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5-POINT STRATEGIC PLAN FOR DETROIT

INTRODUCTION

Since the late, great Detroit Mayor, Coleman A. Young, took office, in January, 1974, 43 years ago, becoming the first African-American Mayor in Detroit, a role model for African-American Mayors to come, like Chicago's Harold Washington, and according to the *Detroit Free Press*, one of the 5 best Mayors in the 300-plus year history of Detroit, there have been 5 different Mayors, and as many plans.

The following is an estimate of the many different plans, by Mayor and year: \

Year	Name of Plan	Last	First
1975	<i>Mayor Coleman A. Young's 5-Year Economic Plan</i>	Young	Coleman A.
1991	<i>Thoughts for a Greater Detroit</i>	Archer	Dennis W.
1997	<i>City of Detroit Master Plan</i>	Archer	Dennis W.
2002	<i>Kids, Cops and Clean</i>	Kilpatrick	Kwame M.
2006	<i>Next Detroit</i>	Kilpatrick	Kwame M.
2009	<i>Detroit Works</i>	Bing	David
2012	<i>Detroit Future</i>	Bing	David
2014	<i>Every Neighborhood Has a Future</i>	Duggan	Michael E.

Mayor Young's *5-Year Economic Plan*, crafted right after the Yom Kipper War of 1973 led to the Arab Oil Embargo, and in the midst of an economic recession caused by skyrocketing embargo-related gasoline and fuel prices, was ignored by Republican President, Gerald Ford, who, being a Michigander, Mayor Young thought would be sympathetic to Detroit.

Towards the end of a relatively successful first term, ushered in, no doubt, by the vision in his 1991 Plan, *Thoughts for a Greater Detroit*, in 1997, Archer released an updated *City of Detroit Master Plan*, but because of very serious political challenges related to the three temporary Casinos, a bitter recall campaign linked to political fallout from first term, and the run-up to John Engler's moves to eliminate an elected Detroit Board of Education and take over the Detroit Public School District, the Master Plan gathered dust on the shelf in the Mayor's Office.

What about Mayor Kwame M. Kilpatrick's *Kids, Cops, and Clean*? Well, given how long it took to implement the Mayor's Time Afterschool program, along with questions about its effectiveness, and the problems with Kilpatrick's handpicked Police Chief, Jerry Oliver, and Officers John

Bennett, Gary Brown, Harold Nelthrope, Jr. and Walter Harris, the only real positive thing that came out of Kids, Cops, and Clean was the annual *Motor City Makeover*.

Since Next Detroit, Kilpatrick's Plan for his second term, Dave Bing's Detroit Works, and the son of Detroit Works, Detroit Future, Detroit Mayor Mike Duggan's Every Neighborhood Has a Future, deal with Detroit neighborhoods and neighborhood development, I will deal with them in the section of my plan on what I would like to do to significantly improve the quality of life in Detroit neighborhoods.

In sum, as anyone who has lived in Detroit in the last 43 years undoubtedly knows, even though some of the above plans resulted in significant developments and highly visible landmarks in Downtown Detroit and on the Riverfront, like the Renaissance Center, Joe Louis Arena, Hart Plaza, Chene Park, Campus Martius, etc. most of them, for one reason or another, came crashing down on the heads of the Detroit Mayors who wrote them, and I need not mention any names.

That's why, even though plans in an election for Mayor are important, because of the nature of large, complex organizations, as all of us should have learned, they can never be much more than preliminary, conceptual documents, primarily designed to let the concerned and voting public know what a Mayoral candidate considers the major problems and opportunities in a city, and what he or she considers the most important drivers of a cities positive future.

In July, 2017, the local, state, national and even international narrative is one of a carefully crafted and zealously guarded image of a resurgent, safe and hospitable to business Detroit, based largely on years of private and subsidized public investments in a 7.5 square mile area known to Detroiters as Downtown and Midtown, which was formerly known as the down-on-its-luck and seedy, Cass Corridor.

Indeed, when the current Mayor was elected in November, 2013, and took office in January, 2014, he completely broke with the past by boldly declaring that he had the right and power to decide how he was going to be measured, and as such, he should be judged, solely and exclusively, *by whether the population of Detroit has increased or decreased during that term*.

And given the fact that the bulk of the investment in Detroit, including in public safety, mainly a consistent police presence, and lots of cameras, all privately financed, has been in Downtown and Midtown, it's a safe bet that Detroit's current Mayor was betting on an influx of people from outside of Detroit into Downtown and Midtown, to put him over the top in his bet on an increase in Detroit's population.

But that did not happen, and he's still running for a second term, despite his failure to meet the measurement that he set for himself.

And if you believe, as do I, that it's impossible for a Mayor of Detroit, or any other top executive, in the public or private sector, to solve a serious problem or problems that they deliberately and politically refuse to acknowledge exist, what about the narrative of a genuinely resurgent Detroit, not just Downtown and Midtown?

In other words, is Detroit's current Mayor, and the media that supports him, being honest and forthright with the citizens of Detroit, the region, the state, the nation, and the world, about what has actually been happening *in all of Detroit*, and not just Downtown and Midtown, during his first term?

Not according to 24/7 Wall Street's June 16, 2017 List of the Fifty (50) Worst American Cities to Live in. Indeed, according to 24/7 Wall Street, and the methodology used is sound, with a population estimated at 677,124, a Median Household income of \$25,980, less than half the national median income of \$55,755, a Median Home Value of \$42,600, the second lowest in the nation, only 14.2% of Detroit residents with at least a Bachelor's Degree, shutting them out from opportunities in Downtown's Financial Services and Tech corridor, an unbelievable 39.8% poverty rate, and a violent crime rate (2015) of 1,760 per 100,000 Detroit residents, *Detroit is the unquestionable 2017 worst American city to live in*.

What? Juxtaposed against a narrative of a resurgent Detroit that is safe, prosperous, and open for business, how is such a thing possible?

While it benefits no one in Detroit to consistently beat ourselves about the head and shoulders about some longstanding and very serious problems, thereby fouling our own nest, it is pretty close to criminal for any Mayor to act as though problems of the magnitude identified by 24/7 Wall Street don't even exist, and fail to incorporate short, medium and long-term solutions as urgent and top priorities in all of his and his administration's plans, strategies, along with a willingness to regularly report on progress, and be measured by the results or lack thereof, instead of hiding behind pie-in-the-sky population projections.

In addition to the local, national, and international narrative of a resurgent Detroit, which is explicit, there is another equally or even more important narrative, that is implicit, and extremely damaging to the image and reality of an 83% African-American Detroit.

What is that damaging and implicit Detroit narrative and image? Because of a previous Detroit Mayor's conviction and long-term imprisonment for egregious and massive public corruption, and a subsequent Mayor's, for want of a better description, managerial, leadership, and administrative instability, the current implicit narrative is the following.

Anyone can move into the City of Detroit, like the last two Detroit Mayors, one black, and one white, run for Mayor and win, and also that, anyone from Detroit, regardless of how experienced, qualified, and

honest, is by definition, unfit to be trusted in a top leadership role of any kind, especially if they are African-America.

Now, to bring this very important Introduction to my Plan for Detroit to a close, here's the question every Detroiter reading this should be asking

Understanding the interconnectivity of our city's main aspects is key in devising a plan to address our current issues in a productive way. Our plan addresses those key areas by simply dividing them into main categories, and then executing steps to positively impact each categories in a way our residents can see and understand.

OUR HOPE

H.O.P.E. There are four (4) aspects of Detroit that must be identified and positively impacted to truly make a real difference, and those are Humans, Organizations, Physical, and Economics (HOPE).

1. Humans (or residents) must work together, despite differences of opinion, socioeconomic backgrounds, ethnicities, gender, religion, sexual orientation, and/or any other constitutionally protected class to make the positive impact we truly want, regardless of our leadership.
2. Organizations play a major role in how well our residents are supported in their efforts to create real change, and all for-profits, nonprofits, municipalities, and community groups must not only understand their impact potential, but feel empowered to truly serve the people and held accountable to ensure their work is centered on the wellness of our residents.
3. Physical environments are reminders of what our government truly thinks of us; and as Detroiters, we should see our needs and preferences come to life in every new development and/or law drafted — the moment we don't, is the moment our leadership has lost sight of their responsibility as servants of the public.
4. Economic development must be reflective of our residents, and not just inclusive; and the only way to reflect the true (unfiltered) sentiments of the people is to diversify our development efforts, create new ways to gauge the needs of the community, and constantly communicate with our residents in the most transparent ways possible so that Detroiters understand/appreciate the process.

OUR GOALS

No plan is complete with goals and a system to measure the success rate(s) of each of those goals. We will measure each goal in terms of Service, Social Justice, and Sustainability. Our plan must answer these key questions in the affirmative to be a success:

Service

- Do Detroiters feel empowered and valued by the work we do as elected officials and public servants?
- Are the needs of the community being properly understood and thoroughly met with our planning efforts, development activity, and legislative actions?
- Do our service offerings to the community demonstrate our commitment to achieving the goals our residents consider priorities?

Social Justice

- Are we including all residents of Detroit fairly, taking into account their unique challenges and environmental obstacles?
- Are we protecting those who would otherwise be without protection from discrimination or any other form of institutional unfair treatment?
- Is it clear that we value the input of our residents, and is that input the foundation for any new projects or policies and/or changes to existing projects or policies?

Sustainability

- Are our plans *realistic* and *legal*?
- Do our efforts demonstrate our commitment to long-term success?
- Are we focused on our city's future and generations of Detroiters to come?

Working SMART. In measuring the success of our plans to achieve these goals, we must commit ourselves to being SMART about our actions:

- S - Specific: each steps of every strategy will be specific, including details on who/what will be affected, when/where these things will take place, and how our actions will impact our city long-term
- M - Measurable: both the quantifiable/qualifiable aspects of each decisions will fuel our ongoing research and commitment to serve the people of Detroit
- A - Actionable: there will be steps that must be taken to execute our strategies, and we will always stay committed to holding ourselves accountable, regardless of the outcomes
- R - Realistic: every piece of our plan is realistic and legal
- T - Timely: not only will we be deliberate in our actions, but we will give timeframes for every initiative and every project, properly setting the expectations of Detroiters

OUR PLAN

In an effort to create an all-inclusive strategy aimed at building a stronger Detroit, we have developed a 5-point plan that captures our collective goals and demonstrates a commitment to our residents in the name of service, social justice, and sustainability.

1. Strategic Neighborhoods
2. Healthy Schools
3. Diversified Reflective Development
4. Transparent Decision Making
5. Safety of Detroit Residents

Strategic Neighborhoods. We must create/cultivate communities that embody the end goals we all envision for our families — beautiful safe spaces to learn, live, and grow.

- **Mayor’s Community Council (MCC):** This council will be comprised of leaders of community organizations, and our bi-weekly meetings will keep the Mayor’s Office connected to each neighborhood in a way that helps the Mayor understand the real issues our residents face on an ongoing basis. The MCC will coordinate night removal and neighborhood watch initiatives.
- **Legal/Environmentally Safe Home Demolition:** We must ensure that our practices are legal and safe, and demolishing homes is a complex issue that requires a thorough understanding of the law, specifically environmental regulations. We will work with the state and federal levels to ensure the integrity of our practices and the safety of our residents.
- **Commitment to Recreation:** Multi-use green space is not only important to the physical development of our youth, but having safe beautiful places to gather has real psychological benefits, as well. So, in addition to an increase in resource allocation to better the condition of our parks, we will partner with major corporations and nonprofits to offer family entertainment and hold organized sporting events. This will encourage resident connections and foster the stewardship of place we need to bring our city back!
- **0% Home Improvement Loans:** We will partner with major banks and nonprofits to create 0% home improvement loans, which will offer low-cost vehicles to homeowners that will help raise our property values, make our homes more safe/secure, and demonstrate Detroit’s commitment to energy efficiency.
- **Professional Training & Development:** We will partner with state agencies and major corporations to train our residents on relevant skills to increase employability. The number of job openings in this city are high, and our unemployment/underemployment numbers are higher; so we must change the way we approach getting Detroiters to work. We must train them for the jobs available!

Healthy Schools. 28 years as an educator in Detroit uniquely qualifies me to tackle this issue, relative to my counterparts in this mayoral race. I have balanced budgets, written policy, and more importantly, worked with children and their parents to best equip them with the knowledge and polish they need to

succeed in this world. I have supported my teaching staff and administrators through a wide variety of obstacles, and I know precisely what it takes to build a healthier schools system. Healthy, both in terms of diet and overall operation.

- Point 1 (Suggestion - Nutritional Diet)
- Point 2 (Suggestion - Budget)
- Point 3 (Suggestion - Diversity/Sensitivity Training)
- Point 4 (Suggestion - Safety of Teachers/Students)
- Point 5 (Suggestion - Parent Involvement)

Diversified Reflective Development. There is much more to Detroit than Midtown and Downtown. We have a West Side, and an East Side, and Southwest, and many more pockets that need attention in the form of reflective planning and development. The development of this city should be diverse; meaning it should be happening in different areas benefitting different people, of all different ethnicities, income levels, occupation types, and socioeconomic backgrounds. Not just those that live near major universities — and I say that as a resident of the University District!

- **Detroit Future City:** Very few Detroit residents are familiar with the framework designed to take our city successfully into the future, and developing a team of trained residents to increase awareness within our communities will be a high priority. This will help shape our Community Benefit Agreements to come.
- **Maurice Cox's 20-Minute Neighborhood:** Our illustrious Director of City Planning has created a concept that supports the need for walkable communities, and dictates that each square mile (20 minutes of walking, on average) should contain the amenities needed by the residents of that community. We will be committed to ensuring that 20-Minute Neighborhoods are developed throughout the entire city, and not just Midtown/Downtown.
- **Effective Community Engagement:** We will not only offer compensation for the participation of residents in the planning of their community development, but we will change the way we gather their feedback — offering more creative participatory meetings in the form of workshops. The simplest way to show someone your value their time is to pay them for it.
- **Reflection vs. Inclusion:** We MUST move away from the old ways of “including” the feedback of Detroiters, and make sure our development projects and legislation REFLECT the needs of Detroiters. The difference is that listening to feedback in a town hall meeting, and merely including 2-3% of what is said in the city's projects is still *technically* inclusion. But, reflection requires that every possible/legal aspect of your feedback is directly built into every new development and/or law. What we need is reflection, and not partial inclusion.

Transparent Decision Making. The people of Detroit need to feel valued and the focus must be placed back on the servant aspect of this job. As mayor, I will be a public servant, and I will serve the people of this great city.

- **Voter's App:** Offering a free Android/iOS app that allows Detroit residents to vote in real-time on how they feel about policies, development, and the allocation of resources (i.e. funds and labor) will capture the sentiments of Detroiters easily and directly, encouraging civic involvement and demonstrating our commitment to serving the needs of our communities as communicated by communities.
- **Unified Web Presence:** Our City of Detroit website must offer useful information to our residents not only involving official city business, but also regarding the concerns/needs of our residents.
- **Monthly District Meetings:** As Mayor, I will meet with residents in each district to ensure that every voice is heard and all the work of the Mayor's Office is reflective of those voices. These meetings will be open to the public and will offer all residents the time to express themselves. A Mayor should not feel like a celebrity, he/she should feel like a public servant committed to resolving the issues of the communities they serve.
- **Partnerships with Detroit Universities:** As a city, we are fortunate enough to be home to three (3) major universities, and house satellite campuses for three (3) more. We must partner with these universities to help our residents understand the roles of city government, and offer free resources to residents who want to be more involved but don't quite know how to. Opening the doors of these wonderful institutions to communities at large will not only increase the civic acumen of our residents, but will strengthen the communities' relationships with these institutions.
- **Bankruptcy Plan of Adjustment:** As this administration has tried to (and at times fallen short), I will uncompromisingly adhere to the Plan of Adjustment determined during our city's bankruptcy filing. We must ensure our city's financial health.

Safety of Detroit Residents. A strong relationship with the law enforcement of this city is high on the priority list. There have been a multitude of unfortunate events in the past couple of years, and we must be diligent in addressing those issues in ways that cultivate healthy police relations in the community. *Optional:* Furthermore, there are aspects of crime, such as cyber or gun-related, that we need to find better ways to harness to better channel those individuals in a more positive way BEFORE a crime is committed. Investing in archery programs and more coding opportunities for inner city youth will certainly embrace the talent of the youth and offer an alternative to illegal behavior. People need options.

- **Police Relations:** Partnering with Chief Craig to better utilize their talents, and also planning a host of events, workshops, and other collaborative opportunities to build trust will certainly be a top priority.
- **Gun Violence:** Offering those in possession of illegal firearms the opportunity to turn them over to law enforcement without fear of legal consequence will be key in getting illegal guns off the streets.

Additionally, we must work with firearm retailers and trainers to emphasize gun safety with constantly updating trainings to reflect changes in technology and laws.

- **Community Lighting:** We must light up our neighborhoods, and not just our freeways that give our suburban neighbors a lit path to our downtown. We need residents of our West Side, East Side, North End, and Southwest communities to feel safe and well-thought of, as well.
- **Community Watch Initiative:** Organizing groups of trained unarmed citizens that work with police to help patrol our neighborhoods will be key in keeping our homes and children safe.
- **Cyber Crime:** Not only training our residents to write code, but employing our technologically savvy residents to assist the city in catching cyber criminals and educating our residents to protect themselves from identity theft will be exceedingly important as we head into year 2020.