

WARRENDALE COMMUNITY INTEGRATION PROJECT

Presented By

International Institute of Metropolitan
Detroit & Islamic Center of Detroit

Special Thanks to Our Funding Partner

The Kresge Foundation



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International Institute of Metro Detroit (IIMD)
& Islamic Center of Detroit (ICD)

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Anne Roth
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The WCIP team also appreciates its partnerships with Warrendale community leaders, including: Barb and Joe Matney (Warrendale Community Organization—WCO, In Memory Community Garden); Denise Madewell (Warren Avenue Community Organization—WACO); Sylvia Roland, Gerlean Leflore (Greenview Block Club); Shirley Rankin (Evergreen Block Club); Duane and Linda Ballard; Veronica Armstead (WWRP Radio Patrol); City of Detroit Council Member Gabe Leland; Ladon Davis; Mona Ali, Mayor's Office District 7 Manager; and State Senator Sylvia Santana. Additionally, the WCIP team would like to thank Roberto Torres, Director of the Mayoral Office of Immigrant Affairs and Economic Inclusion; USCRI Executive Director, Tawfik Alazem; and Samaritas.





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Lastly, the WCIP team is extremely grateful for all those who attended the meetings and helped create the plan, including the following individuals:

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The Kresge Foundation

MEETING LOCATIONS

Boys and Girls Clubs of America
Islamic Center of Detroit
St. Peter and Paul Catholic Church

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Barb Matney (WCO)



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 Mohamed Al-Tareb (WCO)
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 Pat Hammon (Warrendale Resident)
 Raquel Garcia Anderson (Global Detroit)
 Rawan Shihab (ICD)
 Raymond Duma (WACO)
 Roberto Torres (Mayor's Office of Immigrant Affairs)
 Robin Iotarski (WACO)
 Ronald Sr. (Warrendale Resident)



Said Dahdah
 Salah Allamy (Imam Mousa Alsadeq Mosque)
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 Tony Madarani (Warrendale Business Owner)
 Tyler Hardy (City of Detroit)
 Venita Lawson (DBE)
 Veronica Armstead (WWRP Radio Patrol)
 Victoria Eschen (DPD, NPO 6th Precinct)
 Wojciech Zolnowski (WCIP/IIMD)



EXECUTIVE SUMMARY

The International Institute of Metropolitan Detroit (IIMD) is a long-standing, Detroit based nonprofit agency founded in 1919. The Institute transforms the lives of low-income immigrants, refugees, asylum seekers and native-born residents by providing critical services which lead to integration, economic stability and growth. The International Institute envisions a more inclusive, equitable and just society for immigrants and non-immigrants alike in the City of Detroit and greater Metropolitan area.

IIMD's mission is accomplished by offering five core services: 1. Adult Education/Workforce Development (Integrated English as a Second Language/Civics, Foundational Skill Development, Financial Literacy, Workforce Preparation/Career Navigation and Occupational Training); 2. Legal Immigration Services; 3. Community Development; 4. Income Support Services; and 5. Small Business Development. In 2020, IIMD expanded its programming to meet the needs of Detroiters affected by the pandemic through its COVID-19 Rapid Response Program, administered by its Center for Working Families initiative.

The Islamic Center of Detroit (ICD) is a faith-based nonprofit community organization which began offering services in 2000. ICD aims to serve the most vulnerable, Muslim and non-Muslim immigrants and native residents, throughout the greater metropolitan Detroit area. ICD offers several services such as teaching the Quran; after-school activities; youth and female empowerment workshops; mental health services; food pantry; and community related projects, such as neighborhood clean-ups and diversity and inclusion engagement activities.

In September 2018, IIMD and ICD, initiated an inclusive, community driven plan, the Warrendale Community Integration Project (WCIP). This project took place on the city's west-side in the Warrendale neighborhood. The focus of the project was not meant to be led by outside consultants or government officials, nor by those unfamiliar with the city and its nuances, but one which was grassroots in nature and led and developed by new community members and lifelong Warrendale residents.

The WCIP team worked to advance this by facilitating an environment of equitable integration, awareness and education. In doing so, the WCIP team convened a group of diverse stakeholders, consisting of community organizations and block club members, immigrant and refugee community members, elected representatives, business owners, youth, law enforcement, non-profit leaders, and Detroit Public Schools Community District (DPSCD) administrators. In order to ensure equity in the planning process, the team utilized several approaches, which included a broad set of methodologies.

“The goal of the WCIP is to bring diverse members of the community together to devise a plan, which would improve the quality of life for all residents.”

Thus, within a 12-month period, the process consisted of facilitating four internal planning sessions, six community integration sessions, two final review sessions, 100 one-on-one meetings, and attending 34 community meetings and eight community events. This process and the results will be explained in the following pages.

COMM



PI

UNIV ROFILE

A black and white photograph of a young woman in a graduation cap and gown, smiling and holding a diploma. She is standing on a sidewalk in front of a house. A stack of diplomas is visible on the left. The image is overlaid with large, semi-transparent blue text: 'UNIV' at the top and 'ROFILE' at the bottom.

GEOGRAPHY COMMUNITY & CHARACTERISTICS

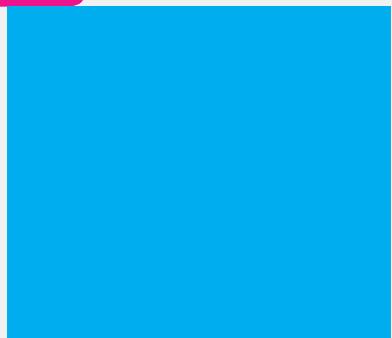
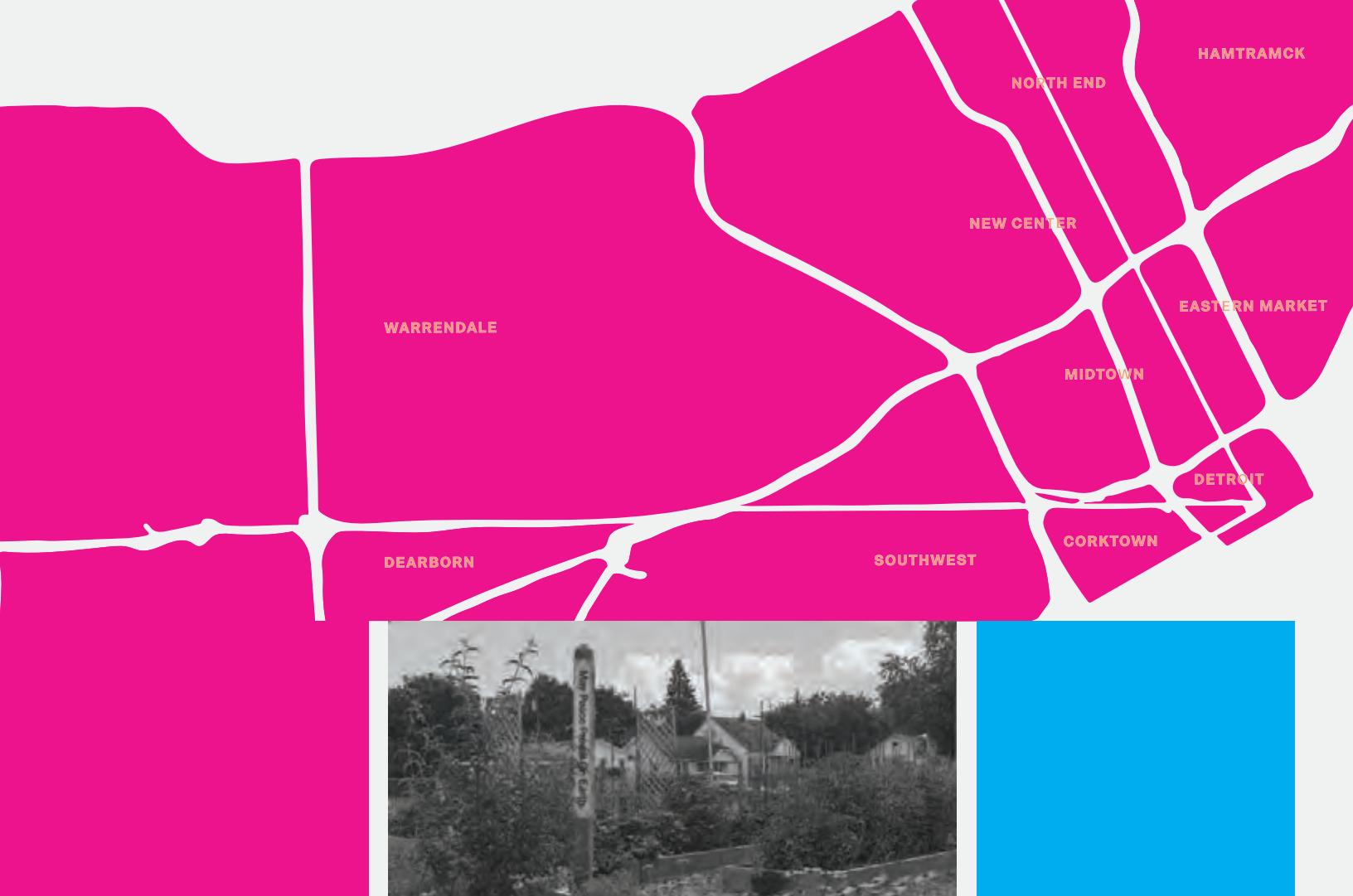
Warrendale, located on the city's westside in District 7, is rich in culture and is one of the most ethnically diverse areas in southeast Michigan. Originally founded as a farming community by Scottish settlers in the 19th century, Warrendale was formerly a township of Dearborn. However, in 1925, the township integrated and officially became part of the City of Detroit.¹

29,059

total population of Warrendale

With a total population of 29,059, Warrendale borders Dearborn and Dearborn Heights and is bounded by Joy Road to the north, Greenfield Road to the east, Ford/Paul Road to the south, and Rouge Park to the west. The following census tracts make up Warrendale: 5454, 5455, 5456, 5457, 5458, 5459, 5460, 5461.²

The community is also part of the larger Cody Rouge neighborhood and has contributed to district-wide projects, most recently, the City of Detroit's Strategic Framework.



COMMUNITY CHARACTERISTICS: HOUSING & NEIGHBORHOOD

A vibrant community, comprised of a majority of single-family homes built in the 1940's and early 20th century, Warrendale has a stable business corridor, comprised of local, minority owned businesses.³ The neighborhood also has well organized community groups, block clubs, citizen radio patrols and faith-based institutions. These aspects, in part, reveal the strength and resiliency of this community.

This, in large part, is demonstrated through the work of Barb Matney and her husband Joe, President of the Warrendale Community Organization, both lifelong Warrendale residents.

As they have worked to transform their neighborhood, through their persistence, hard work and the support of city officials and the community, they have spearheaded a community development method that involves renovating vacant lots and blighted property and turning them into safe places to play.

Since implementation began, they have built parks, playscapes, an organic community garden, and an orchard. They continue to work to improve their neighborhood and plan on installing an outdoor fitness area, walking path and small picnic pavilion.



POPULATION & ECONOMIC CHARACTERISTICS

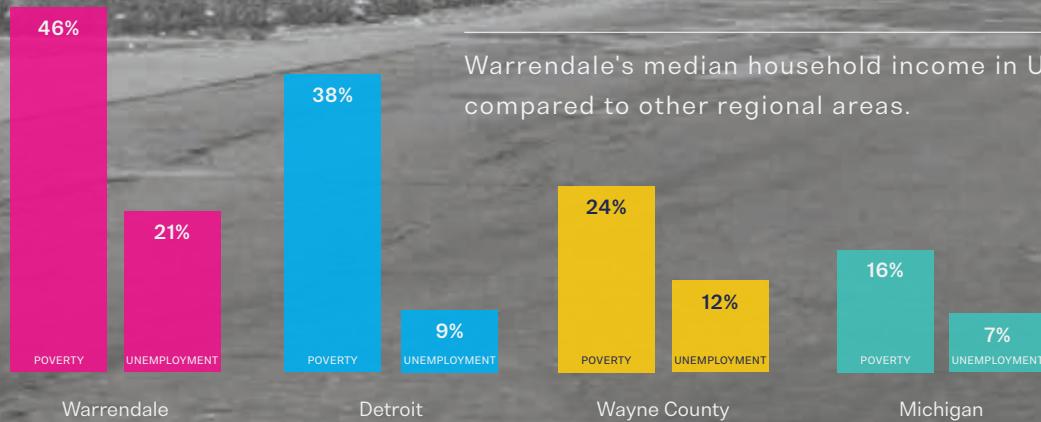
According to Data Driven Detroit, 60% of Warrendale's current residents are African American, 28% are White and 8% are Latinx.⁴ Warrendale has also seen an influx of immigrants, a majority from the Middle East, who began resettling in the area after the Persian Gulf War in 1990 and again in 2003 after the second Iraq War.⁵

\$23,149

Warrendale's Median Household Income



Warrendale's median household income in USD compared to other regional areas.



Warrendale's poverty and unemployment rate reflected in percentage (%) compared to other regional areas.

Today, **14%** of the residents are foreign born. This is roughly *one-third* the rate in Wayne County, which is **8%**, and *two-fifths* the rate of both the State of Michigan, which is **7%**⁶ and the City of Detroit, whose foreign-born population is **6%**.⁷

Moreover, in Warrendale, **27%** of children, 5 to 17 years of age, and **14%** of adults speak a language other than English in their home.⁸

Furthermore, Warrendale's median household income is **\$23,149**, *one-third* the median household income in the State of Michigan at **\$52,668**, and *two-fifths* of Wayne County which is **\$43,702**.⁹ It is also *four-fifths* the annual median household income in the City of Detroit, which is **\$27,838**.¹⁰

Warrendale's unemployment rate is also higher than its surrounding areas. Warrendale's current unemployment rate is **21%**. This is **11%** higher than the average unemployment rate in Wayne County at **12%**, and more than double in the State of Michigan at **7%**.¹¹ It is also more than double that of the City of Detroit which, according to the Bureau of Labor Statistics, has an average unemployment rate of **9%**.¹²

As some areas of the city have experienced significant redevelopment and economic prosperity, and despite the recent commitments of the city and the philanthropic community, Warrendale continues to lack the basic resources needed to grow and thrive.

This is demonstrated in data: **46%** of Warrendale's population live below the poverty level. This is nearly double the rate in Wayne County, which is **24%**, and more than double in the State of Michigan at **16%**.⁹ This is nearly **10%** higher of the average rate in the entire City of Detroit, which has a poverty rate of **38%**.¹⁰

These numbers present a clear need for enhanced resources. Warrendale continues to be burdened by decades of economic decline and divestment which has led to persistent blight, crime and lack of city services.

Despite this, the steadfast commitment from lifelong residents, strong neighborhood affiliations, community organizations, and business leaders, Warrendale has upheld its existing business corridor, historic landmarks and natural characteristics. It has also achieved successful neighborhood redevelopment, with very little financial resources, and has improved the quality of life at a grassroots level.

PROOF
BACK
GAP



CT
ROUND

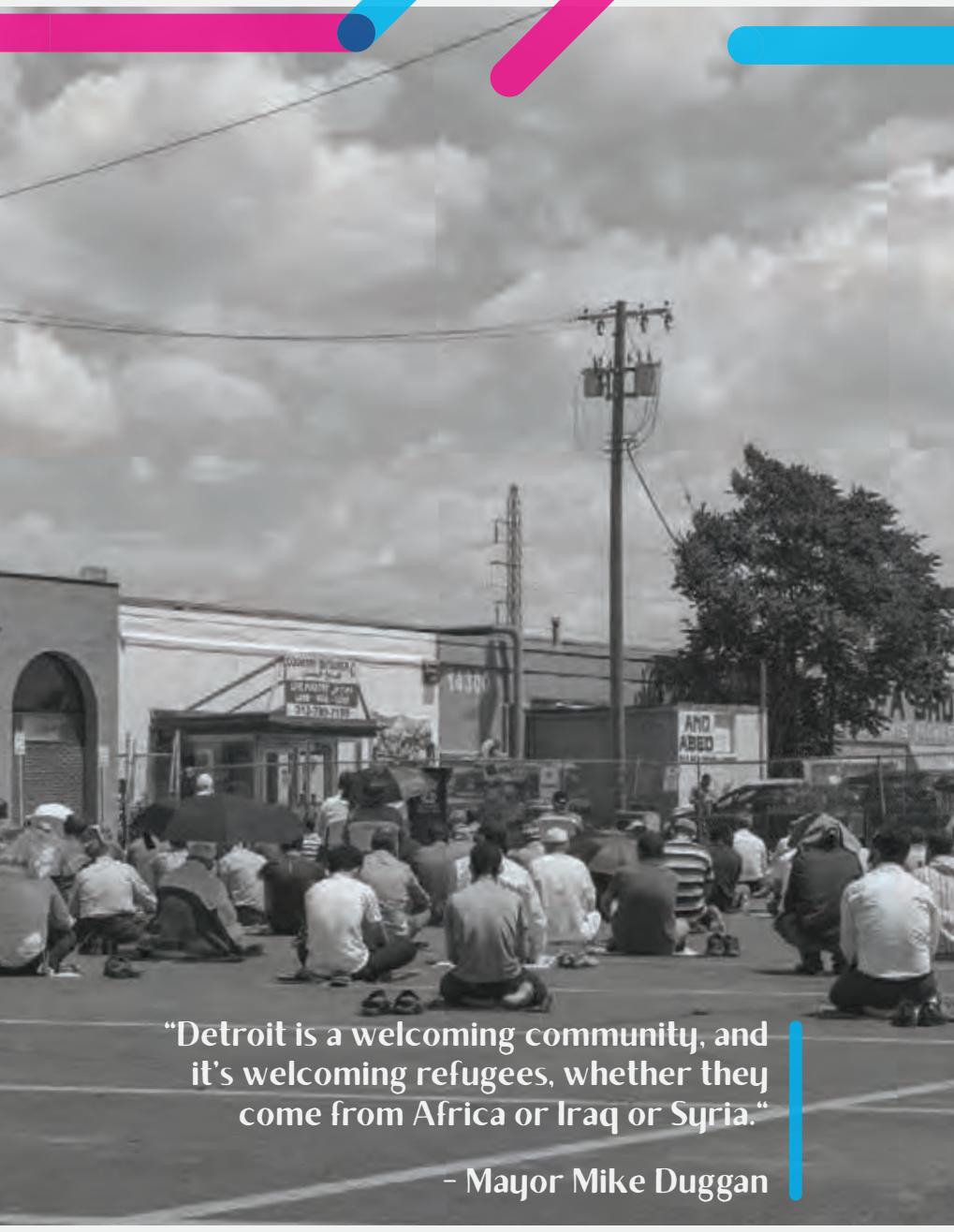


THE GLOBAL REFUGEE CRISIS

The WCIP project started with IIMD and ICD's work with refugees; however, the team quickly recognized the strong investment from Warrendale's lifelong residents. Moving forward, IIMD and its partners, will continue to work with the community to bring valuable resources, advocacy, awareness and the assurance that equitable services are in place. Therefore, any resources brought forth through this project will be available for all Warrendale residents.

Thus, this project originally stemmed from the global refugee crisis in 2015. During 2012 to 2015, the number of forcibly displaced people throughout the world grew at an alarming rate. As of December 2015, 911,000 refugees and migrants arrived in Europe, and 3,550 lost their lives while attempting the journey.¹⁵





“Detroit is a welcoming community, and it’s welcoming refugees, whether they come from Africa or Iraq or Syria.”

- Mayor Mike Duggan



The UNHCR’s Global Trends Forced Displacement in 2016 sheds light on the magnitude of this crisis. The report explains: “Over the past two decades, the global population of forcibly displaced people has grown substantially from 33.9 million in 1997 to 65.6 million in 2016 and remains at a record high. Section 101(a)(42) of the Immigration and Nationality Act (INA) define a refugee as a person who is outside of her/his country of origin and is unable to

return or avail herself or himself the protection of that country, due to a well-founded fear of persecution on account of race, religion, nationality, or membership in a particular social group or political opinion.¹⁶

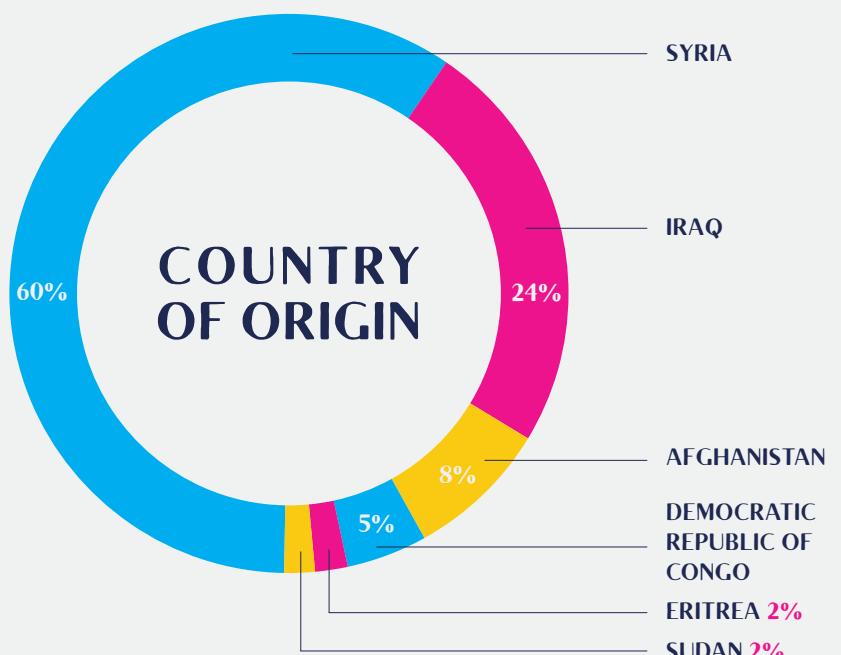
In 2016, Mayor Duggan responded to the global refugee crisis by initiating Detroit’s first refugee resettlement program. At that time, Mayor Duggan committed to resettling fifty families. “Detroit is a welcoming community,

and it’s welcoming refugees, whether they come from Africa or Iraq or Syria,” explained Mayor Duggan.¹⁷ This was unprecedented, as prior to 2015, no city official had previously spearheaded a refugee resettlement program in the City of Detroit.



Fayrouz Saad, former Executive Director of the Mayoral Office of Immigrant Affairs and the current Executive Director of the Office of Global Michigan, was charged with leading the effort. In doing so, Director Saad convened a group of stakeholders consisting of refugee resettlement agencies, local nonprofit agencies, Detroit Public Schools Community District (DPSCD) administrators, and city officials.

These stakeholders, i.e., The U.S. Committee for Refugees and Immigrants (USCRI), Samaritas, International Institute of Metropolitan Detroit (IIMD), Catholic Charities, and the Arab Community Center for Economic and Social Services (ACCESS), etc., developed a comprehensive resettlement strategy. Throughout the process, seven key areas were identified: housing, public health, education, transportation, workforce development, public safety and community engagement.



When resettlement began in 2016, a total of 62 families and 283 individuals resettled into



Warrendale. Many of the displaced families arrived from Syria, Iraq and Afghanistan.¹⁸ According to Samaritas' agency statistics, in 2016, Warrendale's refugee arrivals were from the following countries: 60% Syria, 24% Iraq, 8% Afghanistan, 5% Democratic Republic of Congo, 2% Eritrea and 2% Sudan.¹⁹ Since this time, refugee resettlement agencies have

continued to resettle refugees in the Warrendale neighborhood. According to USCRI Detroit's Executive Director, Tawfik Alazem, 25% of all new refugee arrivals to Detroit in 2019 were resettled in Warrendale.²⁰

Once resettlement took place, the International Institute of Metropolitan Detroit (IIMD) was asked by the Mayoral Office of Immigrant Affairs to provide English as a Second Language (ESL) classes to the newly arrived refugees. IIMD accepted and, in collaboration with

the Islamic Center of Detroit (ICD), began teaching ESL. It was at this time that a rewarding new partnership formed between IIMD and ICD. The ESL classes existed, in part, due to a grant-funded program from the former Michigan Office for New Americans (MONA), currently named the Office of Global Michigan.

As resettlement agencies are only able to provide refugees with support for a maximum of ninety days, Warrendale's new arrivals have had to rely on continued services from ICD and IIMD. And although a majority of Warrendale residents have welcomed the new families, their resettlement has not come without challenges. This is due to several reasons: a lack of prior community engagement, educational opportunities, transportation, employment, and community awareness.

Thus, IIMD and ICD sought to address this situation by implementing a program that would address the community's challenges, raise awareness, and bridge the gap between the newly arrived refugees and lifelong residents. This goal would be brought about through the Kresge Innovative Projects: Detroit (KIP: D) initiative. Through KIP: D, IIMD and ICD formed the Warrendale Community Integration Project (WCIP), with the goal of bringing diverse members of the community together to devise a plan, which would improve the quality of life for all Warrendale residents.



PARTNERSHIPS

IIMD and ICD established an effective, collaborative partnership, beginning in 2016. Since then, each agency has brought their unique skills, experience and expertise to several grant funded projects. As described in the KIP: D MOU, both agencies have had an important role to play in implementing the WCIP.

As a longstanding, Detroit based nonprofit agency, IIMD has a history of providing evidence-based services to immigrants and non-immigrants alike. They have done so through leadership and staff that have both the personal and professional expertise, as well as cultural sensitivity, necessary to transform the lives of immigrants, refugees, and native-born residents throughout the metropolitan Detroit area. Additionally, IIMD, given its in-depth experience in successfully managing federal, state and local grant funded programs and their well-established relationships within immigrant and native Detroit communities, is well poised to continue servicing people in need.

In fulfilling the WCIP objectives, IIMD played a critical role. In accordance with the MOU, IIMD was responsible for hiring staff, designing the program, monitoring its progress, designing reporting templates, assisting with stakeholder engagement, facilitating internal and community wide planning sessions,

designing and distributing marketing materials, assisting with outreach and volunteer recruitment, assisting with data collection, submitting reports to the funder, issuing payroll, assisting with supervision, and writing and disseminating a final report.

ICD, on the other hand, is a faith-based nonprofit community organization which offers critical programs to Muslim and non-Muslim members of the community. ICD is the only nonprofit agency that serves the following underserved communities: Brooks, Fiskhorn, Warrendale, and Cody Rouge. ICD has been in operation for twenty years and is highly respected among Muslims and non-Muslims alike. Through their extensive work, they have provided valued services for all those in need. They are also well versed in providing culturally competent services that help to create pathways for new immigrants and refugees and are tasked with helping build positive relationships between immigrants, refugees and native-born residents of Detroit. As IIMD and ICD offer unique and complementary skills and experience, it was understood that ICD would play an imperative role in implementing the WCIP. ICD's well-established relationships provided an opportunity for seamless engagement. Through these relationships, ICD was able to effortlessly identify and engage key stakeholders.



Thus, ICD was able to mobilize community members to bring about change in the Warrendale neighborhood. In line with the MOU, ICD's role in the WCIP was to complete the following: hire and train staff, distribute marketing materials, identify stakeholders, engage with and meet with stakeholders, prepare and assist with facilitating planning sessions, provide on-going communication with stakeholders, track meeting attendance, and assist with report dissemination.

The skills and expertise of each agency brought about a mutually respected and productive relationship which generated much needed renewal, excitement and enthusiasm in the Warrendale community.

As the project progressed, this partnership grew to include the Warrendale Community Organization (WCO), the Warren Avenue Community Organization (WACO) and the Mayoral Office of Immigrant Affairs and Economic Inclusion.

PLANNING



ING
OCES

A woman with short hair, wearing a white cap and a dark t-shirt that says "I ❤ WARRENDALE" with a tree graphic, stands in front of a police van. The van has a sign on its side that reads "WE ARE VIEWING & REPORTING ALL CRIME" and "POLICE". The scene is outdoors, with a car and some flowers in the background. The image is in sepia tones.

PLANNING PROCESS IN 3 PHASES

In preparing for project implementation, the WCIP team fully understood that the residents of the Warrendale community were the best equipped to design a planning strategy, as they had the most experience and were most familiar with its distinctive characteristics, as well as its needs and assets. And indeed, those community members have demonstrated that they are well capable of creating positive change in their neighborhood through grass-roots revitalization efforts. Thus, IIMD and ICD sought to enhance those qualities and support a strategy that was entirely driven by the community.

In doing so, a seven-step process was implemented. This process rolled out in three phases: Phase I (Planning), Phase II (Data Collection), and Phase III (Final Review).



PHASE 1: PLANNING

Phase I consisted of developing program materials. This included hiring, training and supervising a project manager. It also involved creating reporting templates and methods for data collection, designing a planning strategy, marketing materials and a marketing strategy, volunteer recruitment, compiling a list of stakeholders, meeting with stakeholders, scheduling meetings, and identifying meeting locations.

PHASE 2: ENGAGEMENT

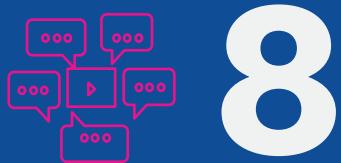
Phase II consisted of engagement. To ensure the planning process would reach diverse members of the community, the team utilized a broad set of data collection methods. These involved the following, as illustrated on the next page.



34
community
meetings

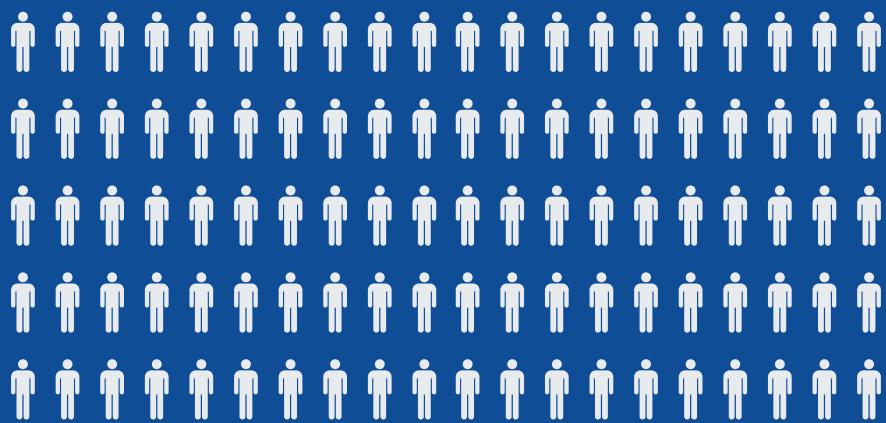
created, distributed
collected data from a
multi-lingual
three-page survey

facilitated



8

community-
wide
planning
sessions



100

one-on-one
interviews
conducted

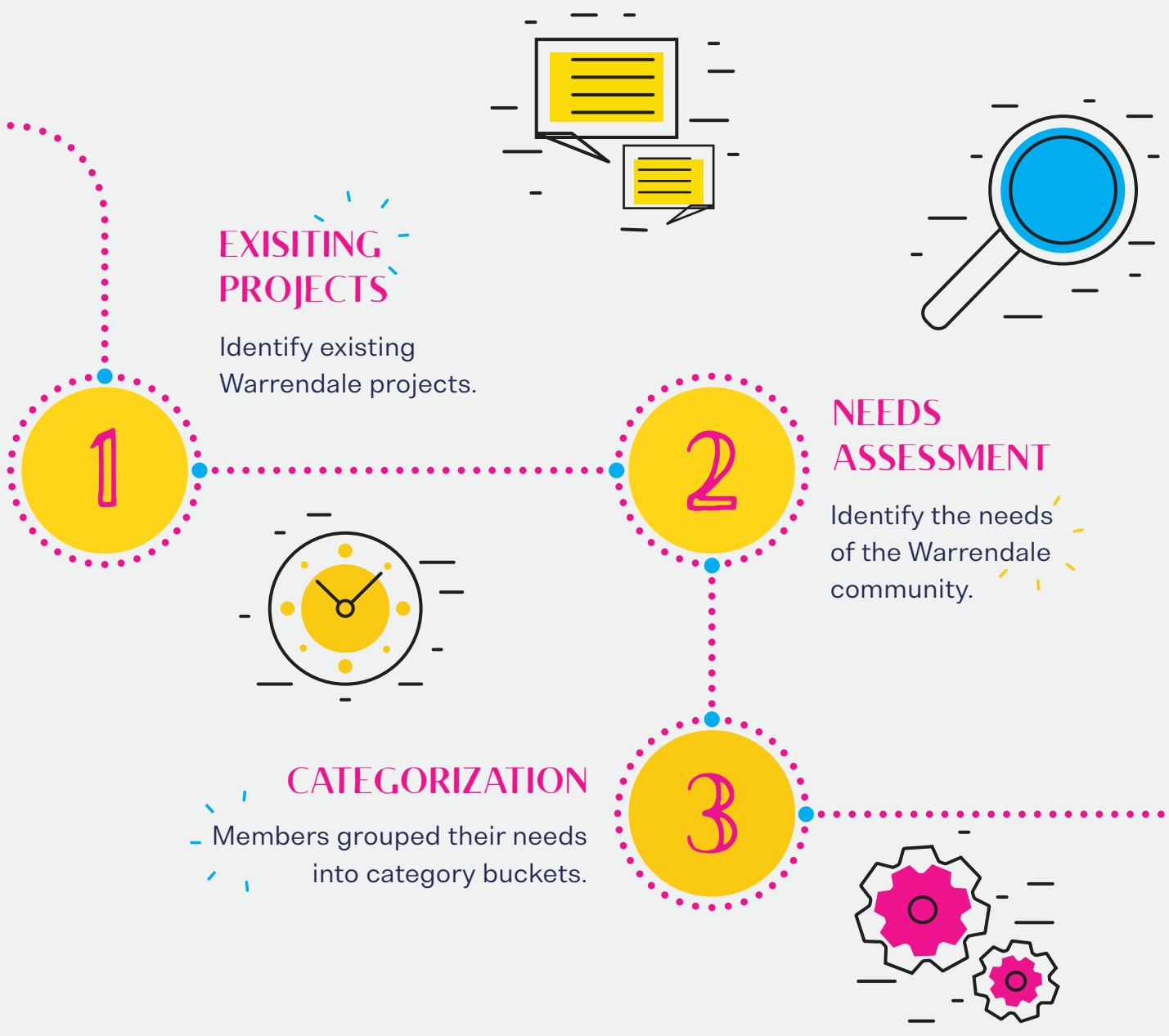
12

attended
community
events

facilitated
twelve
internal planning sessions

PLANNING SESSIONS

As part of **Phase 2**, the WCIP team focused heavily on implementing a series of eight planning sessions, each involving **seven steps**.



STRATEGIC ALIGNMENT

Members then voted for each categorical timeline

CATEGORIZATION MAP

Members identified where they would like each category to be located.



FINAL VOTING

The last step is to have all members vote on one focus category

PRIORITIZATION

Members voted their categorical needs into varying priority levels.

STEP 1: EXISTING PROJECTS

The first planning session consisted of identifying existing Warrendale projects. Eight current projects were identified as follows:

1 City of Detroit's Strategic Framework (encompassing the larger Cody Rouge area)

2 Community Garden

3 Pocket Parks

4 Community Orchard

5 Build Playscape

Bio-retention Project within the Warrendale Community **6**

7 Rouge Park Master Plan

8 Development of new parking lot

NEEDS ASSESSMENT

STEP 2 OF THE PLANNING PROCESS

The second meeting was devoted to identifying the needs of the community. A total of **thirty-two** needs were identified:

- Increase homeownership
- Offer English as a Second Language classes
- Social services
- Brand Warrendale/identify the community/install signage
- Increase parental involvement in schools
- Stop population decline
- Increase occupancy on Warren Ave. business corridor to 100%
- Increase population
- Assign a community business liaison
- Increase the number of streetlights and their efficiency
- Increase youth involvement/empowerment
- Create a space for a community center
- Implement strategic investment
- Install community parks/pocket parks
- Increase employment opportunities
- Initiate community recreation projects
- Increase education and training opportunities
- Increase the number of healthcare facilities
- Address barriers to employment
- Inspire people to become more involved in community related issues
- Increase economic development opportunities
- Increase safety
- Improve Street lighting
- Provide educational opportunities for minority entrepreneurs
- Address garbage cans left in the streets
- Implement a dog rescue services
- Enforce city ordinances
- Create a Western Market
- Beautify and clean the community
- Clean the streets
- Connect across cultures/understanding cultures
- Implement policies that will positively affect climate change



CATEGORIZATION

STEP 3 OF THE PLANNING PROCESS

At the third meeting members grouped the 32 needs into nine categories. The categories were as follows in the diagram above.



Community Beautification

Recommendations:

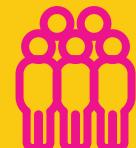
- Remove trash from the streets & around residential properties
- Create a Western Market
- Enforce city ordinances
- Improve waste management by providing more trash receptors
- Initiate a community policing program
- Police illegal dumping
- Provide a dog rescue service
- Increase the number of neighborhood clean-ups
- Increase the number of block clubs
- Install safe recreation areas for children
- Repair Warren Ave. by having 2 eastbound lanes and 2 westbound lanes and a center left turn lane only
- Brand 'Warrendale' signs to identify the neighborhood and offer a sense of pride; establish the community as a part of the City of Detroit
- Establish relationships between members of the community and law enforcement.
- Increase streetlights, sidewalks, and tree lighting
- Improve on safety and make the streets safer



Increase Population

Recommendations:

- Retain current residents and provide opportunities for growth
- Increase homeownership



Employment Opportunities

Recommendations:

- Secure training and educational opportunities for people in Warrendale
- Address barriers to employment, such as for returning citizens or people with educational needs, through initiatives such as, GED and skilled trade classes (welding, carpentry, plumbing, heating & cooling, healthcare, culinary arts, and ESL classes).



Community Center

Recommendations:

- Volunteer opportunities
- Art space (sculptures, murals)
- Peacemaking skills and activities
- Turn vacant lots into pocket parks, gardens, play areas, and basketball courts
- Increase community involvement.
- Activities, events, community engagements that focuses on cultural awareness in regard to diversity and inclusion
- Serve people in need with meals & beverages
- Preserves human dignity and diverse inclusion of the entire Warrendale population



Strategic Investment	Youth Engagement	Social Services	Climate Change
<p>Recommendations:</p> <ul style="list-style-type: none"> • Design an assessment aimed at home ownership, rental properties, mixed use development, property values, and vacancy rates • Hold landlords accountable and enforce blight and/or neglected properties ordinance • Increase density along the commercial corridor to 100% occupancy • Design a plan for 'capacity building' that includes income of residents, residential inclusion, and increased educational institutions • Initiate planning sessions: e.g., community wide meetings to gain input re: community reinvestment opportunities, municipal offices, community oversight, and nonprofit/NGO's • Design an implementation plan which would include a legal services agreement, presentation to the Detroit City Council, and oversight of the Community Benefits Agreement (CBA) 	<ul style="list-style-type: none"> • Implement an evaluation plan that includes community oversight and evaluation through a university, foundation, or community organization • Design a sustainability plan that includes investment opportunities, funding prospects, and municipal strategic zones; stops displacement; ensures affordable housing; and implements ways to incentivize the overall success of the project • Address bidding procedures by overseeing the community benefits agreement (CBA), ensuring the process is community driven, and working with city and county zoning laws. Lastly, not allowing displacement and incentivizing the overall success of the project • Increase funding for Warrendale's neighborhoods. 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Incorporate mentorship and self-awareness programs, teach youth entrepreneurship skills, i.e. how to start a small business, financial empowerment, and employment skills (resume building, etc.) • Partner with other organizations (e.g. Boys and Girls Club, Boys and Girl Scouts) to promote youth engagement • Establish a Warrendale-wide program that would encourage local businesses to employ and mentor youth • Teach youth financial management, (e.g. stocks, bonds, building assets, etc.) • Encourage more parental involvement by starting a classroom volunteer program • Start a Parent Teacher Association (PTA) • Prepare Warrendale's youth for the jobs of tomorrow, e.g. coding, IT, skilled trades, cybersecurity, and entrepreneurship 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Literacy classes (computer, financial, ESL, GED, etc.) • Healthcare • Employment • Senior services • Youth employment • Medical • Mental health counseling • Prostitution • Addiction and substance abuse treatment • Optometry • Audiology • Clothes closet for professional attire • Food Pantry



PRIORITIZATION

STEP 4 OF THE PLANNING PROCESS

To ensure a fair process, step 4 utilized a voting method. Community members voted for **prioritization levels** for each of the 9 categories.



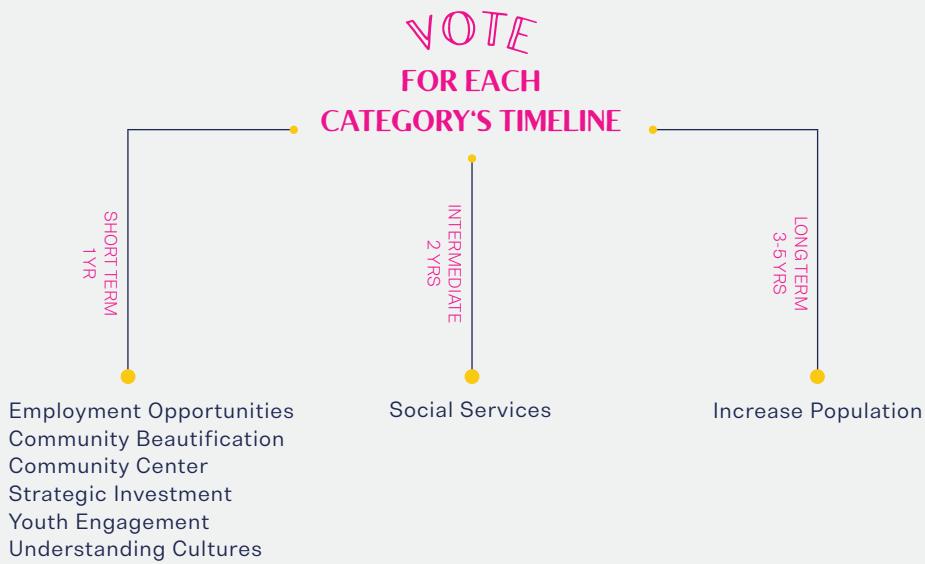
COMMUNITY MEMBERS WERE ASKED TO PARTICIPATE IN AN ACTIVITY.

They were provided with a set of numbers, 1 through 8 (1 signifying the highest priority and 8 the lowest). Each of the nine categories was printed on a large sticky note and displayed on a wall. Members were then asked to put a number on each category, according to its level of importance.

The results demonstrated that a majority of the categories (five in total) were identified as a high priority; no categories were identified as an intermediate priority; and three of the categories were deemed a low priority. The results are revealed in the infographic.

STRATEGIC ALIGNMENT

STEP 5 OF THE PLANNING PROCESS



COMMUNITY MEMBERS WERE THEN ASKED TO IDENTIFY GOALS FOR EACH CATEGORY.

Community members were then each provided with color coded sticky notes and asked to identify short-term (blue), intermediate (yellow) and long-term (red) goals.

The results are shown in the diagram above. Six were judged 'short-term'; one was thought 'intermediate', and one was deemed 'long-term'.

Note: Climate Change was voted as its own category, later in the process, and therefore was not identified as a short, intermediate or long-term goal.

CATEGORIZATION MAP

STEP 6 OF THE PLANNING PROCESS

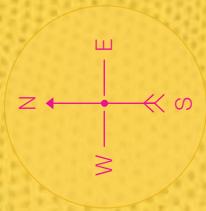
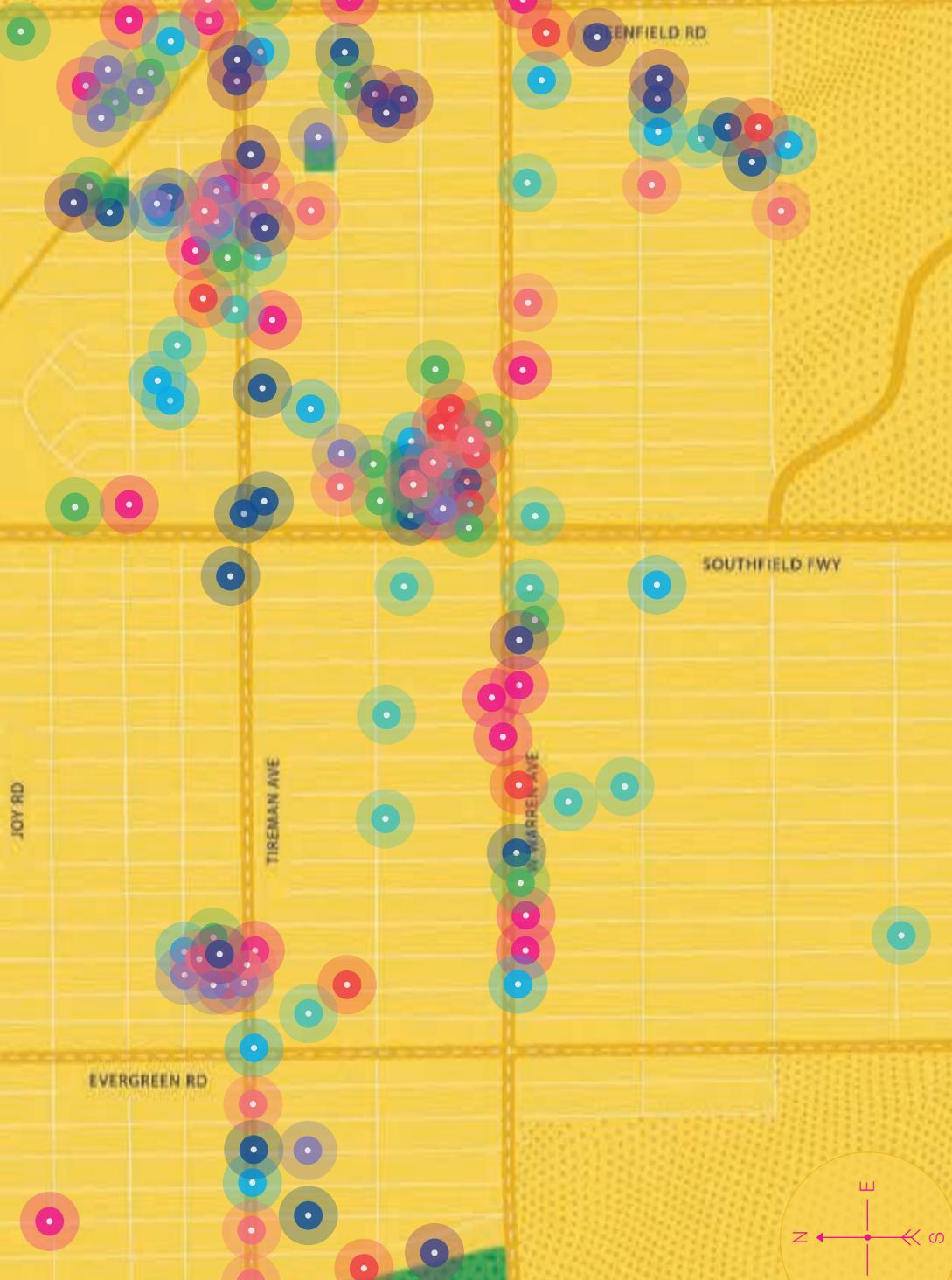
Step 6 involved another group activity. Members were provided with different color pins which represented each category (identified below).

Members were asked to identify areas on the map where they would like each category to be located. The targeted locations are attached on the following map.



MAP KEY

- Employment Opportunities
- Community Beautification
- Understanding Cultures
- Strategic Investment
- Youth Empowerment
- Social Services
- Climate Change
- Community Centers
- Increase Population
- Outside of Warrendale bounds



WE VOTE
FOR A
**COMMUNITY
CENTER**



FINAL VOTING

STEP 7 OF THE PLANNING PROCESS

To further guarantee a fair process and select a final project, step seven consisted of a final voting process.



In doing so, the facilitator reiterated the nine categories and explained that the WCIP team would only be able to focus on one of the nine categories. Thus, the facilitator asked the members for a final consensus.

After the voting process took place, the category that received the largest number of votes was a community center. The facilitator asked members if they believed that a community center would encompass each of the nine categories, and all the members agreed.



PHASE 3: FINAL REVIEW PROCESS / CHANGES DUE TO COVID-19

Prior to COVID-19, the WCIP's final review process was twofold. First, a final, in-person community meeting was scheduled for Tuesday, March 31, 2020. The second part of the process involved presenting the final plan to the members of the Warren Avenue Community Organization (WACO) and the Warrendale Community Organization (WCO).

However, due to the pandemic, the team had to revise this strategy. Thus, it determined that a four-pronged approach should be executed. This involved:

1. Creating a multi-lingual, three-page

1. Creating a multi-lingual, three-page survey;
2. Distribution of survey through mailings, email and on-line platforms (Survey Monkey);
3. Follow-up 1:1 phone calls; and
4. Facilitation of a final virtual community-wide meeting.

The final virtual meeting was held on Wednesday, July 29, 2020. The meeting was facilitated by Anne Roth, IIMD Director of Grants Administration and Wojciech Zolnowski, IIMD Executive Director. The two provided a final review of the project, discussed the survey, encouraged final input and feedback, addressed any remaining questions from those present, and discussed next steps.

SURVEY DETAILS

The multi-lingual, three-page survey consisted of six yes or no questions related to the planning process and its outcomes (the survey and results are attached below). A comments section was also provided so community members could provide written feedback. The survey was created in English, Arabic and Spanish and the results were collected, reviewed, analyzed, distributed and discussed at the final meeting. The results will also be used for program evaluation purposes.

13 

total surveys mailed



37

total online surveys completed



83 survey phone calls made



eight

hard copy surveys

completed

45

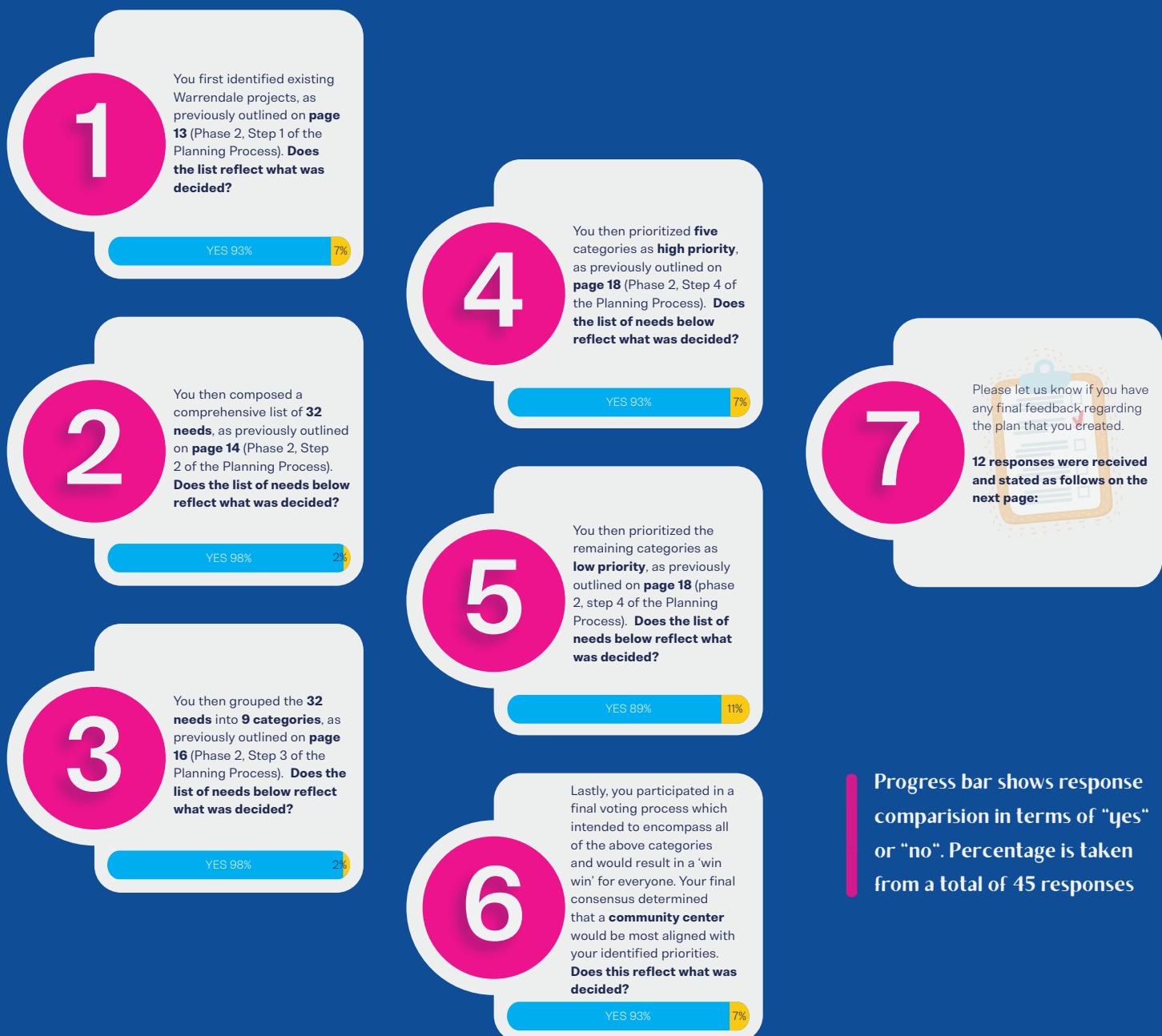
total surveys completed



SURVEY QUESTIONS &

SURVEY QUESTIONS & RESPONSES SECTION

The survey questions below was distributed using various mediums and in 3 different languages. Below is a representation of the responses and commentary provided by the 45 total surveys completed.



COMMUNITY RESPONSES

BEST WISHES
WITH THE
PROJECT.

I BELIEVE
UNDERSTANDING
DIFFERENT
CULTURES
SHOULD BE A
HIGH PRIORITY.

I WAS ONE OF THE INDIVIDUALS WHO
DISAGREED WITH THE COMMUNITY
CENTER IDEA. WE ALREADY HAVE
CENTERS THAT WORK WITHIN OUR
COMMUNITY. I THINK ENGAGING WITH
THE BUSINESSES AND BEAUTIFICATION
OF THE WARRENDALE AREA WOULD
BRING US CLOSER TO FULFILLING
OTHER ISSUES WE TALKED ABOUT.

STRATEGIC INVESTMENT & A
COMMUNITY CENTER WILL
BE BEST FOR THE CONTINUED
DEVELOPMENT OF THE
WARRENDALE COMMUNITY. BOTH
ARE EXTREMELY IMPORTANT
FOR THE DEVELOPMENT OF THE
RESIDENTS OF WARRENDALE.

MY RESPONSE TO QUESTION 5 ON INCREASE
POPULATION, UNDERSTANDING CULTURES, & SOCIAL
SERVICES IS BASED ON THE FACT THAT THOSE
PRIORITIES ARE REFLECTED IN THE SUCCESSFUL
ACCOMPLISHMENT OF THE AGREED UPON GOALS.
HENCE, IT'S NOT A LOW PRIORITY AS MUCH AS IT'S A
PRIORITY THAT WOULD BE ACHIEVED THROUGH THE
TARGETED PROJECTS.

AWESOME
JOBS GUYS!
SO VERY
GRATEFUL!

THANK
YOU FOR
GIVING ME
THE
OPPORTU-
NITY
TO BE A
PART OF
THIS
INITIATIVE.

I WOULD LIKE TO
SEE OUR YOUTH
MOVE UP ON THE
PRIORITY LIST.

PRESENT MORE PROJECTS,
PROGRAMS & EVENTS
THAT WILL ENCOURAGE
THE COMMUNITY AS
A WHOLE TO UNIFY
RESULTING IN COMPLETE
CIRCLE.
(I.E., COMMUNITY FESTIVAL)

UNDERSTANDING THE
CULTURAL DIVERSITY OF
THE NEIGHBORHOOD
IS FOUNDATIONAL FOR
FORMING A PEACEFUL
NEIGHBORHOOD.

CLIMATE CHANGE WAS
BROUGHT UP & NEEDS
TO BE ADDRESSED. THE
COMMUNITY CENTER
NEEDS TO BE BUILT WITH
GREEN INFRASTRUCTURE.

NEXT STEPS & IMPLEMENTATION

THE WARRENDALE COMMUNITY INTEGRATION PROJECT WAS WELL RECEIVED BY MEMBERS OF THE COMMUNITY.

The stakeholders were eager to engage in a project which was one, community driven, and two, was specifically directed towards the development of Warrendale. This enthusiasm was demonstrated by the number of members involved in the process and the willingness to come together, despite racial, ethnic, or religious differences, to devise a plan that will enhance the quality of life for all residents of Warrendale.





Despite these efforts; however, Warrendale continues to face challenges. Increased resources are needed. Once obtained, they will help strengthen the community's essence—an increasingly diverse and prosperous neighborhood that has the clear potential to thrive. Thus, IIMD, ICD and their partners commit to continued collaborations to achieve the goals identified in this report. This will require holding on-going

meetings with community partners to identify a site for a community center. It will also require selecting one of the neighborhoods identified in the mapping exercise. Furthermore, the undertaking will entail purchasing the space needed, as well as developing renovation plans, if necessary.

The WCIP team will identify and seek seed-funding to initiate the programs and services identified

by the community. Once funding partners are ascertained, the team will develop programing and services, staffing, sustainability, evaluation, and marketing plans.





LESSONS LEARNED

In starting the project, the team fully understood the essential aspect of obtaining investment on behalf of the receiving community, (i.e. native residents of Warrendale) and therefore, knew that without this, the project would not be successful. Therefore, with this in mind, several lessons were learned. Most importantly, this involved a strong need for inclusive community engagement and outreach to Warrendale's native residents, as well as its diverse populations.

The team quickly realized building relationships among new immigrants and native-born community members would not be something that can be

achieved within the timeframe of the project. It became clear that it would need to be an on-going effort which would consist of valuable partnerships, persistent engagement, hard work, and time.

In any integration and/or resettlement project, any resources, support services, etc. must be administered with an equitable approach. Thus, each resident, regardless of race, religion, ethnicity, age, or nationality, must procure the benefits of such services. This is necessary for the entire community and will better permit all those in Warrendale to grow and prosper.



LESSONS LEARNED

Continued

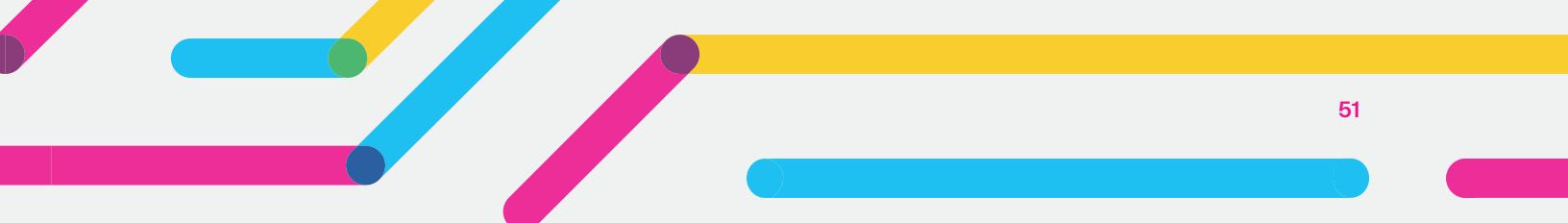
Although there were very few differences of opinion, inherent cultural dynamics were a factor; yet they never hindered the project's progress. In addition, the community's steadfast engagement and forward thinking far exceeded the WCIP team's expectations. Also, the community's vision, unfaltering dedication and on-going support superseded any differences of opinion and solidified the



"We can't implement one of these projects until we resolve other issues. We can't beautify the community until children have safe spaces to play."

- Barb Matney

goal that bridging cultural divides is sustainable and remains at the forefront of this work. Lessons learned also consisted of understanding how Warrendale is defined. Through the process, the WCIP team learned that the initial boundaries identified were incorrect.



Thus, Warrendale is not bounded by Southfield Freeway to the east, as was once understood. It extends, in fact, beyond Southfield Freeway and ends at Greenfield Road.

LETTER FROM THE DIRECTORS

When asked by the Mayoral Office of Immigrant Affairs to provide English as a Second Language classes to Warrendale's refugees in 2016, I accepted the task with great humility. However, at the time, I did not fully understand the expansive work that was yet to come. As things progressed into what has now become the Warrendale Community Integration Project, I was struck by the heartfelt welcome and inclusive embrace of the Warrendale community. Their progress has been remarkable and far exceeded my expectations.

In embarking on the WCIP project, IIMD and its partners sought to ensure three critical priorities were met. One was to establish a welcoming project that would be inclusive to both newcomers and longtime residents. Secondly, we wanted to guarantee a planning project that was solely driven by the community. Thirdly, we wanted to ensure that the recommendations provided in this report would come from the residents themselves. This report is a testament to those efforts. Through a thoughtfully crafted framework, the planning process encompassed the goal of implementing a project which brought diverse residents together to improve the quality of

life for everyone, regardless of race, age, ethnicity or religion.

In employing the WCIP, we sought to convene a group of stakeholders. Those stakeholders included community leaders, residents, immigrants, religious leaders, business leaders, law enforcement officers, educators and elected officials. The process unfolded over the course of a year and included one-on-one meetings, attendance at community meetings and events, and a series of planning sessions.



SUFIAN NABHAN

Executive Director
Islamic Center of Detroit



WOJCIECH ZOLNOWSKI

Executive Director
International Institute of Metropolitan Detroit





During this time, the needs of the community were first identified, then refined; then recommendations were formed, and categories were voted on. Finally, an implementation project was selected.

The recommendations and implementation project identified in this plan will not provide a solution to the challenges Warrendale residents continue to face. However, through continued effort and further collaboration, the needs identified in this report will eventually be addressed. This plan is a mere continuation of the immense work that has been led by lifelong Warrendale residents and will help channel further revitalization at the local level.

After witnessing the resilience of this community, I strongly believe that each member of the Warrendale neighborhood wants what all residents deserve and require, and that is to live in a clean, safe, stable, and economically viable environment, where growth transpires and takes the shape of similar areas within the city. I could not be more grateful for the opportunity to work on behalf of such a dedicated group of residents, and I wholeheartedly thank those who worked so hard to help us reach our goal. My colleagues and I sincerely look forward to continuing this work on behalf of the Warrendale community.

Sincerely,

Wojciech Zolnowski
Executive Director
International Institute of Metropolitan Detroit

Sufian Nabhan
Executive Director
Islamic Center of Detroit

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