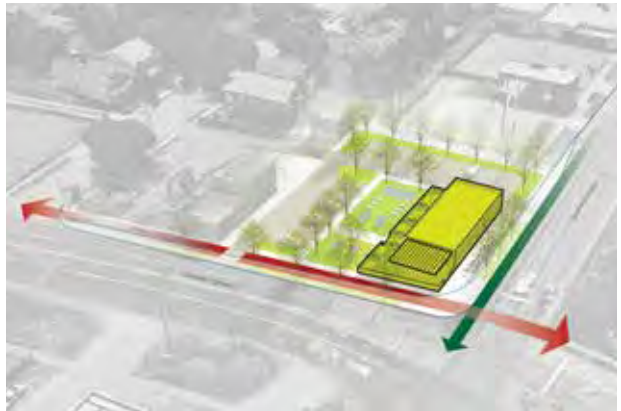


The site has been cleared and is ready for new development.

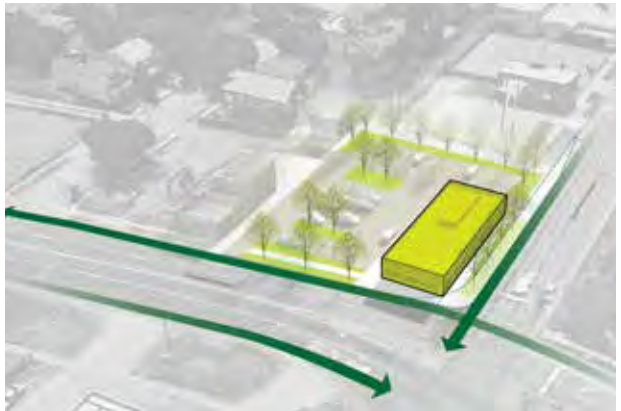
PREFERRED CONCEPT | GENERAL STORE MARKET WITH SEASONAL OUTDOOR USE



ALTERNATIVES



NEIGHBORHOOD PHARMACY



URGENT CARE FACILITY

OVERALL VISION

The action plan is critical to ensuring effective and efficient plan implementation. The impacts of this plan go beyond the individual sites themselves and will aid in the revitalization of the commercial districts and residential neighborhoods in the study area.

Furthering the redevelopment of these sites by making connections between them and into the surrounding community will create momentum to spur further reinvestment in the area.





**FORMER
INCINERATOR**

DTE POWER PLANT SITE



Stakeholders gather to share their insights and suggestions for the future uses of various sites in the community.

5.5 HOW DOES THIS REFLECT WHAT THE COMMUNITY HAS SAID?

While each of the alternative scenarios that were presented to the community incorporated economic development and/or public health as main considerations, there were some strongly preferred scenarios for each site that better aligned with the desires and needs of the community. The project team used the feedback from community events and conversations, the focus group, and the advisory committee to ensure that the preferred alternatives chosen for the study area matched the overall vision.

- The DTE Power Plant site presents a challenge that wasn't realized until the second phase of this process during the Advisory Committee meeting held in September 2018. At that time, it was determined that the site was not readily

available for redevelopment as DTE was not sure whether if and when they would be selling the property. Therefore, the discussion centered around whether parts of the site could be redeveloped while DTE was still operating the site. For this scenario, the Advisory Committee identified a number of potential future uses at the site but thought that a data center could be implemented while DTE continued to operate and transition from power generation and their industrial operations. Recently, it has been learned that DTE will not be transitioning from the site in stages. Therefore, a data center, or any other large industrial operation would not be feasible at the site until all DTE operations were terminated. Additionally, data centers do not provide as many

jobs as other redevelopment jobs such as light industrial or intermodal/storage.

- Community members indicated during the River Rouge days event that the Former Incinerator site is off the beaten path so there could be challenges in reaching this site for those who may be unfamiliar with the area. There was a general preference for a recreational use in this space that would also provide a pedestrian connection to the nearby park. Ultimately, there was no clear preference for alternatives for this site, rather that the building should be adaptively reused for some type of commercial development that benefits the community overall.



Commercial storefronts along Jefferson Avenue in River Rouge.

- During the Focus Group meeting in September 2018, attendees emphasized that the 8 East Haltiner preferred alternative should preserve the existing building on the site and incorporate pedestrian connectivity as a main element. The project team also heard comments that a bike shop or market would be a preferable use at this location, possibly with outdoor seating to activate the public realm. This feedback helped to inform the preferred alternative of rehabbing the existing building on the site combined with an addition to the building to maximize the potential for successful retail in the area.
- The Fabricon site was notably one of the more discussed sites in the study area. The project team heard feedback that this site has potential to become a recreation facility with unique indoor/outdoor opportunities, including a ropes course, zip lining, feather bowling, curling, and axe throwing.
- The former Gas Station site discussed at length site during community events and meetings. Overall, the community saw the most potential in developing this site into an indoor and outdoor market that would provide much needed fresh and healthy food access that the community desires. It was also noted that there is potential to pursue the redevelopment and incorporation of the adjacent three parcels to the west of the former gas station that are vacant. These properties were ultimately incorporated into the preferred alternative and shown as a future phase for this site.



Jefferson Avenue's plans would benefit by increased activity in its commercial spaces.

5.6 HOW DOES THIS FOLD INTO EXISTING PLANS?

The proposed development scenarios were created as a result of input from community members, best practice examples, and the resulting goals and visions of past planning work in the community.

Over the last decade, there have been several plans that have been crafted related to the future of the River Rouge community. These plans were directed at tackling several different issues, but also had overlapping takeaways. The consistent outcomes of the plans can be seen as a consensus for the vision of the community moving forward and as such, this AWP intends to address them.

Several plans over the years have hinted at "redeveloping downtown" in the community. Two of the five sites selected for this plan are along the prominent

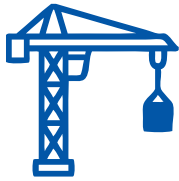
commercial corridors, Jefferson Avenue and Coolidge Highway. These sites will provide new commercial activity for the community.

Another major theme of past plans was targeting impactful sites for redevelopment. This AWP made sure to find sites both in the River Rouge and Southwest Detroit communities. The sites are spread out so as to have an increase the catalytic potential of the various redevelopments and investments.

Lastly, another major theme that is mentioned in several plans is the emphasis on economic development in the community. With the city's economic downturn in recent decades, it is of no surprise that this is a major concern of the public and local officials. This AWP tried to

emphasize the need to provide not only active businesses for the community but jobs that come with them. Most notably, with the DTE site, the redevelopment plan on this large site will provide a host of new job opportunities that will help in attracting new workers and residents to the community in the future.

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SECTION 6

ACHIEVING THE VISION

AN ACTION PLAN AND IMPLEMENTATION STRATEGY FOR A PLAN IS CRUCIAL TO ITS LONG-TERM SUCCESS. THIS SECTION OUTLINES OVERARCHING STRATEGIES, POSSIBLE PROJECT PARTNERS, POTENTIAL FUNDING SOURCES, AND ACTION PLANS FOR THE INTENDED VISION OF EACH OF THE PREFERRED SITE CONCEPTS.

6.1 NECESSARY SUPPORT ACTIONS

When looking at creating an action plan to provide guidance to implement this AWP’s recommendations, there should be an exploration of over-arching strategies and action groups that can be formed to help accomplish this vision.

PLAN IMPLEMENTATION COMMITTEE

A study area-wide organization could be created to include task forces to keep them on task and schedule. This organization could assist with funding

procurement (typically a local unit of government would have to be primary applicant for funding) and would help the AWP have a single entity responsible for overseeing the implementing of the plan.

The involvement of the AWP Implementation Committee, and its various task forces, is expected throughout the process. The organization is not mentioned as a potential partner for the steps because it should be involved on nearly every one of the steps.

DEVELOPMENT TASK FORCE

Given that the AWP is composed of recommendations for five separate sites, facilitating the development of those sites is critical. The formation of a task force is necessary to work with city and county governments to ensure that any barriers to development are alleviated. This includes ensuring the zoning and regulations for each site align with the intended vision of the AWP. This task force would also assist with the recruitment of potential developers and site



Kayakers on the Detroit River next to the DTE Power Plant in River Rouge.



These organizations will help bring the right businesses to the sites to enhance the community's way of life.

users, as well as help them with site clean-up and preparation. The Development Task Force should be composed of community leaders, real estate brokers, and local developers.

BUSINESS DEVELOPMENT TASK FORCE

Consisting of local business owners and regional economic development organizations, this task force would help recruit ideal businesses and tenants for the sites. This task force could act simultaneously to the actions of any of the other task forces.

COMMUNITY CONNECTIONS TASK FORCE

This task force would help keep the community informed and involved throughout the AWP's implementation. Their primary role is to communicate concerns from the community to potential developers, businesses, and

government staff. Facilitating public meetings for developers and new businesses to share plans and designs with the public.

Simply stated, this organization should serve as a direct voice for the community's concerns on issues related to the AWP's implementation.



Some of the partners listed below were already involved in the Area-Wide Planning process.

6.2 POTENTIAL PARTNERS

Identifying and collaborating with partners throughout the AWP's implementation will be crucial. These partners will drive implementation by connecting the project with funding opportunities, serving as a voice for the community, and even directly implementing the AWP themselves. Potential partners have been grouped into their likely roles moving forward.

ECONOMIC DEVELOPMENT

- The Southeast Michigan Community Alliance (SEMCA)
- The Advanced Michigan Manufacturing Communities Partnership
- Michigan Economic Development Corporation
- Detroit-Wayne County Port Authority

- Wayne County Economic Development Authority
- Detroit Economic Development Corporation
- Southwest Detroit Business Association
- Workforce Intelligence Network
- Downriver Community Conference

REGIONAL INSTITUTIONS AND ORGANIZATIONS

- Wayne County
- EGLE
- University of Michigan
- City of River Rouge
- River Rouge Public Schools
- DTE

ENVIRONMENTAL GROUPS

- Greening of Detroit
- The Sierra Club
- Friends of the Rouge River
- Friends of the Detroit River
- Detroiters Working for Environmental Justice
- Downriver Linked Greenway
- Fort Rouge Gateway (FROG)

COMMUNITY DEVELOPMENT

- River Rouge Public Schools



Typical neighborhood street in River Rouge.

6.3 CASE STUDIES

EMPLOYER ASSISTED HOUSING STRATEGY

WHAT IS EMPLOYER ASSISTED HOUSING?

An Employer-Assisted Housing (EAH) program is a cost-effective way to strengthen the local workforce while also stabilizing the surrounding neighborhoods and driving housing demand.

The community should approach local employers' HR departments to discuss hiring/turnover issues, to understand pertinent barriers to housing stability or workforce attraction and retention. The philanthropic community should also be engaged in case there are opportunities to leverage multiple funding sources. A local housing organization is often needed to administer the program, and be engaged from the beginning. Midtown Detroit Inc has operated a highly successful model locally called Live Midtown, and could be a resource to replicate.

PROGRAM ELEMENTS

Homebuyer Assistance

Through homebuyer assistance, employers are able to provide a range of benefits including mortgage guarantees, mortgage discounts, discounted closing fees, and loans or grants for down payments or closing costs.

Rental Assistance

For companies with employees who primarily rent, employers can absorb a portion of an employee's monthly rent, pay a security deposit, or help with moving costs.

Education and Counseling

A key component of the EAH program is offering homeownership education and counseling. This benefits workers in teaching them to manage their personal finances and prepare for homeownership.

New Construction

Some employers choose to invest in the construction of new homes in the neighborhoods surrounding their facilities. These homes are then offered to employees at a discounted price and coupled with

CASE STUDY

AFLAC, INC. COLUMBUS, GEORGIA

OVERVIEW- To maintain a strong commitment to caring for its employees, AFLAC implemented an employer-assisted housing program in 2002. Since 2002, the program has improved the conditions of the neighborhoods surrounding AFLAC and AFLAC has increased its original investment commitment.

PROGRAM- AFLAC partnered with NeighborWorks Columbus to offer employees a "no strings attached" \$1,000 grant that could be applied toward a home purchase down payment or closing costs. AFLAC also offered employees homeownership and financial counseling. If employees chose to purchase a home in four of AFLAC's targeted neighborhoods, \$5,000 grants are awarded to each employee. Each year, AFLAC pays NeighborWorks Columbus \$5,000 to administer the program and allots between \$20,000-\$25,000 in grant funds.

OUTCOMES- Over the past five years, more than 200 employees have participated in the program with 44 employees purchasing their first home. Eighty percent of those who purchased their first home were women.



New affordable multi-family developments would likely be crucial to any larger-scale employee recruitment strategies.

either down payment or rental assistance.

Renovation

Through a renovation program, employers provide homeowner repair loans or grants to help employees maintain and improve their home.

PROGRAM BENEFITS

Improving the Bottom Line for Employers

Retention rates directly impact an employer's bottom line. Turnover costs currently are estimated at 30 percent to 50 percent of the annual salary of entry-level employees.

In the interest of attracting and retaining employees, including an EAH program as part of a compensation package gives an employer an advantage and retention strategy.

Enhancing the quality of life for employees

National and local trends indicate that housing prices continue to

exceed wage growth, increasing the number of cost-burdened households.

If affordable homes are not available close to work, employees will be spending more time and money on transportation. An EAH program can enhance an employee's quality of life by expanding housing options and reducing time and resources spent on transportation.

Improving communities

Investing in housing surrounding a company's facilities can revitalize and stabilize neighborhoods. In addition, increasing the number of stable, engaged homeowners and renters in the area will strengthen the community and open opportunities for further economic development.

CASE STUDY

HARLEY DAVIDSON MILWAUKEE, WISCONSIN

OVERVIEW- After the City of Milwaukee identified a "targeted investment neighborhood" by the Harley-Davidson Motor Company's headquarters, the company decided to launch the "Walk to Work" employer-assisted housing program.

PROGRAM- The program offered its employees with homebuyer education, loan packaging services to expedite loan applications, and a \$2,500 down payment, forgivable loan for purchasing a home in the target area. The company hired Select Milwaukee to administer the program.

OUTCOMES- In five years, 70 employees received homebuyer education, 27 employees purchased homes with down payment assistance, and employees feel safer walking around the streets by the headquarters. Total employer costs including down payment assistance totaled at \$97,500.

6.4 FUNDING SOURCES

Several funding opportunities in the form of grants or low interest loans are available from federal, state, and local sources, as well as foundations, all of which can be used to implement portions of the plan at various stages of redevelopment. If awarded, funding from outside sources can generate significant momentum for a project and address financing gaps to prepare a redevelopment project to be shovel ready. However, the decision to apply for grants and loans should not be made without conducting the proper due diligence. For instance, the application process generally has several stipulations that define eligible

FEDERAL FUNDING SOURCES		
BROWNFIELD REDEVELOPMENT		
<i>AGENCY</i>	<i>PROGRAM</i>	<i>DESCRIPTION</i>
U.S. ENVIRONMENTAL PROTECTION AGENCY	BROWNFIELD ASSESSMENT GRANTS	Develop brownfield inventories, prioritize sites, community engagement, planning, site assessments, create site-specific clean-up plans, and develop reuse plans for brownfield sites
	BROWNFIELD CLEAN-UP GRANTS	Implementation of clean-up activities on brownfield sites owned by the applicant
	BROWNFIELD MULTI-PURPOSE GRANTS	Developing inventories of brownfield sites, site prioritization, community involvement, environmental assessment, clean-up and reuse planning, clean-up activities, revitalization planning
ECONOMIC DEVELOPMENT		
ECONOMIC DEVELOPMENT ADMINISTRATION	PUBLIC WORKS AND ECONOMIC ADJUSTMENT ASSISTANCE PROGRAMS	Provides support to economically distressed communities to address economic needs that include the creation and retention of jobs, increasing private investment, advancing innovation, enhancing manufacturing capacity, workforce development, and attracting foreign investment
	PLANNING AND LOCAL TECHNICAL ASSISTANCE PROGRAMS	Regional economic development plans that focus on creation and retention of high-quality jobs in economically distressed areas
INFRASTRUCTURE		
DEPARTMENT OF TRANSPORTATION	BETTER UTILIZING INVESTMENTS TO LEVERAGE DEVELOPMENT (BUILD) TRANSPORTATION DISCRETIONARY GRANTS	Capital project involving surface transportation infrastructure that support freight movement, improve access to affordable transportation options, and enhance health access
NATURAL RESOURCES		
U.S. FOREST SERVICE	INVASIVE SPECIES MANAGEMENT	Detect, prevent, eradicate, and/or control invasive plant species to promote resiliency, watershed stability, and biological diversity
	GREAT LAKES FORESTRY GRANT	One of the following program areas: 1. Mitigate Emerald Ash Borer Impacts (tree planting) 2. Reduce Runoff from Degraded Site through Green Infrastructure 3. Enhance Coastal Wetland Filtration
WORKFORCE DEVELOPMENT		
U.S. ENVIRONMENTAL PROTECTION AGENCY	ENVIRONMENTAL WORKFORCE AND JOB TRAINING GRANT	Provides training to unemployed or underemployed residents of communities impacted by brownfield sites to better position residents to jobs created by the management, assessment, clean-up, and revitalization of solid and hazardous waste sites, as well as other environmental projects within their community

activities that can be funded, as well as, require a match, have maximum award limits, restrict who can apply, indicate when applications are accepted, etc. In general, the application process is a significant time investment, so it is critical to understand these guidelines to avoid expending effort on opportunities that have a low chance of being awarded. As a rule of thumb, grants are not intended to fund a project in its entirety. Applications are more favorably reviewed when most of the funding is already in place and the award is viewed as the “final piece” needed to get the project going.

WCBRA - Wayne County Brownfield Redevelopment Authority; DCC - Downriver Community Conference

	<i>ELIGIBLE ENTITY</i>	<i>FUNDING CYCLE</i>	<i>AWARD</i>	<i>REFERENCE CODE</i>
	WCBRA - Any site within Detroit and River Rouge DCC - River Rouge Only	Annual	Community-Wide: \$300,000; Site-Specific: up to \$350,000; Coalition: \$600,000	F1
	WCBRA - Any site within Detroit and River Rouge DCC - River Rouge Only	Annual	\$500,000	F2
	WCBRA - Any site within Detroit and River Rouge DCC - River Rouge Only	Annual	\$800,000	F3
	Local and state governments, academia, non-profits, regional governmental entities	Ongoing	Varies	F4
	Local and state governments, academia, non-profits	Ongoing	Varies	F5
	Local and state governments, transit agencies, port authorities, metropolitan planning organizations	Annual	\$5 million - \$25 million	F6
	Cooperative Invasive Species Management Areas	Annual	\$15,000 - \$40,000	F7
	Local governments, states, non-profit organizations, educational institutions.	Annual	1. \$50,000-\$100,000 2. \$50,000-\$100,000 3. \$50,000-\$200,000	F8
	Local governments, governmental entities created by state legislature, regional councils	Annual	\$200,000 (max.)	F9

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.

STATE FUNDING SOURCES

WATER QUALITY

<i>AGENCY</i>	<i>PROGRAM</i>	<i>DESCRIPTION</i>
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES & ENERGY (EGLE)	NONPOINT SOURCE POLLUTION CONTROL GRANTS	Restore waters impaired by nonpoint source pollution and protect high quality waters from degradation
	NONPOINT SOURCE PROGRAM	Restore waters impaired by nonpoint source pollution and protect high quality waters from degradation
MICHIGAN OFFICE OF THE GREAT LAKES (PART OF EGLE)	MICHIGAN COASTAL ZONE MANAGEMENT PROGRAM	Focus Areas: 1. Coastal Water Dependent Uses and Community Development 2. Coastal Hazards Management 3. Protecting and Preserving Healthy Coastal Habitat 4. Protecting Coastal Water 5. Creating and Enhancing Public Access to the Great Lakes

NATURAL RESOURCES

MICHIGAN DEPT. OF NATURAL RESOURCES	COMMUNITY FORESTRY GRANTS	Addresses urban forestry needs that include management and planning, education and training, planting, and Arbor Day
	DTE ENERGY FOUNDATION TREE PLANTING GRANT	Tree planting projects in public areas (i.e. parks, rights of way, city streets, nature areas, schools, and neighborhood revitalization projects)

RECREATION

MICHIGAN DEPARTMENT OF NATURAL RESOURCES	NATURAL RESOURCES TRUST FUND	Land acquisition assistance
	LAND AND WATER CONSERVATION FUND	Acquisition and development of public outdoor recreation areas and facilities such as trails, picnic areas, beaches, campgrounds, boating access, and fishing areas
	OUTDOOR RECREATION LEGACY PARTNERSHIP PROGRAM	Development of public outdoor recreation areas and facilities in urban areas
	WATERWAYS PROGRAM GRANTS	Design and construction of public recreational boating facilities, including state-sponsored harbor and mooring facilities
	RECREATION PASSPORT GRANTS	Development of public recreation facilities that involves the development of new facilities or the renovation of old facilities
	BOATING INFRASTRUCTURE GRANTS	Design and construction of public recreational harbor facilities that serve transient boaters

<i>ELIGIBLE ENTITY</i>	<i>FUNDING CYCLE</i>	<i>AWARD</i>	<i>REFERENCE CODE</i>
Local governments, state agencies and non-profit organizations	Annual	\$25,000 (min.)	S1
Local governments, state agencies and non-profit organizations	Annual	\$25,000 (min.)	S2
Coastal local governments, regional planning agencies, educational institutions, non-profit organizations	Annual	Planning: \$10,000-\$75,000 Construction: \$10,000 - \$200,000	S3
Local governments, nonprofit organizations, and volunteer groups	Annual	\$20,000 (max.)	S4
Local governments, schools and non-profit organizations within DTE service areas	Annual	\$3,000 (max.)	S5
Local and state unit of governments with an MDNR approved 5-year recreation plan	Annual	No min. or max. for land acquisition requests.	S6
Any unit of government, school district or recreational authority with an MDNR approved 5-year recreation plan	Annual	\$30,000 - \$300,000	S7
Any unit of government, school district or recreational authority with an MDNR approved 5-year recreation plan	Annual	\$250,000 - \$750,000	S8
Local governments and universities.	Annual	50% of the estimate project cost.	S9
Any unit of government, school district or recreational authority	Annual	\$7,500 - \$150,000	S10
Any unit of government, public university, and private facility	Annual	75% of the estimated project cost	S11

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.

STATE FUNDING SOURCES (CONTINUED)

BROWNFIELD REDEVELOPMENT

<i>AGENCY</i>	<i>PROGRAM</i>	<i>DESCRIPTION</i>
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES & ENERGY (EGLE)	CLEAN MICHIGAN INITIATIVE: BROWNFIELD REDEVELOPMENT GRANTS	Brownfield redevelopment , investigation and remediation for sites with known contamination in support of economic redevelopment projects
	CLEAN MICHIGAN INITIATIVE: BROWNFIELD REDEVELOPMENT LOANS	Low interest loans to redevelop and ensure the safe reuse of abandoned, vacant, or underutilized contaminated properties that re-energizes local economies, strengthens neighborhoods, benefits the environment and protects public health
	REVITALIZATION REVOLVING LOAN	To promote the economic redevelopment and safe reuse of abandoned, vacant, or underutilized brownfield properties where contamination is known or believed to have occurred
MICHIGAN EGLE / MICHIGAN ECONOMIC DEV. CORP.	BROWNFIELD ACT	Allows tax increment financing of eligible brownfield redevelopment activities

ECONOMIC DEVELOPMENT

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION	MICHIGAN BUSINESS DEVELOPMENT PROGRAM	Grants, loans or economic assistance for deal closing and second stage company gap financing for businesses that create jobs and provide investment
	COMMUNITY REVITALIZATION PROGRAM	Promote community revitalization that will accelerate private investment in areas of historical disinvestment, foster redevelopment of functionally obsolete properties, reduce blight, and protect natural resources
	BUSINESS IMPROVEMENT DISTRICT	Through the provisions of Public Act 120 of 1961, cities, villages, and urban townships may create a Business Improvement District (BID) or a Principal Shopping District (PSD) to promote economic development within a defined area of the municipality. A BID/PSD allows a municipality to collect revenues, levy special assessments and issue bonds in order to address the maintenance, security and operation of that district. A provision under Chapter 2 of the act allows a Business Improvement Zone (BIZ) to be created by private property owners of those parcels in a zone plan within a city or village. A BIZ may levy special assessments to finance activities and projects outlined within a zone plan for a period of ten (10) years
	DOWNTOWN DEVELOPMENT AUTHORITY	The Downtown Development Authority (DDA), Public Act 57 of 2018 is designed to be a catalyst in the development of a community's downtown district. The DDA provides for a variety of funding options including a tax increment financing mechanism, which can be used to fund public improvements in the downtown district and the ability to levy a limited millage to address administrative expenses
	COLLATERAL SUPPORT PROGRAM	The Collateral Support Program is funded by federal dollars provided under the State Small Business Credit Initiative (SSBCI) Act of 2010, and is designed to assist lenders and borrowers in financing expansion or diversification projects. The Collateral Support Program seeks to enable suppliers to acquire the necessary financing that might otherwise be unavailable due to a collateral shortfall according to the lender's analysis. The program will supply pledged cash collateral accounts to lenders to achieve this goal for approved projects
	VARIOUS - LISTED IN LEFT PANE OF SOURCE WEBSITE	MEDC offers grants and loans to redevelop Michigan's downtowns and foster historic preservation. By encouraging a compact mixture of uses and walkable urban fabric, we decrease the impact of sprawling development and efficiently utilize infrastructure. This development promotes environmentally and fiscally sustainable environments that attract talent and business and keep our youth here

<i>ELIGIBLE ENTITY</i>	<i>FUNDING CYCLE</i>	<i>AWARD</i>	<i>REFERENCE CODE</i>
Local governments, brownfield redevelopment authorities	Annual	\$1 Million (max.)	S12
Local governments, brownfield redevelopment authorities	Annual	\$1 Million (max.)	S13
Local governments, brownfield redevelopment authorities	Ongoing	No min. or max.	S14
Developers, subject to approval by the local brownfield redevelopment authority	Ongoing	Varies	S15
Businesses that create a minimum of 50 qualified new jobs.	Ongoing	Varies	S16
Eligibly properties - A facility, historic resource, blighted, functionally obsolete, or adjacent property	Ongoing	Varies	S17
Private property owners in partnership with cities, villages, and urban townships	Varies by Municipality; Typically, the business improvement district lasts for seven years.	Up to 50% annual average assessment revenue of previous year	S18
Downtown commercial districts of cities, villages, or townships	Varies by location	Varies by location	S19
Small business owners	Ongoing	Up to \$5,000,000	S20
Varies by program	Varies by program	Varies by program	S21

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.

STATE FUNDING SOURCES (CONTINUED)

ECONOMIC DEVELOPMENT

AGENCY	PROGRAM	DESCRIPTION
<p>MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY</p>	<p>OPPORTUNITY ZONES</p>	<p>Opportunity Zones are a new concept recently enacted in the 2017 Tax Cuts and Jobs Act. The program is designed to incentivize patient capital investments in low-income communities nationwide that have been cut off from capital and experienced a lack of business growth. There are three types of tax incentives that relate to the treatment of capital gains, each of the incentives are connected to the longevity of an investor's stake in a qualified Opportunity Fund that provides the most upside to those who hold their investment for 10 years or more</p>
	<p>HOMEBUYER & HOMEOWNER ASSISTANCE PROGRAMS</p>	<p>Financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing, engage in community economic development activities, develop vibrant cities, towns and villages, and address homeless issues</p>
	<p>MSHDA MOD PROGRAM</p>	<p>MSHDA is rolling out a new pilot program that uses modular home products in these critical need areas. MSHDA Mod reduces the typical single-family home construction timeline and allows housing to be made available for immediate occupancy during the 2019 construction season</p>
<p>MICHIGAN SMALL BUSINESS DEVELOPMENT CENTER</p>	<p>SMALL BUSINESS FUNDING & ASSISTANCE</p>	<p>The US Small Business Administration (SBA) provides loan guarantees under its 8(a), 504, 7(a) and Low-Doc Programs. These programs are administered through regulated financial institutions or community development corporations (CDCs). Also, call your county and city office to find out if local financing programs are available</p>
<p>MICHIGAN BANKERS ASSOCIATION</p>	<p>MICHIGAN COMMUNITY FUND-LOW INCOME HOUSING TAX CREDIT</p>	<p>Michigan Bankers Association has partnered with Cinnaire to create the Michigan Community Fund (MCF). Historically, financial institutions that didn't have the means to invest a minimum of \$1 million in a multi-investor tax credit had no option to invest in affordable housing. MCF has been created to benefit banks with the MBASC's goal of 'the Power of the Group' by bringing together a number of banks into one fund thus allowing investments as low as \$500,000</p>
<p>MICHIGAN SENATE FISCAL AGENCY</p>	<p>MICHIGAN TIF PLANS AND AUTHORITIES</p>	<p>Michigan statutes specifically outline how, and for what purposes, tax increment financing may be implemented. There are 10 different acts that provide for the use of tax increment financing</p>

<i>ELIGIBLE ENTITY</i>	<i>FUNDING CYCLE</i>	<i>AWARD</i>	<i>REF. CODE</i>
Varies (single project, defined area/ region, state, or multistate) in low income census tract areas as designated	Ongoing investment opportunity; highest benefit to investing for 10 years or more.	<p>Amount varies based on investment. Incentives include these:</p> <p>Temporary Deferral: A temporary deferral of inclusion in taxable income for capital gains reinvested into an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of or December 31, 2026</p> <p>Step-Up in Basis: For capital gains reinvested in an Opportunity Fund the basis is increased by 10% if the investment in the Opportunity Fund is held by the taxpayer for at least 5 years and by an additional 5% if held for at least 7 years, thereby excluding up to 15% of the original gain from taxation</p> <p>Permanent Exclusion: a permanent exclusion from taxable income of capital gains from sale or exchange of an investment in an Opportunity Fund if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund</p>	S22
Homebuyers and homeowners	Ongoing	<p>Property Improvement Program Loans for Homeowners - low-interest rate loan for up to 20-years and no lien placed on loans under \$7,500</p> <p>Step Forward Michigan: interest-free loan up to \$30,000 to assist with mortgage, property taxes and/or condominium association fees</p> <p>MI Home Loan Mortgage: down payment assistance up to \$7,500</p>	S23
Local communities	Ongoing	Five-year repayable grant up to \$196,000	S24
Small business owners	Ongoing	Up to \$25,000	S25
Financial institutions	Ongoing	Varies	S26
Local governments	Ongoing	Varies	S27

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.

TALENT AND ECONOMIC DEVELOPMENT DEPARTMENT OF MICHIGAN	WORKFORCE INNOVATION AND OPPORTUNITY ACT PROGRAM	Provides participants with workforce investment activities that increase employment, retention, earnings and occupational skill attainment which improves the quality of the workforce, reduces welfare dependency, and enhances the productivity and competitiveness of the economy
MISCELLANEOUS		
LEAN & GREEN MICHIGAN	PROPERTY ASSESSED CLEAN ENERGY (PACE)	A long-term financing tool for commercial property owners to pay for energy efficiency, water efficiency, and renewable energy upgrades. Property owners receive 100% pre-funding for energy saving upgrades on their facilities and pay the PACE loan back through a special assessment on their property taxes
MICHIGAN STATE POLICE	SCHOOL SAFETY GRANT	The Grants and Community Services Division (GCSD) of the Michigan State Police (MSP) administers federal, state and private grants and initiatives, including School Safety Grants

STATE FUNDING SOURCE WEBSITES

Some of the funding sources have webpages that provide even more information on that program.

<i>REFERENCE</i>	<i>WEBSITE</i>
S18	https://www.miplace.org/globalassets/media-documents/placemaking/community-development-guide/business-improvement-district---principal-shopping-district---business-improvement-zone-pa-120.pdf
	http://www.legislature.mi.gov/(S(sbp30fk0bf3bsix0vtjl15av))/mileg.aspx?page=getobject&objectName=mcl-act-120-of-1961
S19	https://www.miplace.org/globalassets/media-documents/placemaking/community-development-guide/downtown-development-authority-pa-197.pdf
	https://www.legislature.mi.gov/(S(jrnfx0n1zoxae0mnd2dyvl2r))/mileg.aspx?page=getobject&objectname=mcl-Act-57-of-2018&query=on
S20	https://www.michiganbusiness.org/services/access-capital/
S21	https://www.miplace.org/programs/
S22	https://www.michigan.gov/mshda/0,4641,7-141-5587_85624---,00.html
S23	https://www.michigan.gov/mshda/0,4641,7-141-45866---,00.html##homebuyers
	https://www.michigan.gov/mshda/0,4641,7-141-5555---,00.html
S24	https://www.michigan.gov/documents/mshda/MSHDA-MOD_2_002_637272_7.pdf

Workforce	Annual	Varies	S28
Private property owners, private non-profits	Ongoing	Up to 100% of cost can be covered and contractor must guarantee the energy savings on all projects of \$250,000 and up	S29
Public or private schools, school districts, and intermediate school districts	Annually Available	Up to \$25,000,000 dispersed to recipients	S30

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.

S25	https://sbdcmichigan.org/sources-of-funding/
S26	https://www.mibankers.com/MIBANKERS/Products/Community_Reinvestment_Act_CRA_Program/MIBANKERS/Products/Community_Reinvestment_Act__CRA__Program.aspx?hkey=0e12a768-8498-4acd-833c-3d665fd4e0d3
S27	http://www.senate.michigan.gov/SFA/Publications/Notes/2016Notes/NotesWin16dk.pdf
S28	https://www.michigan.gov/wda/0,5303,7-304-64178-304816--,00.html
S29	https://leanandgreenmi.com/how_pace_works
S30	https://www.michigan.gov/msp/0,4643,7-123-72297_34040_75045---,00.html

LOCAL FUNDING SOURCES

WATER QUALITY

<i>AGENCY</i>	<i>PROGRAM</i>	<i>DESCRIPTION</i>
MOTOR CITY MATCH	BUSINESS OWNER TRACK	Support for businesses looking to expand or start-up in Detroit
MOTOR CITY RESTORE	GIVING NEIGHBORHOODS A BOOST	Two Tracks: 1. Architecture and Design - Conceptual design and scoping services 2. Construction - Façade improvements, safety measures, stormwater management, green infrastructure, lighting and signage

BROWNFIELD DEVELOPMENT

DETROIT BROWNFIELD REDEVELOPMENT AUTHORITY	LOCAL BROWNFIELD REVOLVING FUND	Loans and/or grants to assist with the upfront costs associated with the completed of eligible activities in connection with an approved Brownfield Plan
WAYNE COUNTY BROWNFIELD REDEVELOPMENT AUTHORITY	REVOLVING LOAN FUND	Provides low interest loans for eligible brownfield clean-up projects
DOWNRIVER COMMUNITY CONFERENCE	REVOLVING LOAN FUND	Provides low interest loans for eligible brownfield clean-up projects

<i>ELIGIBLE ENTITY</i>	<i>FUNDING CYCLE</i>	<i>AWARD</i>	<i>REFERENCE CODE</i>
For profit entities (LP, LLP, Corp., LLC) Faith-based organizations in the City of Detroit only	Quarterly	Technical Assistance: \$100,000 maximum	L1
For profit entities (LP, LLP, Corp., LLC) open and operating in the City of Detroit only	Quarterly	Arch/Design: \$10,000 (maximum) Construction: \$25,000 (maximum)	L2
Detroit-based businesses, non-profit organizations, and economic development organizations within the City of Detroit	Annually	\$50,000 (min. for loans)	L3
Developers, non-profit organizations within the City of Detroit and River Rouge	Ongoing	Varies by project	L4
Developers, non-profit organizations within the City of River Rouge only	Ongoing	Varies by project	L5

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.

OTHER FUNDING SOURCES

PARKS AND RECREATION

<i>AGENCY</i>	<i>PROGRAM</i>	<i>DESCRIPTION</i>
NATIONAL RECREATION AND PARK ASSOCIATION	GREAT URBAN PARKS CAMPAIGN	Demonstrate the effectiveness of green infrastructure in underserved communities that 1) improve environmental quality, increase climate resiliency, manage stormwater, and improve greenspace, 2) increase access to high quality park and recreation space, and 3) improve local environmental quality through green infrastructure
SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS (SEMCOG)	GREEN INFRASTRUCTURE IMPLEMENTATION PROGRAM	Funded through the Great Lakes Restoration Initiative. Fund projects in the Lake Erie basin that uses green infrastructure to reduce nutrient runoff and stormwater runoff
GREAT LAKES FISHERY TRUST	FISHERY ACCESS GRANT	New construction of access sites that increases access to Great Lakes fisheries for shore based angling

COMMUNITY DEVELOPMENT

RALPH C. WILSON JR. FOUNDATION	FOUNDATION GRANTS	Four Program Areas: 1. Children and Youth Development and Recreation 2. Young Adults and Working Families Skills Training 3. Caregiving Support 4. Livable Communities (parks, trails, economic development)
THE KRESGE FOUNDATION	FOUNDATION GRANTS	Detroit neighborhood revitalization, climate resilience, place-making and economic development

WATER QUALITY

FRED AND BARBARA ERB FAMILY FOUNDATION	FOUNDATION GRANTS	Water quality improvement projects in the Detroit Metro Area, sustainable and equitable development projects
NATIONAL FISH AND WILDLIFE FOUNDATION	URBAN WATERS RESTORATION GRANT PROGRAM	Develop community capacity to improve water quality, watersheds and the species and habitats they support

<i>ELIGIBLE ENTITY</i>	<i>FUNDING CYCLE</i>	<i>AWARD</i>	<i>REFERENCE CODE</i>
Local governments and non-profit organizations	Varies	\$150,000 - \$300,000	M1
Local governments, intermediate school districts, and community colleges	Varies on funding available	\$50,000 (max.)	M2
Local governments and non-profit organizations	Bi-annually	Varies - generally between \$25,000 - \$200,000	M3
Local governments and non-profit organizations within the Southeast Michigan region	Ongoing	Varies	M4
Local governments, and non-profit organizations	Ongoing	Varies	M5
Non-profit organizations	Ongoing	Varies	M6
Local governments, and non-profit organizations, educational institutions	Annual	\$20,000 - \$50,000	M7

The Plan Implementation Committee would aid with the pursuit of any grants that are assisting in the redevelopment of these sites.



The preferred concept for the site includes new light industrial opportunities and works on creating a more resilient riverfront.

6.5 DTE POWER PLANT SITE

The below action plan outlines the key steps to implement the vision for the DTE Power Plant site. The intended vision for the site includes partial reuse of the site and providing opportunities for new light industrial, technology, and advanced manufacturing facilities.

With the anticipated decommissioning of the DTE Power Plant, there will be a need for a clear transition plan for the site's new ownership and eventual reuse. This action plan is built around a transition plan that will create the smoothest path towards accomplishing the intended vision.

Potential partners to assist in the various tasks of the action plan include:

- DTE
- Detroit Wayne County Port Authority
- Wayne County
- USEPA
- Michigan Economic Development Corporation
- City of River Rouge
- Downriver Community Conference
- SEMCOG
- Workforce Intelligence Network
- The Southeast Michigan Community Alliance (SEMCA)
- Southwest Detroit Business Association
- The State of Michigan
- Potential new property owners or users
- Commercial Brokers

SHORT-TERM TASKS

1. Engage the current owner and provide assistance with identifying a buyer that has redevelopment plans consistent with the AWP
2. Procure funding through grant sources to prepare a Phase I ESA, and subsequent Phase II ESA
3. Create a transition plan with DTE and potential new owners and/or City of River Rouge
4. Procure funding for greenspace and trail development, and waterfront restoration to aid in DTE closure

FUNDING SOURCES

S16

F6, F8; S4, S5, S7, S8, S10, S13, S14; M1, M3, M4

MID-TERM TASKS

1. Complete the BEA process with the State of Michigan (if necessary)
2. Identify, apply, and procure clean-up funding as applicable
3. Execute Transition plan between DTE and new owners
4. Prepare design plans for site reuse / redevelopment
5. Conduct environmental clean-up

FUNDING SOURCES

S15; L4, L5

LONG-TERM TASKS

1. Work with community on finalizing specific site design plan
2. Identify and apply for additional funding sources as applicable (i.e. placemaking, development, green infrastructure, etc.)
3. Recruit and attract new site users
4. Construct new means of site access (if necessary)

FUNDING SOURCES

S17

VARIOUS

F4; S16, S17

F6

Notes:

- Any Plan Implementation Organization that may be created to guide the plan's implementation will be expected to be involved in some capacity during every step of the process, so it is not listed for each task.
- The Potential partners for each task are just a starting point, other partners may emerge throughout the plan's implementation.
- Funding sources reference the Potential Funding sources found in Section 4.3. They are identified using the following code. F = Federal Funding Sources; S = State Funding Sources; L = Local Funding Sources; M = Other Funding Sources. The number corresponds to that specific sources position in its respective table.
- The suggested funding sources are also a starting point. Based on our research these sources would be most applicable to the task described. Other sources are likely available and may emerge as better options for certain tasks during the plan's implementation process.



The preferred concept uses the older building and its grounds to create a fitness and wellness center for the community.

6.6 FORMER INCINERATOR SITE

The action plan outlines the key steps in implementing the vision for the Former Incinerator site. The intended vision for the site is commercial redevelopment and reuse. Based on its proximity to nearby parks and neighborhoods, a health and fitness use such as a gym facility has been selected as the preferred concept.

The site is currently being re-used as a storage facility with a willing owner, so the process for redevelopment should be simpler than other sites.

Potential partners to assist in the various tasks of the action plan include:

- Wayne County
- USEPA
- Michigan Economic Development Corporation
- City of River Rouge
- SEMCOG
- Southwest Detroit Business Association
- Detroiters Working for Environmental Justice
- New property owners/users
- State of Michigan
- Commercial Brokers

SHORT-TERM TASKS | <1 YEAR FROM IMPLEMENTATION

1. Engage with current owner and provide assistance with identifying a buyer that has redevelopment plans consistent with the AWP
2. Procure funding through grant sources to prepare a Phase I ESA and subsequent Phase II ESA (if necessary)
3. Conduct site access study for proposed new use
4. Recruit new site tenant or owner that aligns with vision of AWP
5. Assist current tenant in finding a new home (if necessary)

FUNDING SOURCES

- S16
- F1, F2, F3; S12, S15; L4, L5
- F6
- F4; S16, S17
- F4; S16, S17

MID-TERM TASKS | 1-3 YEARS FROM IMPLEMENTATION

1. Complete the BEA process with the State of Michigan (if necessary)
2. Identify, apply, and procure clean-up funding as applicable
3. Prepare clean-up plans for the site reuse in accordance with the AWP vision and needs of new site user
4. Begin environmental clean-up (if necessary)
5. Solicit feedback from community on final site plans and new site access strategy

FUNDING SOURCES

- F1, F2, F3; S12, S15; L4, L5
- F2, F3; S12, S15; L4, L5
- F3; S12, S13, S14, S17
- F2, F3; S12, S15; L4, L5
- S17

LONG-TERM TASKS | 4+ YEARS FROM IMPLEMENTATION

1. Begin construction and redevelopment of site (depending on needed clean-up)
2. Apply for additional funding as applicable (health and wellness funding, recreation grants, etc.)

FUNDING SOURCES

- S15, S17
- VARIOUS

Notes:

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The preferred concept expands the public space and creates room for an infill development site.

6.7 EAST HALTINER - VACANT BUILDING SITE

The action plan for the vacant building at East Haltiner Street and Jefferson Avenue envisions an expanded and prominent public space along Jefferson Avenue as well as creates an opportunity for an infill commercial development. Its position on River Rouge's primary commercial street creates a great opportunity for reinvestment in the commercial hub of the community.

The action plan involves more initial site work to reposition this area as an easily marketable site to commercial developers by emphasizing potential outdoor spaces and its unique location.

Potential partners to assist in the various tasks of the action plan include:

- Wayne County
- USEPA
- Michigan Economic Development Corporation
- City of River Rouge
- SEMCOG
- Southwest Detroit Business Association
- EGLE
- New property owners/users
- State of Michigan
- Commercial Brokers

SHORT-TERM TASKS | <1 YEAR FROM IMPLEMENTATION

1. Engage the current owner and provide assistance with identifying a buyer that has redevelopment plans consistent with the AWP
2. Procure funding through grant sources to prepare a Phase I ESA, and subsequent Phase II ESA (if necessary)
3. Procure funding to conduct an asbestos and lead-based paint survey (if applicable)
4. Prepare preliminary cost to abate asbestos containing materials and lead-based paint

FUNDING SOURCES

S16

F6, F8; S4, S5, S7, S8, S10, S13, S14; M1, M3, M4

MID-TERM TASKS | 1-3 YEARS FROM IMPLEMENTATION

1. Complete the BEA process with the State of Michigan (if necessary)
2. Identify, apply, and procure clean-up funding as applicable
3. Engage the City of River Rouge to begin the process of redirecting traffic as shown in the AWP
4. Prepare design plans for site reuse / redevelopment
5. Begin environmental clean-up (if necessary)
6. Begin Construction of Gateway Area/Public Space Enhancements
7. Recruit developers to construct infill commercial building

FUNDING SOURCES

F1, F3; S15

F2, F3; S12, S13, S14, S15; L4, L5

S15, S17

F2, F3; S12, S13, S14, S15; L4, L5

F4, F6; S15, S17

F4; S15, S17

LONG-TERM TASKS | 4+ YEARS FROM IMPLEMENTATION

1. Apply for additional funding as applicable (i.e. placemaking grants, green infrastructure grants, recreational, etc.)
2. Recruit businesses to become the new site users

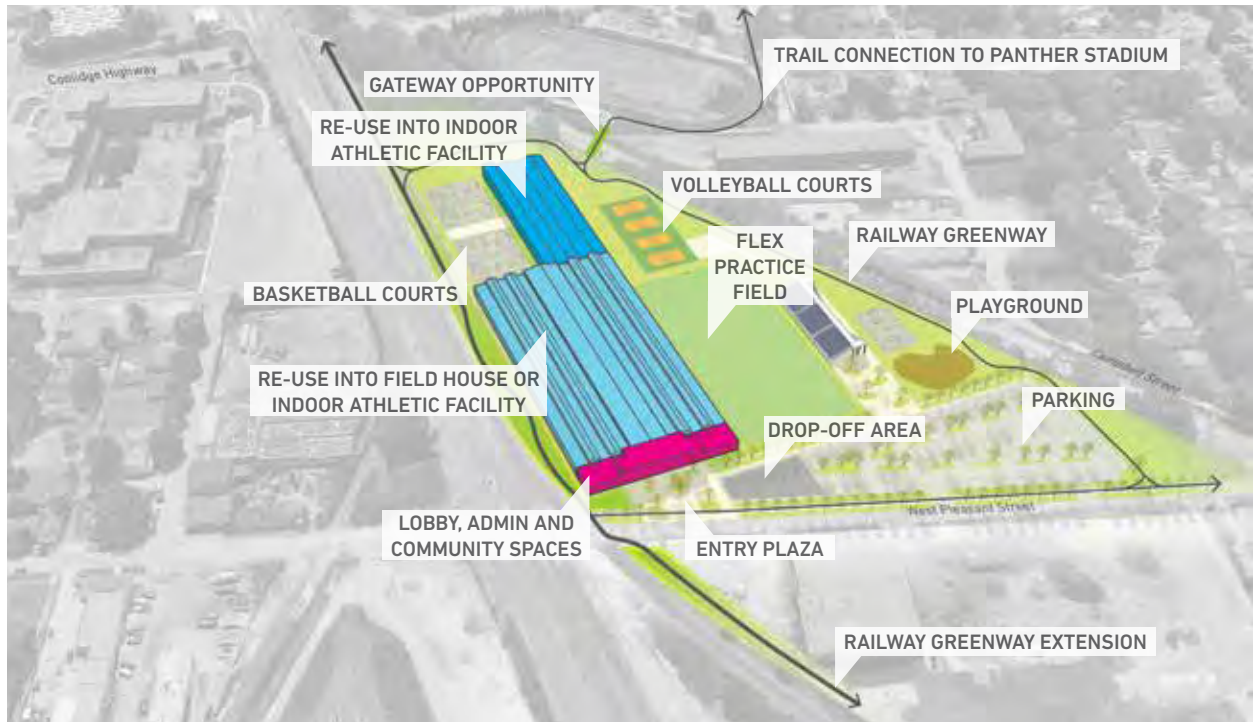
FUNDING SOURCES

F4; S15, S17; M5

F4; S16, S17

Notes:

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- Funding sources reference the Potential Funding sources found in Section 4.3. They are identified using the following code. F = Federal Funding Sources; S = State Funding Sources; L = Local Funding Sources; M = Other Funding Sources. The number corresponds to that specific sources position in its respective table.
- The suggested funding sources are also a starting point. Based on our research these sources would be most applicable to the task described. Other sources are likely available and may emerge as better options for certain tasks during the plan's implementation process.



The selected concept for the Fabricon site is to repurpose the site into an athletic and recreation facility centered around a field house.

6.8 FABRICON SITE

The intended vision to reuse the Fabricon site as an athletic and recreational site is due largely to its proximity to River Rouge High School. The site would provide access to a facility that promotes health and wellness in the community.

A fair amount of site work and building renovation is to be completed during its action plan in order to accomplish the selected vision.

Potential partners to assist in the various tasks of the action plan include:

- Wayne County
- USEPA
- City of River Rouge
- Downriver Community Conference
- Current Site Owner
- New property owners/users
- State of Michigan
- River Rouge High School
- Commercial Brokers

SHORT-TERM TASKS | <1 YEAR FROM IMPLEMENTATION

1. Engage the current owner and provide assistance with identifying a buyer that has redevelopment plans consistent with the AWP
2. Procure funding through grant sources to prepare a Phase I ESA, and subsequent Phase II ESA (if necessary)
3. Procure funding to conduct an asbestos and lead-based paint survey (if applicable)
4. Conduct analysis of future site programming. Identifying the needs of the community and schools

FUNDING SOURCES

S16

F1, F3; S12, S15

F1, F3; S12, S15

M4, M5

MID-TERM TASKS | 1-3 YEARS FROM IMPLEMENTATION

1. Complete the BEA process with the State of Michigan (if necessary)
2. Identify, apply, and procure clean-up funding as applicable
3. Begin environmental clean-up (if necessary)
4. Prepare design plans for the site's reuse based on community feedback and needs identification
5. Procure funding for recreation, public health improvements, and community development as applicable
6. Conduct transition plan to new ownership

FUNDING SOURCES

F1, F2; S15

F2, F3; S12, S13, S14, S15; L4, L5

F2, F3; S12, S13, S14, S15; L4, L5

S15, S17

S7, S8, S10

LONG-TERM TASKS | 4+ YEARS FROM IMPLEMENTATION

1. Begin construction on site and redevelopment of existing Fabricon building
2. Recruit site operator and develop partnerships to keep the community invested and site active

FUNDING SOURCES

F4; S15, S17; M5

F4; S16, S17

Notes:

- Any Plan Implementation Organization that may be created to guide the plan's implementation will be expected to be involved in some capacity during every step of the process, so it is not listed for each task.
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- The suggested funding sources are also a starting point. Based on our research these sources would be most applicable to the task described. Other sources are likely available and may emerge as better options for certain tasks during the plan's implementation process.



The site concept focuses on providing greater fresh food access in the community through a new market.

6.9 FORMER GAS STATION SITE

The action plan below outlines the steps to implementing the selected vision of the community for the former gas station site. The site has been cleared of any structures and has been cleaned up, making this site further along in implementation efforts the other four sites.

The site's smaller size and its prime location next to I-75 make this a highly marketable site.

Potential partners to assist in the various tasks of the action plan include:

- Wayne County
- City of Detroit
- City of River Rouge
- Downriver Community Conference
- Current Site Owner
- New property owners/users
- Commercial Broker
- Southwest Detroit Business Association

SHORT-TERM TASKS | <1 YEAR FROM IMPLEMENTATION

1. Recruit potential developer for new construction on site
2. Identify, apply, and procure development and construction funding as necessary
3. Begin recruiting new site operator for intended use that aligns with AWP Recommendations

FUNDING SOURCES

F4; S16, S17; L3

S15; L1, L2, L3

F4; S16, S17; L3

MID-TERM TASKS | 1-3 YEARS FROM IMPLEMENTATION

1. Prepare site design plans and solicit feedback from community on site program and design
2. Apply for transportation grants to promote the increased connectivity to the site via wider sidewalks/paths and bike lanes
3. Begin construction of final plan for site based on community and city feedback and guidance

FUNDING SOURCES

S15, S17; L3

F6

S15, S17; L1, L2

LONG-TERM TASKS | 4+ YEARS FROM IMPLEMENTATION

1. Transition to new site operator to be the new site user
2. Build relationships with the community, and regional food networks to keep site active

FUNDING SOURCES

F4; S16, S17

Notes:

- Any Plan Implementation Organization that may be created to guide the plan's implementation will be expected to be involved in some capacity during every step of the process, so it is not listed for each task.
- The Potential partners for each task are just a starting point, other partners may emerge throughout the plan's implementation.
- Funding sources reference the Potential Funding sources found in Section 4.3. They are identified using the following code. F = Federal Funding Sources; S = State Funding Sources; L = Local Funding Sources; M = Other Funding Sources. The number corresponds to that specific sources position in its respective table.
- The suggested funding sources are also a starting point. Based on our research these sources would be most applicable to the task described. Other sources are likely available and may emerge as better options for certain tasks during the plan's implementation process.

An aerial photograph of an industrial complex, likely a refinery or chemical plant. The facility features several large, interconnected industrial buildings with grey roofs. Numerous white cylindrical storage tanks are scattered throughout the site. In the foreground, there are large green lawns, several blue ponds, and a paved road. A railway line with multiple tracks runs diagonally across the lower-left portion of the image. The background shows a dense urban area with various buildings and infrastructure. The text "LET'S GET TO WORK" is overlaid in large, white, bold, sans-serif capital letters across the upper half of the image.

**LET'S GET
TO WORK**

