

# Goals and Objectives



Before a community can actively plan for its future growth and development, it must first set certain goals and objectives that define the boundaries of its needs and aspirations. These goals and objectives must reflect the type of community desired and the kind of lifestyle its citizens wish to follow, given realistic economic and social constraints.

## Goals and Objectives Defined

In order to appropriately administer goals and objectives, it is important to understand the roles of each and their relationship to one another. To this end, the following definitions shall apply:

### Goals:

Goals provide the general direction and serve as the description of the desired future. Goals are ambitious and general. They address issues and specific needs or problems, but they are grand in scope and speak to fundamental change and directly serve the mission of the community.

### Objectives:

An objective is a plan of action that sets a more specific task within a goal and helps to gauge success. Objectives must be realistic and attainable. The human, financial, and institutional resources necessary to achieve them must be in hand, accessible, or at the very least, identifiable. The acronym SMART is a good way to remember the basics of setting effective objectives:

- S** = Specific
- M** = Measurable (performance can be monitored)
- A** = Achievable or obtainable (assigned to a responsible party or “champion”)
- R** = Relevant
- T** = Time-bound (set to a schedule with benchmarks to convey ongoing progress)

## Basis for the Goals and Objectives

The process of developing goals and objectives for the Redford Township Master Plan involved several steps. The first and most important step of this process was gathering public input from the community. This was accomplished at a community-wide forum, the purpose of which was to gain consensus on community values and expectations. These community values and expectations would ultimately guide the formulation of the goals and objectives and other the components of this Master Plan.

## Community Forum

The Redford Township Community Forum was held on September 7, 2006 at the Redford Township District Library. The event was heavily publicized as an opportunity to help influence the future of Redford Township. As a result, the forum was well attended by approximately eighty interested citizens and public officials. The agenda for the forum included a video presentation, presentation of the background studies of this Plan, and two exercises designed to gather input from each participant.

For the two exercises, participants were divided into a total of eight small groups consisting of eight to ten people. Each small group was asked to assign one spokesperson and recorder to help facilitate discussion and record the group's findings. The first exercise asked participants to identify the changes that have occurred since 1984, the year the previous Master Plan was adopted. More specifically, participants were encouraged to think about how certain components of society have changed, such as education, housing, health care, shopping and employment, and how these changes might influence the new Master Plan. Small group spokespersons then presented the findings to the group as a whole. The second small



### The future of Redford? Bring your ideas

**BY MATT ACHORN**  
STAFF WRITER

Residents and business owners will have the chance next month to present ideas on the future of Redford Township.

A public workshop on the township master plan, which is to be revised after more than 20 years, is scheduled for 6 p.m. Thursday, Sept. 7, at the Redford Township District Library.

"This is the public's first and probably (most significant) chance to impact the development of this map," said Al Hoard, director of the township building department. "Anybody that's concerned really needs to come to this thing."

The two and a half hour session will be guided by the township planning consulting firm, Wade-Turn, and promises to be more than a run-of-the-mill meeting, Hoard said.

The idea behind revising the master plan is to adopt the property zoning that will be conducive to the types of businesses that are likely to locate in Redford. For example, many properties along Seven Mile are zoned for manufacturing use, but the loss of automobile-related manufacturing jobs in the region, Hoard said, means businesses aren't seeking to move into those properties. Commercial districts might be more viable, he said.

"Once we do this redevelopment of the master plan, I think we're going to find a way to move forward with Seven Mile" redevelopment, he said. Wayne County officials are still considering rebuilding Seven Mile and adding a left-turn lane, he said.

Another example, Hoard said, is that Redford prohibits apartments or condominiums over businesses (except for properties that have been grandfathered in), but the trend in other communities' central districts is to allow mixed business and residential zones.

Hoard said he hopes the changes will spur more revival in the township, attracting businesses and residents.

"People have moved out, and we need to bring them back," he said.

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### OUR VIEWS

## Join discourse on township's future

Redford Township's first effort to solicit input before building a new master plan was an instructive discussion of the strengths and weaknesses, the hopes and fears of this community.

Despite the divergent political positions among the 80 or so people who showed up, there was a great deal of agreement on Redford's priorities. Individual tables focused on the value of quality education, public safety, employment, affordable housing and a stable, family-oriented type of town. People focused on the significance of infrastructure, things like parkland, stately trees and working sewers.

Asked about their desires for town, people cited paved roads, revived business corridors on Seven Mile and Grand River, more public recreation options, and a thriving downtown to draw people wanting to shop and eat.

Many of those issues, not so coincidentally, were outlined as priorities by township officials before and during the session, leaving a couple participants to question whether these master plan sessions were only to help rubber stamp officials' already-settled plans. We prefer to keep the optimistic view - that officials really wanted to hear from the community on these issues.

Another question worth pondering, though, is the direct connection between residents' priorities and the wish for a vibrant downtown. Some people cited Royal Oak's downtown as a goal. And, while that's certainly a vision of success, it's worth asking how that fits with Redford's priorities of public safety, affordable housing, and stable, family neighborhoods.

There's certainly a value in gathering interested residents to discuss and debate community goals and aspirations, and to propose new ideas - both in the group setting and with written input afterward. We hope that participation in future sessions increases, including offering reaction to specific plans as they're proposed. And we hope that residents continue to use this editorial page to share their views on these issues.

Newspaper Coverage of the Community Forum

## Redford Township Community Forum: Results Highlights

**What should be preserved or protected?** Small Groups reported the following:

- Parks
- Open Space
- Schools
- Safety
- Service for all Ages
- Housing
- Low Profile Buildings
- Business Large/ Small
- Faith/Churches
- History of Redford
- Community Pride
- Festivals
- Family
- Golf Courses
- Location
- Public Services
- Cultural Opportunities
- Cost of Living
- Small Town Feeling

**What are the critical issues?** Small Groups reported the following:

- Divided Community (north, central, south)
- Vacant Buildings
- No Central Business District
- Rezoning Issues – Multi-Use Zoning
- Business Facades
- Encourage Parking on Street
- North End Revitalization
- Need Recreation Center
- Redo 5 Mile District
- Improve Schools
- Reduce Industrial Areas
- Improve Roads
- Appearance of Business/Community Properties
- Grand River Development
- Increase Manufacturing
- Recapture Taxes
- Redford Needs a Destination/Central Business District
- Infrastructure Upgrades

group exercise was developed as a means to identify the critical issues within Redford Township. The exercise began with a brainstorming session, where small group participants were asked to list those features or characteristics of Redford that should be preserved or protected. Small groups were then given the challenging assignment of choosing the three most important characteristics to be preserved. Once selected, small group spokespersons were asked to present their three most important characteristics to the group as a whole.

The community forum culminated with each participant being issued a notecard; one side to be filled in with their greatest hope for the future of Redford, the other side to be filled in with their greatest fear for the future of Redford. Several common themes emerged among the myriad of responses for hopes, including: business growth; residential growth; increased safety; united community; and commercial revitalization (downtown area and commercial corridors). Common themes also emerged for fears, including: lack of change; Master Plan strategies will not be implemented; increased blight; decreased safety; stagnant economy; and negative attitudes.

In the end, the community forum was successful in accomplishing its purpose by bringing the community together and building community consensus. The results of the various exercises from the community workshop are highlighted in the adjacent side bar.

### Visual Preference Survey

A second means of gathering public participation was through a Visual Preference Survey, which was distributed to attendees of the community forum and other Township officials. The purpose of this survey was to identify community preference as it relates to design and the built environment. The visual preference survey handout included a series of images showing sample commercial, industrial, and residential developments found within the larger region. Those who filled out the survey were asked to rate each image based on whether they liked it, and/or felt it was appropriate for Redford Township. The rating scale ranged from a low of -5 (least preferred) to a high of 5 (most preferred). Room was also given for participants to include comments regarding each image.

The results of the survey provide a general insight in determining the design characteristics most preferred by Redford Township leaders and citizens. The visual preference survey results summary provided in this chapter shows the three highest rated and lowest rate image for each category.

## Visual Preference Survey Results Summary

Top 3 Rated in  
Commercial/Office



Lowest Rated in  
Commercial/Office



Top 3 Rated in  
Industrial



Lowest Rated in  
Industrial



Top 3 Rated in  
Residential



Lowest Rated in  
Residential



Top 3 Rated in  
Signage



Lowest Rated in  
Signage



Regarding commercial and office development, the following traits are shared by the top three images:

- Urban style facades;
- Street oriented facades (zero lot lines, windows on street);
- Parking lot in rear of building;
- Pedestrian scale amenities (lighting, sidewalks, etc.);
- Neutral and natural colors;
- High quality materials; and,

## Redford Township Land Use Opportunities Assessment: Results Summary

### Land Use Types with an Average Rating of 7.5 or Higher

- Senior housing (independent care)
- Movie theatres
- Research, design, and experimental product development
- Sit down restaurants (local)
- Museums, art galleries and gardens
- Non-motorized (pedestrian trails, bike lanes, etc.)
- Discount superstores
- Sit down restaurants (national chain)
- Book stores
- Home health care
- General merchandise stores
- Apparel
- Business services (advertising, equipment leasing, web design)
- Health services (clinics)
- Single-family detached homes
- Local and suburban transit
- Home furniture and furnishings
- Coffee shops
- Assisted living facilities
- Arcades, billiard parlors
- Grocery stores
- Appliance/electronics sales

### Land Use Types with an Average Rating of 2.5 or Less

- Railroad
- Raw material storage (oil, gasoline, etc.)
- Drug stores
- Golf courses
- Gas stations

- Decorative details integrated in design (signage, lighting, awnings, etc).

Regarding industrial development, the following traits are shared by the top three images:

- Unique building design;
- Light industrial/low intensity uses; and,
- Site landscaping.

Regarding residential development, the following traits are shared by the top three images:

- Newly constructed housing;
- Architectural details;
- Quality building materials; and,
- Neutral and natural colors.

Regarding signage, the following traits are shared by the top three images:

- Monument signs;
- Limited size;
- Signs integrated with landscaping elements; and,
- Unique sign shape.

## Land Use Opportunities Assessment

A land use opportunities assessment exercise was distributed to Planning Commissioners at a public meeting held in November of 2006. This exercise prompted participants to rate a series of specific land use types based on whether there is an opportunity in Redford Township to accommodate that particular land use. Participants were asked to give a rating between 0 (strongly disagree) and 10 (strongly agree) for each land use type based on the opportunity for that type in Redford Township. The adjacent side bar lists those land use types with the greatest opportunity (average score of 7.5 or higher) and those with the least opportunity (average score of 2.5 or less) as rated by exercise participants.

## Postcard of Tomorrow Exercise

The November 2006 meeting also featured a postcard of tomorrow exercise, another initiative designed to gather public input in the Master

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Planning process. For this exercise, meeting participants were divided into several teams and asked to create a postcard that expressed their desires for the Township ten to twenty years from now. The teams were to think visually by utilizing magazine pictures to represent their wishes, as well as verbally by writing on the back of a postcard what their pictures represented. This activity provided the project team with direct insight about important community interests and a wide variety of points of view. Some of the major themes derived from this workshop included:

- Conversion of industrial districts to commercial uses;
- New ordinance for higher buildings in Township;
- Live/work development (retail first floor/residential second floor);
- Tot lots;
- Redevelopment of north-end into condominiums and new homes;
- Housing rehabilitation programs showing results;
- Improved downtown, with shopping and restaurants;
- Seven Mile Road as a place for fresh fruits, produce, baked goods, fish and meat goods;
- Small town character;
- Enhancement of the public realm (active streets);
- Activities for all age groups;
- Superdome-type arcade containing restaurants, gift shops, and billiards; and,
- Improved local schools.

### **DDA Visioning Workshop**

The Redford Township Downtown Development Authority is currently in the process of developing site and architectural design guidelines for Redford's Downtown District (Five Mile Road at Beech Daly Road). It is envisioned that this process will culminate in the preparation of a design guidelines report that will be supported by specific requirements as part of a new overlay Zoning District. To determine community preference relating to site and architectural design in the Downtown District, a DDA Visioning Workshop was held in January of 2007. This workshop was attended by approximately 25 Township officials representing the DDA, Planning Commission, Township Board and staff. The workshop included the facilitation of a visual preference survey, followed by a visioning exercise. Many of the findings of this workshop have been incorporated into the goals and objectives and other components of this Master Plan.

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## Previous Planning Studies

As a starting point for the goals and objectives, the residential, recreational, commercial, industrial and thorofare strategies as adopted by the Township as part of the 1984 Master Plan of Future Land Use were pulled together for evaluation. Based on input received from the Community Forum, other community input activities, the Planning Commission, and other Township officials, it was clear that many of the goals and objectives outlined in the 1984 Master Plan generally remain relevant to Redford Township today. However, revisions to previously established goals and objectives, in addition to new goals and objectives concerning such topics as redevelopment and design were necessary.

## Planning Commission Review

Following the various community involvement meetings, the project team developed a draft set of goals and objectives and presented them to the Redford Township Planning Commission. At that time, Commission members were asked to review the draft goals and objectives and modify, eliminate, or add their own statements.

## *Goals and Objectives*

The following text represents the set of goals (the ultimate purposes or intent of the plan) and objectives (means of attaining community goals). The community process outlined above offered planning decision makers and the public an opportunity to intellectualize attitudes and values about community development and, at the same time, establish the parameters around which the Future Land Use Plan will be designed. The goals and objectives are as follows:

### Residential Areas Goal and Objectives

#### **Goal:**

*To maintain the current housing stock and its positive characteristics, and to plan for new residential types that will offer a variety of residential densities and styles to meet the needs of current and future Township populations.*

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### Objectives:

- 1 Preserve existing residential areas by providing them with needed services and by safeguarding them from destabilization from undesirable nonresidential encroachment through select land use buffers.
- 2 Encourage the preservation of existing neighborhoods and the prevention of blight through code enforcement and various housing rehabilitation, redevelopment, and capital improvement programs.
- 3 Promote the single-family detached dwelling unit as the primary living unit in the community.
- 4 Promote infill residential development of underutilized properties consistent with the character of the larger neighborhood.
- 5 Take advantage of emerging market opportunities created by changing demographic patterns by providing for a limited mix of dwelling unit types other than single-family detached including attached condominiums, stacked ranches, townhomes, and multiple-family dwellings.
- 6 Promote the inclusion of urban residential uses in the Downtown District, such as live/work units, loft housing, and upper story residential above ground floor commercial.
- 7 Encourage multiple-family dwellings to serve as a land use transition between higher intensity uses and lower intensity residential uses.
- 8 Encourage innovative development techniques on lands unfavorable for conventional development, such as irregularly shaped lots and lands featuring environmental constraints.
- 9 Encourage development of a housing stock appropriate for a range of ages (individuals, young and growing families, empty-nesters), and income levels.
- 10 Encourage development of residential types which provide services and amenities for an aging or disabled population including independent, assisted, and convalescent living options.

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## Commercial Areas Goal and Objectives

### Goal:

*Maintain the existing commercial base and encourage commercial development that satisfies local market needs and provides a positive contribution to the local tax base.*

### Objectives:

- 1 Promote and preserve those existing business uses that maintain or increase the Township's commercial tax base.
- 2 Encourage transitional buffering between intense commercial uses and immediately abutting residential land use.
- 3 Maintain high site design standards and encourage the use of landscaping, attractive signage, arcades and plazas, outdoor cafes, decorative paving, pedestrian ways, and pedestrian scale lighting to enhance the appeal of commercial areas and promote long term stability.
- 4 Encourage facade improvements and renovations to noteworthy commercial buildings and the replacement of obsolete commercial buildings.
- 5 Facilitate strict code enforcement of all commercial properties to ensure public health, safety, and welfare, as well as the aesthetics of the commercial area.
- 6 Support the practice of the "temporary" occupation of land as an interim means to avoid vacancies while reserving sites for their future highest and best use.
- 7 Use the range of public development implementation tools such as business improvement districts, eminent domain, tax abatement policies, and accelerated approval of development projects to entice commercial development.
- 8 Create a marketable identity for the Downtown District through effective management and advocacy, including the development of promotional materials and hosting of events (i.e., festivals) that provide a boost for local businesses.
- 9 Create target areas to serve as regional destinations by accommodating various shopping and entertainment uses.

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- 10 Adapt business districts to emerging lifestyles, including the growing interest in mixing residential and retail uses in well-designed environments.
  - 11 Promote the long range development of off-street parking areas behind thoroughfare fronting commercial corridors.
  - 12 Encourage the improvements of paving, lighting, and marking of existing parking areas within the Township's traditional commercial areas, and assess the need to provide supplemental parking strategies.
  - 13 Encourage the development of businesses that capitalize on the Township's unique ethnic diversity (i.e., eating establishments).

### Industrial Areas Goal and Objectives

#### Goal:

*Encourage manufacturing industries that provide a positive contribution to the local tax base, as well as provide local jobs without degradation to adjacent land uses and the environment.*

#### Objectives:

- 1 Encourage the expansion and diversification of the local job base to improve the quality and quantity of local employment opportunities.
- 2 Encourage the extension of light industrial uses in areas suitable for such development.
- 3 Recognize existing industrial areas by promoting their economic well being without increasing their impact on the adjacent residential neighborhoods.
- 4 Support the consolidation of smaller industrial establishments in areas where limited space for expansion, parking, loading, and landscaping is available.
- 5 Support changes to existing land development codes that would result in the conversion of functionally obsolete industrial areas to more market-supportive land uses.
- 6 Promote the long range development of off-street parking areas behind thoroughfare fronting industrial corridors.

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- 7 Use the range of public development implementation tools such as business improvement districts, eminent domain, tax abatement policies, and accelerated approval of development projects to entice industrial development.
  - 8 Take advantage of programs which improve the skills and educational levels of lower income, unemployed individuals to enable them to obtain permanent employment.
  - 9 Ensure that businesses have adequate access to capital, have good information about available real estate, and understand how to work with local job placement organizations and how to obtain job training funds.

### Transportation Network Goal and Objectives

#### Goal:

*Maintain a transportation network that effectively serves both the motorized and non-motorized needs of the community.*

#### Objectives:

- 1 Provide a street system that allows access to appropriate traffic levels for all developed areas of the Township.
- 2 Promote safe and efficient traffic movements within existing strip commercial corridors by limiting curb cuts and promoting shared entrances and access drives.
- 3 Continue the Township's residential street paving program as a means to maintain viable neighborhoods and promote efficient circulation.
- 4 Conduct sidewalk improvements to increase safety and accessibility for pedestrians and provide linkages between community facilities, commercial and residential areas.
- 5 Coordinate transportation enhancements with neighboring communities and regional entities.
- 6 Where necessary, implement traffic calming devices within residential areas to eliminate or subdue drive-through traffic and increase safety.
- 7 Enhance existing, and support the development of new, non-motorized trails, such as bike and pedestrian paths, throughout the Township.

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## Open Space and Recreation Goal and Objectives

### Goal:

*Work in partnership with various public and private entities to provide quality open space, facilities and programs that will meet the needs of all Township residents regardless of age, income, or ability.*

### Objectives:

- 1 Promote open space conservation of available existing lands within the Township so as to provide relief from the repetitiveness of the urban form.
- 2 Define, identify, and protect sensitive and other environmentally significant areas as part of the comprehensive planning and zoning process.
- 3 Further the continued development of recreational facilities which provide community residents with a variety of physical activities.
- 4 Evaluate underused public and private properties for possible Township use as recreation facilities and/or parks.
- 5 Explore the potential for new recreation opportunities that capitalize on the Township's existing natural systems.
- 6 Coordinate with neighboring communities and regional entities in the improvement of regional recreation facilities (i.e., Belle Creek Park, Lola Valley Park).
- 7 Reduce pollution discharge into the Rouge River System by enlarging sewer capacity, reducing inflow and infiltration into existing sewer pipes, and the application of the best practicable waste treatment technology.
- 8 Maintain a Master Recreation Plan to be used as a short and long range guide for future development of the recreational resources in Redford Township.
- 9 Update the Master Recreation Plan every five years according to MDNR standards to ensure eligibility for grant funding.

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## Community Redevelopment Goal and Objectives

### Goal:

*Facilitate revitalization efforts to position Redford as a destination community for commerce and life-long living.*

### Objectives:

- 1 Identify underutilized sites or structures within the Township and work with Township staff and the development community to propose inventive redevelopment concepts.
- 2 Create and maintain a marketing strategy for attracting potential developers and to provide a vehicle for positive self-promotion for the Township.
- 3 Apply “smart growth” principles, defined by its diversity, pedestrian scale, public space and structure of bounded neighborhoods, as a guide for community planning and redevelopment.
- 4 Develop incentive programs and assistance methods to help foster existing local businesses. These programs may include assistance from the Downtown Development Authority or in-kind services from Township Departments.
- 5 Coordinate the collection and dissemination of market, economic, social, demographic, and traffic data and information to prospective investors, developers, retailers, consumers, and public agencies.
- 6 Pursue infill development strategies which stimulate developer interest in infilling, remove obstacles created by government, create neighborhood support for infilling, address market weaknesses or uncertainty, address site specific problems, increase land availability, and which combine infill incentives.
- 7 Seek opportunities to advance the vitality of the Downtown District and its role as a multi-purpose urban center through various enhancement and redevelopment activities.
- 8 Preserve the existing character of the Township’s well established and historic residential neighborhoods. Where housing must be removed in such areas, encourage architectural compatibility with the surrounding neighborhood for replacement buildings.

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## Design Guidelines Goal and Objectives

### Goal:

*Improve the visual quality of the built environment by seeking a higher standard of design while keeping intact a respect for the creativity and ingenuity of the development community.*

### Objectives:

- 1 Encourage parking areas to be located predominantly in the rear and side yards and be suitably screened from rights-of-way, adjacent non-commercial development, and pedestrian pathways.
- 2 Encourage the provision of pedestrian and non-motorized amenities, such as benches, garbage receptacles, bicycle racks, and level, continuous sidewalks at curbside.
- 3 Support the provision of intensive landscaping within required yards as a means to buffer the development from the street and adjacent properties.
- 4 Encourage front facades to be generally parallel to the right-of-way and be designed to cater to and interact with the street and pedestrian atmosphere.
- 5 Promote the use of durable, high-quality and decorative building materials and the use of neutral and natural tones.
- 6 Encourage buildings to incorporate the architectural styles, materials, and colors used in surrounding buildings, yet provide individual elements such as archways, cornices, and colonnades to make them distinctive.
- 7 Encourage the use of pedestrian scale and oriented signage, such as ground mounted monument signs, consistent with the architectural style of the building and site as a whole.