

REQUEST FOR PROPOSALS

SHOEMAKER DEVELOPMENT SITE

11031 & 11081 Shoemaker St.

Release Date: October 27, 2025

Issued by the City of Detroit Housing & Revitalization Department in partnership with the Jobs and Economy Team and the Detroit Economic Growth Corporation (DEGC)

**PROPOSALS MUST BE SUBMITTED NO LATER THAN
Friday, December 05, 2025
5:00 PM Eastern Time**



TABLE OF CONTENTS

EXECUTIVE SUMMARY 2

PROJECT AREA SUMMARY 3

NEIGHBORHOOD CONTEXT 5

THE SITE 6

SITE PREPARATION & PREDEVELOPMENT ACTIVITIES 9

RFP PURPOSE & DEVELOPMENT OBJECTIVES..... 13

REQUEST FOR PROPOSALS..... 14

PROPOSAL SUBMISSION REQUIREMENTS 15

PROPOSAL EVALUATION, CRITERIA + SCORING..... 17

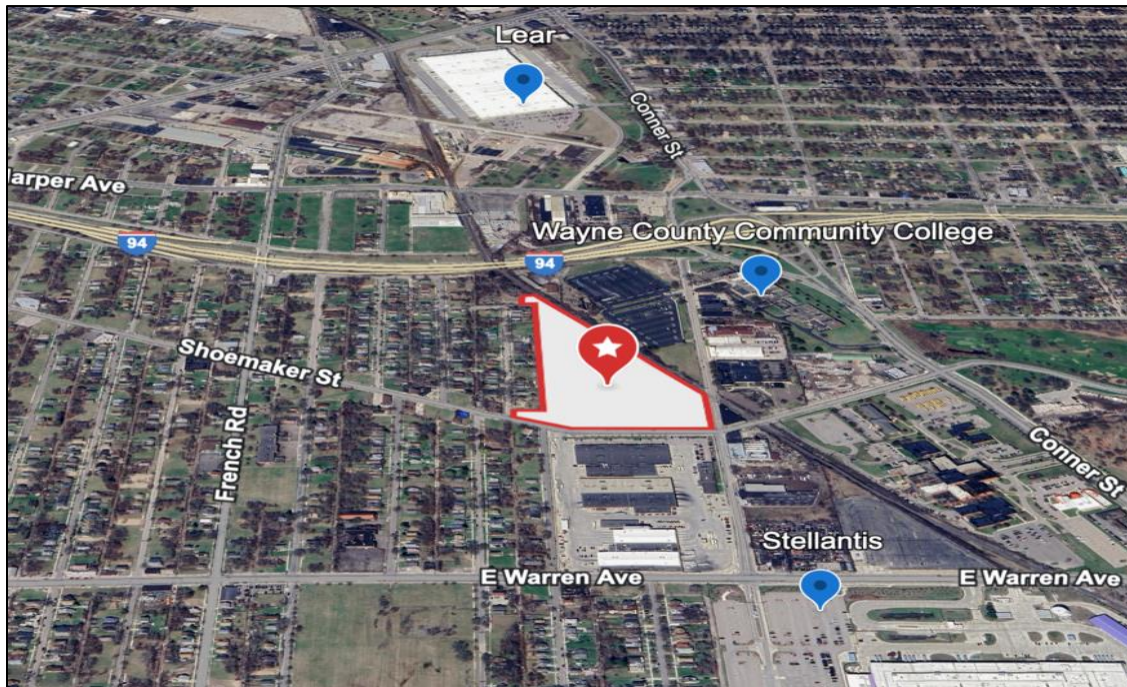
DEVELOPMENT AGREEMENT 18

TIMELINE..... 19

RESOURCES 19

EXECUTIVE SUMMARY

The City of Detroit is soliciting proposals from qualified development teams, end users, or consortia for the acquisition and redevelopment of approximately 14.42 acres of publicly owned land at 11031 and 11081 Shoemaker Street. The site is bound by Shoemaker St to the south, St. Jean Rd, CR railway to the east, The Shoemaker Industrial Development Site presents a transformative opportunity to attract advanced industrial, commercial, or innovation-focused development that creates quality jobs, strengthens Detroit's economic base, and aligns with community priorities.



Situated on Detroit's east side near major transportation routes, workforce hubs, and key manufacturing anchors, the site is poised for redevelopment that advances the City's goals of inclusive economic growth, industry diversification, and neighborhood revitalization. The City seeks proposals that will:

- Drive significant and equitable job creation for Detroiters
- Attract private investment and expand the City's tax base
- Support target industries such as mobility, clean energy, advanced manufacturing, life sciences, and R&D
- Integrate with community priorities outlined in the Greater Warren–Conner Framework Plan
- Exhibit strong site planning, sustainability, and environmental stewardship

The property will be offered for fee simple sale to the selected proposer, who will be responsible for financing, design, construction, and operation of the proposed development. Proposals will be evaluated on their ability to deliver catalytic outcomes while balancing economic feasibility and community compatibility.

PROJECT AREA SUMMARY

The Shoemaker Site is located on Detroit's east side in council district four, approximately five miles from the Central Business District and two miles from the Detroit River.

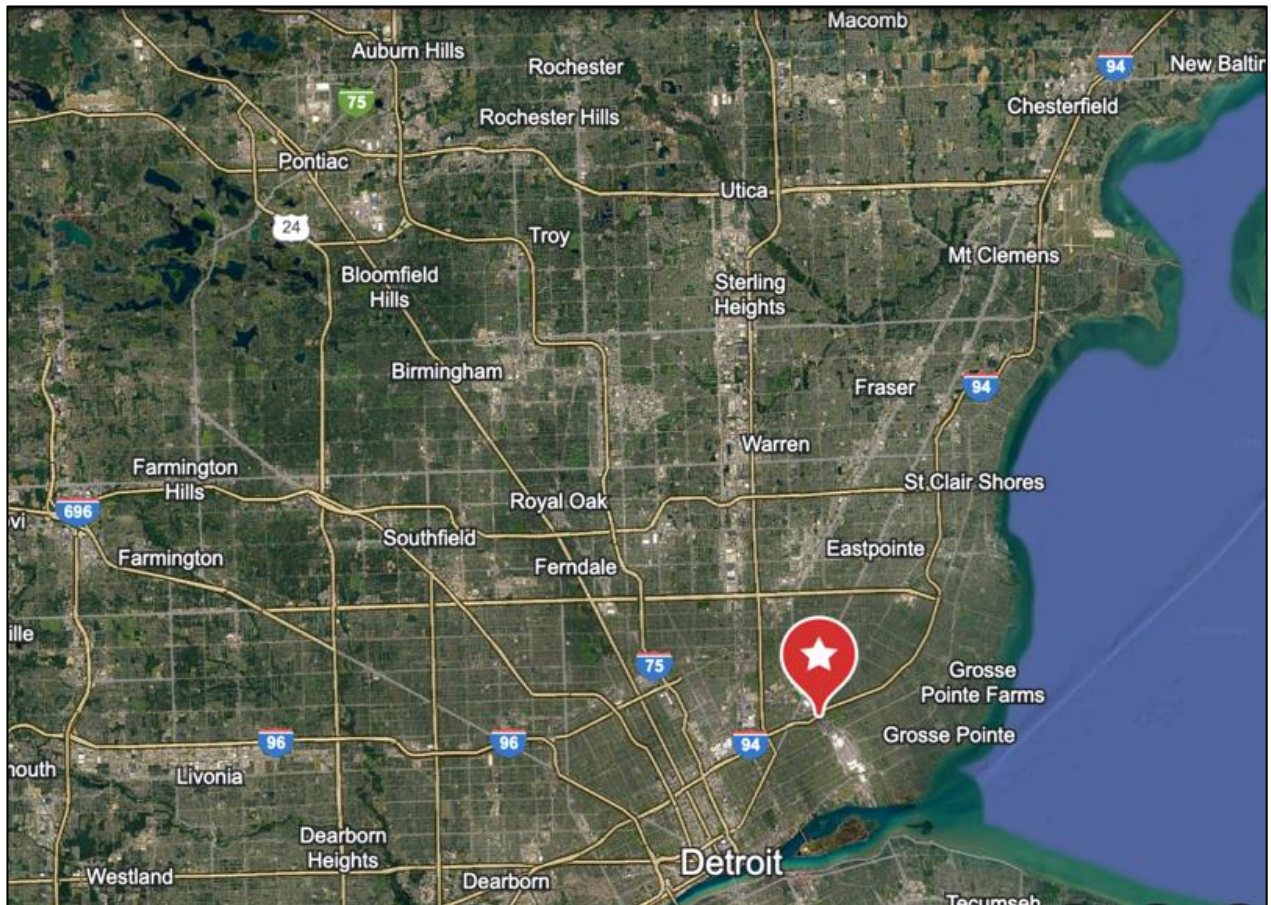
The site is positioned in the center of the east side's largest industrial corridor (Conner-St. Jean), anchored by Stellantis' Mack Avenue Plant to the south and Lear's Detroit Plant to the north.

To the east of the site is the Chandler Park neighborhood, a residential neighborhood featuring a 200+ acre park and public golf course. To the west and south are the West End and East Canfield residential neighborhoods.



The site is also proximate to well-respected local institutions, including Wayne County Community College (direct neighbor) and the Samaritan Center (directly southeast).

Warren Ave. to the south, Gratiot Ave to the north, and Conner St. to the east are major arterials offering high-frequency transit and a variety of commercial amenities for residents. Conner St. is the designated truck route for nearby uses such as the Stellantis Plant and Shoemaker Bus Terminal.



Close access to I-94 creates access to the entire Southeast Michigan region, with Port Huron and Ann Arbor both located within a 1-hour drive time. I-75 and I-96 freeways are accessible within a 10-minute drive time from the site, connecting to considerable transportation routes throughout the Great Lakes and Canada. The site lies directly on the CR railway, providing direct access to regional, national, and international rail networks via nearby connections to CN, CSX, and NS systems.

NEIGHBORHOOD CONTEXT

ADJACENT NEIGHBORHOODS

The Shoemaker Site is most directly located in the West End neighborhood and is very near East Canfield (to the south), Chandler Park (to the east), and Ravendale (to the northeast). Each of these neighborhoods has unique characteristics, levels of development, and residential stabilization.

GREATER WARREN/CONNER FRAMEWORK PLAN

The Shoemaker site sits within the Greater Warren/Conner Framework Plan (2024) area, a comprehensive strategy for the area bounded by I-94 to the north, McClelland to the west, Alter to the east, and Vernor & Mack to the south. The Shoemaker site is in the north central/east part of this plan area. Developed in collaboration with residents, businesses, and civic leaders, the plan identifies the “Federal Mogul Site” (i.e., Shoemaker Site) as a priority redevelopment zone.

Key objectives for this site and surrounding area include:

- **Reactivating Legacy Industrial Land:** Transform obsolete parcels into active, employment-generating uses.
- **Supporting Neighborhood Revitalization:** Align redevelopment with nearby residential stabilization and small business growth.
- **Improving Connectivity:** Enhance truck routing and freeway access while improving pedestrian safety, transit access, and multimodal networks.
- **Enhancing Environmental Quality:** Reduce stormwater runoff, integrate green stormwater infrastructure, improve tree canopy, and buffer industrial uses from adjacent neighborhoods.

The redevelopment of the Shoemaker Site is a key opportunity to advance the framework’s goals by developing this obsolete parcel, attracting high-quality employment, investment, and activity to Detroit’s east side.

Proposers are expected to familiarize themselves with the plan and ensure the proposed use supports the community’s vision for the area.

THE SITE

The Shoemaker Site is bound by Shoemaker Street on the south, St. Jean and CR Railroad on the east and north, and residential lots on the west. The site is composed of two parcels, both owned by the City of Detroit. The parcels are being bundled for this opportunity and are being administratively combined by the City in parallel to this RFP. Combined, the site measures approximately 14.4 acres. It is zoned M-4 Intensive Industrial District.



LEGAL DESCRIPTIONS

11031 Shoemaker:

N SHOEMAKER 7 THRU 12THOMAS L RICE SHOEMAKERS SUB L38 P35 PLATS, W C R 21/572 ALSO THAT PT OF SUB OF LOTS 25 & 26 OF THE ST JEAN FARM, PC 26, ALSO PT OF PC 688 DESC AS FOLS BEG AT A PTE IN THE N LINE OF SHOEMAKER AVE 66 FT WD S 62D 42M 48S W 415.97 FT FROM NW COR OF SHOEMAKER AVE 66 FT WD & ST JEAN AVE 66 FT WD TH S 60D 39M 20S W 14.70 FT TH S 62D 44M W 159.31 FT TH S 87D 18M W 146.35 FT TH N 28D 04M 20S W 1236.98 FT TH S60D 50M W 60.39 FT TH N 29D 10M W 90 FT TH N 60D 50M E 61.74 FT TH S 62D 05M E 1292.70 FT ALG W LINE DTRR R/W TH S 25D 52M E 44.62 FT TH N 59D 56M 26S W 310.38 FT TH S 64D 05M 10S E 242.15 FT TH S 25D 35M 20S W 533.53 FT TO POB 21/--- 430,828 SQ FT

11081 Shoemaker:

N SHOEMAKER PT OF LOTS 3 THRU 5 SUB OF LOTS 25 & 26 OF THE ST JEAN FARM, PC 26 L217 P522 DEEDS W C R 21/587 DESC AS FOLS BG AT THE INTSEC OF THE W LINE OF ST JEAN AVE 66 FT WD & THE N LINE OF SHOEMAKER AVE 66 FT WD TH S 62D 42M 48S W 415.97 FT TH N 25D 53M 20S W 533.53 FT TH N 60D 05M 10S E 242.15 FT TH S 59D 56M 26S E 310.38 FT TH S 25D 52M E 266.33 FT TO P O B 21/--- 197,480 SQ FT

Site History

11031 Shoemaker (9.89 acres) was presumably residential in use prior to 1921. The land was used for various industrial purposes beginning in circa 1921. Occupants of the site included, but were not limited to, Candler Radiator Company, Federal Mogul Corporation, Ernst Fuel and Supply Company, Federal Mogul Bower Bearings Inc., 6-M, and the Detroit Water and Sewerage Department. The industrial uses of the site included machine shops, soldering, lead foundries, babbitting, a garage, fuel supply, warehouses, a coal yard, dynamometer, an oil house, powerhouse, a transformer room, refuse burner, and railroad spurs.

11081 Shoemaker (4.53 acres) was also presumably residential in use prior to 1921. The land was used for various industrial purposes beginning in 1921. Occupants of the site included, but were not limited to, Allan Brothers, A.T. Allan Co, Ernst Fuel and Supply Company, Scherlie Sheet Metal Works, and the Detroit Water and Sewerage Department. The uses of the site included a lumber yard, metal shop, barber, restaurant, leather goods manufacturing, parking lot, filling station, and service station.

Demolition

The City of Detroit demolished the remaining structures from historic industrial uses in 2024 using funds from the American Rescue Plan Act (ARPA). The previous structures were removed and cleared, along with accompanying mounds of contaminated soil. The site is currently cleared above the surface, with subsurface pits filled in.

Aerial: Before Demolition



Aerial: After Demolition



Disclaimer

The scope of remediation notwithstanding, the Developer takes the Development Site as it finds it, "AS IS", and the City of Detroit makes no implied or expressed representations or warranties as to its fitness for absolutely any purpose whatsoever, any warranty that the Development Site is fit for the Developer's purpose or regarding the presence or absence of contaminants, hazardous materials at, on, in, under, about or from the property and compliance of the property with environmental laws, or otherwise. The Developer acknowledges that neither the City of Detroit or any agent of the City or DEGC has made any warranty, representation or agreement, either expressed or implied, and that the Developer has not relied on any representation, warranty or agreement of any kind made by the City of Detroit or DEGC or any agent or employee of the City of Detroit or DEGC or any agent or employee of the City of Detroit or DEGC concerning (a) the physical or environmental condition of the property; or (b) the presence or absence of any condition, substance or material, including but not limited to any waste material, equipment or device at, in, on, about, under or from the property. Developer shall rely solely on their own due diligence with respect to such inquiries, investigations and assessments concerning the property and its condition.

SITE PREPARATION & PREDEVELOPMENT ACTIVITIES

VERIFIED INDUSTRIAL PROPERTIES (VIP) PROGRAM BY THE DETROIT REGIONAL PARTNERSHIP

The Shoemaker Site is actively participating in the Detroit Regional Partnership's Verified Industrial Properties (VIP) program. The VIP program has committed over \$100,000 worth of pre-development activities on the site, which are currently being completed. These may include, but are not limited to:

Desktop Assessment	On-Site Studies
• Verified utility information • In-depth site condition analysis • Topography & geological review • Wetlands & floodplain review • Survey & title • Extensive maps & demographics • Review of potential incentives available	• ALTA Survey/NSPS Land Title Survey • Design Survey • Underground Utility Survey • Phase 1 Environmental Site Assessment (ESA) • Geotechnical Investigation • Preliminary Traffic Impact Analysis • Flow Test

These studies are currently underway and are anticipated to be completed between November 2025 and January 2026. The winning proposal will receive access to these studies to aid and accelerate the due diligence period. The consultant is willing to provide a reliance letter to the winning proposer.

Once a Development Agreement is in place with the City, the DRP may invest up to an additional \$100,000 to assist the developer in activating the site.

SITE PLAN MOCKUP / TEST FIT

To assist prospective proposals with the development of a site plan that is already vetted by the City's planning department, the City has provided the following site plan rendering that the developer may use in their proposal.

Site Plan A



The site plan has been designed to the following specifications:

- Building footprint: 180,754 SQ FT
- Parking mostly contained in center of site
- Parking:
 - Mostly hidden from Shoemaker
 - 227 auto spaces provided (226 required per zoning)
 - Setback 30'-0 from the adjacent residential lots on Fairview
 - Truck Loading spaces: 23
 - Truck parking spaces: 10

Site Plan B



The site plan has been designed to the following specifications:

- Building footprint: 124,360 SQ FT
- Heavier buffer between adjacent residential lots
- Parking:
 - Auto spaces: ~160
 - Truck Loading spaces: 13
 - Truck parking spaces: 29

While site plans may vary from the above options, of particular importance to consider are the following attributes:

- Limiting truck traffic on Conner and limiting Shoemaker to employee vehicles
- Vegetative buffer between the use and the residential neighborhood to the west
- Vegetative or other buffer between the use and Shoemaker Street
- Water retention or other stormwater management considerations

UTILITIES

The site is serviced by DTE Energy for electricity and gas, and the Detroit Water and Sewerage Department for water.

There is no active power connection to the site. DTE is currently conducting a capacity assessment, which will be made available upon completion. Proposers should include in their response their requirements for electricity and/or gas service capacity.

OTHER STUDIES & INFORMATION AVAILABLE

The City has several studies and other information on the site that have been conducted over the years. Most of them are outdated; however, they may provide proposers with a suitable level of understanding to generate their proposal.

The following studies, completed by professional engineering firms, can be found on the [RFP landing page](#). Please note that any studies before 2024 were before the legacy structures were demolished and the site was cleared.

Study / Report / Information	Year	Source
Phase II Environmental Assessment	2019	DLZ
Geophysical Investigation Report	2021	Mannik Smith Group
Limited Site Investigation	2022	Mannik Smith Group
Phase I Environmental Assessment	2023	DLZ
Water & Sewerage Map	2025	Detroit Water & Sewer Dept.

RFP PURPOSE & DEVELOPMENT OBJECTIVES

PURPOSE

The Shoemaker site is among the best-positioned industrial sites in the City's inventory, warranting a solicitation of proposals to evaluate the highest and best use for the land in support of its return to economic productivity. The intent of this marketing effort is to retain a developer for the acquisition and development of a high-quality and contextually appropriate industrial project.

OBJECTIVES

Preferred Outcomes

- Substantial job creation and/or capital investment
- Alignment with Detroit's Focus Sectors (see below)
- Opportunities for Detroit residents and businesses to benefit from the project and the ultimate end-use
- Rehabilitation (visually and functionally) of a long-blighted site
- Limited negative impacts on neighbors, and positive impacts where possible

Preferred Uses

The City is open to a variety of potential uses, including, but not limited to:

- Light manufacturing or assembly
- Research, design, or engineering center
- Corporate or regional headquarters
- Laboratory or life sciences manufacturing
- Multi-tenant industrial park
- Other uses that may support Detroit residents or businesses in improving economic productivity

Respondents are encouraged to propose creative development scenarios that are financially feasible, responsive to market conditions, and consider the surrounding development context.

FOCUS SECTORS

The City is especially interested in attracting investments within specific sectors that the City, DEGC, and partners have determined to be strategic for the future. These include:

- Automotive, Mobility, and Advanced Manufacturing
- Clean Energy and Sustainability
- Research, Engineering, and Design
- Life Sciences and Healthcare
- Technology, AI, and Robotics
- Aerospace and Defense

Uses outside these sectors are also encouraged to apply and may be competitive. See Section VIII for more details on proposal evaluation.

REQUEST FOR PROPOSALS

The City of Detroit is now seeking proposals to acquire and develop 14.4-acre bundle of (2) parcels located at 11031 and 11081 Shoemaker St, Detroit, MI, 48213.

Interest Offered: Fee simple interest.

Terms: Cash due at transaction closing.

Submittal: Development proposals must be submitted no later than 5:00 PM, Friday, December 5, 2025. Proposals received after this deadline may not be considered at the discretion of the City. Please refer to the next section of this document for additional information on submission requirements.

Condition: The property is to be sold 'as-is, where-is', without any representation or warranty of any kind. The sale of the property is contingent upon the fulfillment of the [Community Outreach Ordinance](#) as a Class A Neighborhood proposal.

Owner: The City of Detroit owns the property offered as the subject of this RFP.

Zoning: The 14.4- acre site is zoned M-4 Industrial.

Disclaimer: No warranty or representation, expressed or implied, is made as to the accuracy of the information contained in this offering package. The information may be subject to unintentional errors, omissions, changes of price or other conditions, withdrawal without notice, and to any special listing conditions from the Owner. The Property is being offered "AS-IS, WHERE-IS".

Confidentiality: Proposals will not be made public. Reasonable precautions will be taken to avoid disclosing content and proprietary or confidential information to competing proposers or the public up to the time of issuance of a development agreement. However, proposers are advised that, after the submission period closes, the qualifications responses may become a public record and may be subject to the terms of the Freedom of Information Act.

PROPOSAL SUBMISSION REQUIREMENTS

SUBMISSION INSTRUCTIONS

To be considered, all RFP responses must be received by **5:00 P.M. EST on Friday, December 5th**. The responsibility of submitting the RFP response rests entirely with the Respondent to the RFP.

Submissions must be made electronically with an 8.5x11 page size (plans/renderings may be up to 11x17) PDF via email to esmat.ishagosman@detroitmi.gov. Please reach out to the same email if you require submission via a different method (e.g., thumb drive, hard copy).

Once received by the City, submission will not be returned. Formal communication, such as requests for clarification and/or information concerning this solicitation shall be submitted by email to esmat.ishagosman@detroitmi.gov. Response will be provided to all inquiries and answers to frequently asked questions will be available. No information concerning this solicitation or request for clarification will be provided in response to telephone calls.

All expenses involved in the preparation and submission of the RFP to the City of Detroit and any work performed in connection therewith shall be assumed by the Respondent. No payment will be made by the City of Detroit for any responses received, nor for any other effort required of or made by the Respondent prior to the commencement of work.

All information in the Respondent's proposal is subject to disclosure under the provisions of Public Act No. 442 of 1976, as amended (commonly known as the Freedom of Information Act FOIA).

SUBMISSION REQUIREMENTS

The Proposal must contain the following elements in the order specified. Please be sure to mark each section clearly for ease of reference. Incomplete proposals or proposals that do not adhere to the following format will be rejected and not considered.

1. A letter of introduction stating the name of the proposed development team, brief overview of the development strategy and approach. The letter must designate one authorized representative as the official point of contact for the team, along with the contact's address and telephone number.
2. A description of the development team and its organizational structure, including all member organizations and lead personnel in each team member organization. The response must include resumes for all members of the development team.

3. A conceptual description of the proposed development, including but not limited to:
 - a) Description of the proposed new use(s).
 - b) Preliminary site plan renderings of the proposed development.
 - c) Preliminary renderings (or descriptions) of the relevant elevations of the proposed development.
 - d) Preliminary development schedule with significant milestones, specifically including due diligence and pre-development activities, financing, pre-construction and construction timelines, public approvals and all other relevant development activities necessary to effectuate the development project.
 - e) A description of economic impact, including anticipated investment (\$), construction jobs created, permanent jobs created, potential job categories, wage information, and other expected economic impacts resulting from the project, and an explanation of how this information was determined.
 - f) A description of how the developer will consider the Greater Warren Conner Framework Plan recommendations and mitigate harmful impacts to neighbors.
 - g) A description of the proposed project's sustainability features.
4. Documentation of the development team's equity capacity and other evidence of financing capacity required to complete the project. Inclusion of any expected government contributions or support toward the project (e.g., anticipated tax abatements, brownfield plans, etc.). Proposed purchase price and conditions.
5. A preliminary financial sources and uses of capital statement for the proposed development that shows all sources of funds to be used for the project and a line-item budget that shows their disbursement. Include any expectations for public subsidy, identified sources of subsidy or finance, and preliminary written letters of support. Also, include letters of interest from equity and debt sources. A Pro Forma that shows the operations of the projects for a minimum of ten (10) years.
6. Completed Statement of Qualifications, including examples of the proposer's portfolio of similar projects and governmental or other contact information that have the most significant experience with the proposer and project. Proposers may attach additional marketing material as they feel appropriate.

WITHDRAWAL: Proposals may only be withdrawn by written notice before the submission deadline, which is set at the indicated date and time.

REJECTION OF PROPOSALS: Proposals will be rejected without consideration for the following reasons:

1. Proposer's failure to submit all required information by this RFP.
2. The proposal is in arrears or default to the City on any contract, debt, or other obligation.
3. The proposer has a contract or other relationship with a client that the City determines as a legal or business conflict that is unwaivable or that the City, at its sole discretion, is unwilling to waive.

PROPOSAL EVALUATION, CRITERIA + SCORING

The City will establish a proposal review committee, which shall review the proposals and recommend qualified developer(s) of the Project Area. The City reserves the right to reject any or all proposals or waive any informalities or conditions for any or all proposals. Several finalist candidates may be selected. Finalists will likely be required to interview with the review committee. Proposals will be evaluated using the following criteria:

Criteria	Weight	Description	Example sub-criteria
Project and Developer Financials	30%	The strength of the financial pro forma and the developer or end user's financial position	- Financial feasibility - Sources & uses - Financial capacity
Economic Impact	25%	The anticipated economic impact of the project for the city and residents	- Jobs created - Wages of jobs - Capital investment - Alignment with key industries - Local hiring commitments
Team Experience	20%	The credentials and experience of the respondent or end user	- Development experience - Brownfield experience - Local / state experience - Track record of timeline and budget adherence
Site Design & Neighborhood Impact	15%	Quality of the proposed site plan and mitigation of negative impacts to residents	- Alignment with industrial design guidelines - Community engagement plan - Traffic, noise, and other nuisance mitigation plans
Sustainability & Environmental Consideration	5%	The extent to which the project supports sustainability and environmental stewardship	- Carbon emissions - Energy efficiency/usage - Sustainable building materials/practices
Bid Price	5%	Purchase price for the land	Purchase price net any requested credits or incentives

DEVELOPMENT AGREEMENT

Upon confirmation of the selected developer(s), the selected developer(s) will be provided a Memorandum of Understanding describing agreed terms and permitting the developer(s) to complete its diligence review of the property. Simultaneous with the diligence review, DEGC and the qualified developer(s) will negotiate a development agreement(s) to purchase and develop the Project Area (the "Development Agreement"). Failure to execute a Development Agreement will result in the termination of all obligations contemplated under any proposed Development Agreement(s). Development must commence and be completed according to the Development Agreement(s) terms, or the Project Area will revert to the City of Detroit. Successful developer(s) will be responsible for all survey and title requirements. The City of Detroit will transfer ownership of the property upon payment in full of purchase price at the time of transaction closing.

Specific uses will be prohibited by the Development Agreement, such as:

- Any refining, smelting agricultural or mining operation, any heavy industrial operation, any processing or rendering plant, or any lumber yard,
- The sale, rental, or storage of guns, firearms, ammunition, explosives, or other unusually hazardous materials.
- Any car repair or mechanic businesses.
- Any scrap metal businesses.
- Any dumping, incineration, or reduction of garbage.
- Any funeral parlor or mortuary.
- Any establishment selling or exhibiting pornographic materials; any establishment selling or exhibiting paraphernalia for use with illicit drugs; or any adult bookstore, adult video store, or adult movie theater.
- Any massage parlor, topless club, strip joint, exotic or erotic dance club.
- Any pawn shop, flea market, junkyard, carnival, or shooting gallery.
- Any church, temple, synagogue, or other house of worship.
- Any psychic, tarot card reading, or similar services.
- Any bail bondsman services.
- Any alcohol/drug rehabilitation clinics or offices.
- Any commercial surface parking except for existing surface parking lots.
- Operation of a casino, provided that the foregoing shall not be deemed to limit or restrict the conducting of any lawful raffle (including, without limitation, any 50/50 raffle), bingo or other gaming or lottery that does not require a casino license under the Michigan Gaming Control and Revenue Act (Initiated Law 1 of 1996), the sale of tickets therefor and the payment of prizes and awards in connection therewith.

Certain affirmative covenants will be required, such as:

- Compliance with the goals and objectives of the framework and master plans contained herein.
- Compliance with the terms and conditions of an agreed-upon development plan.
- Compliance with applicable laws and codes.
- Compliance with non-discrimination and equal opportunity requirements.

TIMELINE

Below is the City's expected schedule for proposal submission, evaluation, and selection. Timeline is subject to change in the City's sole discretion.

RFP Published

Monday, October 27, 2025

Proposal Due Date

Friday, December 5, 2025

Interviews

December 8-12, 2025

Final Selection

Expected by the end of December 2025.

RESOURCES

EXHIBIT A: SITE STUDIES & MAPS

Study / Report / Information	Year	Source	Link
Phase II Environmental Assessment*	2019	DLZ	See RFP landing page for links to documents
Geophysical Investigation Report*	2021	Mannik Smith Group	
Limited Site Investigation*	2022	Mannik Smith Group	
Phase I Environmental Assessment*	2023	DLZ	
Water & Sewerage Map	2025	Detroit Water & Sewer Dept.	

**These studies were conducted prior to demolition and clearing of site*

EXHIBIT B: RELEVANT PLANS & GUIDELINES

Industrial Design Guidelines: <https://detroitmi.gov/sites/detroitmi.localhost/files/2022-04/Industrial%20Design%20Guidelines%20-%20FINAL%20-%20APR%202022.pdf>

Greater Warren/Conner Framework Plan: <https://www.detroitmi.gov/greaterwarrenconner>

Detroit Climate Action Agenda: www.detroitmi.gov/document/detroit-climate-strategy