



MCKENNA

Memorandum

TO: Nicol Pulluiam, City Manager
City of Hartford

FROM: Donovan Smith, AICP Principal Planner
Hillary Taylor, NCI Senior Planner

SUBJECT: **Hartford Master Plan – Implementation Plan**

DATE: December 1, 2025

The McKenna Project Team is pleased to share the Draft Implementation Plan for the 2026 Hartford Master Plan. This plan represents the backbone of a successful and meaningful master planning process. It further defines the content of the Master Plan by outlining informed data, key performance metrics, and measurable steps that will guide decision-making and track progress over time.

The Implementation Plan reflects and integrates the goals and objectives developed through extensive collaboration with City administration, the Steering Committees, and community stakeholders who participated in engagement activities. The implementation strategies included in the draft identify specific, actionable steps the City can take to achieve its community-defined goals and uphold Hartford's core values.

In addition, the Michigan Statewide Housing Plan (MSHDA) provides a set of housing-specific strategies and statewide objectives that communities may adopt or adapt. These strategies can support Hartford's local housing priorities while ensuring alignment with broader state policy direction. We encourage the Planning Commission to review these statewide goals and strategies as part of the Implementation Plan evaluation.

REQUESTED ACTION

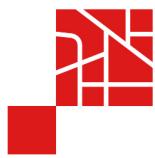
As part of the ongoing Master Plan development process, we ask the Planning Commission to:

- Review the Draft Implementation Plan and provide comments or recommended revisions.

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- Review the MSHDA Statewide Housing Plan goals and strategies, with attention to potential alignment or integration with Hartford's community vision and Master Plan goals.

Your feedback is essential to finalizing a plan that is actionable, community-driven, and aligned with best practices across the state.

Please let us know if you have any questions or would like to discuss any component of the draft materials in greater detail.

Respectfully submitted,

McKENNA

Donovan Smith, AICP
Principal Planner

City of Hartford – Community Master Plan Implementation Plan

Category	Objective #	Master Plan Objective	Strategy #	Strategy
Community Engagement	1.1	<i>Increase community participation and implement the RRC Public Participation Plan (PPP), including continued community events.</i>	1.1.1 1.1.2	<ul style="list-style-type: none"> • <i>Implementing work plan for Redevelopment Ready Checklist</i> • <i>Host a workshop for community stakeholders, identifying communication barriers and opportunities</i>
	1.2	<i>Stormwater management planning and climate resiliency: develop a Climate Resiliency Plan.</i>	1.2.1 1.2.2 1.2.3 1.2.4	<ul style="list-style-type: none"> • <i>Coordinate a committee of environmental stakeholders and administration</i> • <i>Develop framework for Climate Resilience Plan</i> • <i>Identify areas for potential hazard areas and mitigation opportunities</i> • <i>Draft a Climate Resilience Plan</i>
Land Use	2.1	<i>Smart Growth / Housing Strategy.</i>	2.1.1 2.1.2 2.1.3	<ul style="list-style-type: none"> • <i>Conduct Housing Affordability and Demand Assessment</i> • <i>Identify priority Areas for Housing Redevelopment</i> • <i>Develop and Economic Development Strategic Plan to align housing, land use, and economic development goals.</i>

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			2.1.4	<ul style="list-style-type: none"> • <i>Adopt housing strategies which align with the Michigan Statewide housing Plan</i>
	2.2	<i>Update permitted uses for middle housing in the Zoning Ordinance; advance Redevelopment Ready Communities & Sites; develop Pattern Books.</i>	2.2.1 2.2.2 2.2.3	<ul style="list-style-type: none"> • <i>Update Zoning Ordinance to advance opportunities for housing and new residential development.</i> • <i>Identify and promote Redevelopment Ready Priority Sites as opportunities for redevelopment</i> • <i>Develop a series of policy and zoning amendments which streamline single family and duplex housing options.</i>
	2.3	<i>Plan for Mixed Use / Mixed Residential Future Land Use.</i>	2.3.1	<ul style="list-style-type: none"> • <i>Identify Priority Sites for Mixed-Use and Housing Development opportunities</i>
	2.4	<i>Conduct a historical survey; identify properties suitable for NPS designation; determine feasibility of a Historic District and Commission; develop long-term strategies to preserve historic housing; adopt a Historic Preservation Ordinance.</i>	2.4.1 2.4.2 2.4.3 2.4.4	<ul style="list-style-type: none"> • <i>Develop a committee of administration, and historical community stakeholders to identify a framework for historic District preservation.</i> • <i>Identify funding opportunities for historical survey and NPS Designation reporting</i> • <i>Pursue Certification Local Government Designation</i> • <i>Adopt Historic Preservation Ordinance</i>

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Housing	3.1	<i>Address blighted property through improved municipal codes; migrate and update Municode online; develop/strengthen blight ordinances.</i>	3.1.1	<ul style="list-style-type: none"> • <i>Update Municipal Code with community Blight Ordinances</i>
	3.2	<i>Develop a rental ordinance and program</i>	3.2.1	<ul style="list-style-type: none"> • <i>Update Municipal Code with community Rental Ordinance and Property Maintenance Program</i>
	3.3	<i>Pursue CDBG and County funding for home repair and rehabilitation.</i>	3.3.1	<ul style="list-style-type: none"> • <i>Develop policy for the development of processes for CDBG review, adoption, and management.</i>
			3.3.2	<ul style="list-style-type: none"> • <i>Identify internal or external resources to apply for and administer CDBG and public-assisted home repair funding and programs.</i>
	3.4	<i>Align with Master plan Michigan Statewide Housing Strategies.</i>	3.3.3	<ul style="list-style-type: none"> • <i>Adopt policy for Michigan Statewide Housing Strategies</i>
Economic Development	4.1	<i>Develop a Business License Ordinance and Program; update online presence, business applications, and resources.</i>	4.1.1	<ul style="list-style-type: none"> • <i>Develop and Public policy for administration and resources for local businesses</i>
			4.1.2	<ul style="list-style-type: none"> • <i>Identify and develop resources for a small business and locate them on the city website.</i>
			4.1.3	<ul style="list-style-type: none"> • <i>Develop and adopt a Business License process and ordinance.</i>
	4.2	<i>Participate in the Michigan Main Street Program.</i>	4.2.1	<ul style="list-style-type: none"> • <i>Develop a committee of community stakeholders which can support the Michigan Main Street Program</i>
			4.2.2	<ul style="list-style-type: none"> • <i>Identify Corridors Suitable for the Michigan Main Street Program</i>

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			4.2.3	<ul style="list-style-type: none"> • <i>Develop a framework and allocate resources to the implementation of a Michigan Main Street Program</i>
	4.3	<i>Support DDA & CIA programming and initiatives.</i>	4.3.1 4.3.2 4.3.3	<ul style="list-style-type: none"> • <i>Expand boundary of DDA</i> • <i>Adopt an updated Downtown Development Plan</i> • <i>Develop a policy with identifies the opportunities and benefits for a Corridor Improvement Authority</i>
Transportation	5.1	<i>Pursue Safe Routes to School Grant</i>	5.1.1	<ul style="list-style-type: none"> • <i>Identify and allocate resources to apply and administer Safe Routes to School Grant</i>
	5.2	<i>Pursue Category A transportation funding</i>	5.2.1	<ul style="list-style-type: none"> • <i>Develop a multi-modal transportation plan.</i>
	5.3	<i>Develop and annually complete a Capital Improvement Plan (CIP)</i>	5.3.1	<ul style="list-style-type: none"> • <i>Develop and Annually adopt a Capital Improvements plan</i> • <i>Develop Sidewalk and Road Condition Assessment</i>
	5.4	<i>Review and refine the Node Strategy.</i>	5.4.1	<ul style="list-style-type: none"> • <i>Identify Community Nodes</i> • <i>Conduct assessment and plan for community Node Improvements</i>
Community Character	6.1	<i>Combine the Business License Program with Façade Improvement Partnership grants.</i>	6.1.1	<ul style="list-style-type: none"> • <i>Identify Partnerships for a community Façade program</i> • <i>Adopt Façade Improvement Program Policy</i>
	6.2	<i>Administer an Arts Commission to approve and site public art installations.</i>	6.2.1	<ul style="list-style-type: none"> • <i>Develop Arts Commission Policy</i> • <i>Revise Zoning Ordinance and Municipal Code to include</i>

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				regulations for the Arts Commission and Art Installations and murals.
Parks & Recreation	7.1	<i>Develop a Parks & Recreation Plan.</i>	7.1.1	<ul style="list-style-type: none"> • <i>Develop a Parks & Recreation Committee and draft a Parks Plan Policy</i>
	7.2	<i>Include a River & Trail Connectivity Plan within Parks & Recreation planning.</i>	7.2.1	<ul style="list-style-type: none"> • <i>Conduct and assessment of water access, parks, and trail conditions</i>
			7.2.2	<ul style="list-style-type: none"> • <i>Incorporate assessment into Parks and Recreation plan</i>
			7.2.3	<ul style="list-style-type: none"> • <i>Incorporate proposed park system improvements with Capital Improvement Planning</i>

MSHDA Relate Housing Goals & Strategies

Strategic Housing Framework

- **Goal 1.1:** Collect, analyze, and utilize housing and related data to identify the broad spectrum of systemic inequities for BIPOC, immigrants, refugees, migrants, people with disabilities, LGBTQ+, those with low incomes, and other marginalized populations.
- **Goal 1.2:** Identify and advocate for modifications to policies and practices to remove barriers across the housing continuum for BIPOC, immigrants, migrants, refugees, people with disabilities, LGBTQ+, those with low incomes, and other marginalized populations.
- **Goal 1.3:** Increase the amount of housing that is accessible, safe, and healthy regardless of age, disability, or family size across all neighborhoods and communities.
- **Goal 1.4:** Increase access to housing for returning citizens and justice-involved individuals, including those who have disabilities.
- **Goal 1.5:** Increase opportunities for resident input throughout the development process.

Priority Area 2: Housing Ecosystem

- **Goal 2.1:** Increase the efficiency and effectiveness of the housing ecosystem by enhancing collaboration on housing among state agencies, philanthropy, local governments, Tribal Nations, education, and the wide variety of private-sector organizations that make up the housing ecosystem.
- **Goal 2.2:** Increase the availability of statewide, regional, county-level, local/municipal-level, and market-level data on housing needs and opportunities to inform and improve policy, resource, and program decision-making.
- **Goal 2.5:** Increase affordable high-speed internet access so Michigan residents can connect to a range of information and opportunities.

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Priority Area 3: Preventing and Ending Homelessness

- **Goal 3.2:** Increase access to stable and affordable housing options for households with extremely low incomes.
- **Goal 3.4:** Increase cross-system partnerships to strengthen the homelessness response system, achieve greater housing stability, and impact social determinants of health.
- **Goal 3.5:** Use qualitative and quantitative data to better understand and meet the housing and service needs of households at risk of and experiencing homelessness.

Priority Area 4: Housing Stock

- **Goal 4.1:** Increase the supply of the full spectrum of housing that is affordable and attainable to Michigan residents.
- **Goal 4.3:** Ensure that new housing development meets state climate and healthy housing goals and is affordable for the lifetime use of the building without increasing costs to residents.
- **Goal 4.4:** Increase the rehabilitation and/or preservation of housing stock.
- **Goal 4.6:** Increase missing middle and workforce housing stock to facilitate greater housing choice.
- **Goal 4.7:** Expand the use of equitable and holistic local planning and zoning practices to increase housing supply.
- **Goal 4.8:** Prevent the negative side effects of gentrification (e.g., displacement, loss of mixed-income housing) by promoting community-oriented revitalization.

Priority Area 5: Older Adult Housing

- **Goal 5.1:** Equitably expand the supply of affordable and accessible rental units statewide for older adults.

- **Goal 5.2:** Promote the ability of older adults to age in a place of their choice.
- **Goal 5.3:** Increase the number of affordable facilities that offer a continuum of care within one building or complex (independent living, assisted living, and long-term care).

Priority Area 6: Rental Housing

- **Goal 6.1:** Keep people housed by reducing the number of evictions.
- **Goal 6.2:** Reduce the number of underserved and vulnerable populations experiencing rent burden by removing barriers and increasing resources.
- **Goal 6.3:** Increase the quality of rental housing.

Priority Area 7: Homeownership

- **Goal 7.2:** Increase homeownership among households with low to moderate income.
- **Goal 7.3:** Increase access to education, products, and services that help more Michiganders achieve homeownership.
- **Goal 7.4:** Stabilize and sustain homeownership.

Priority Area 8: Communication and Education

- **Goal 8.1:** Increase awareness of and support for the importance and benefits of accessible, affordable, and attainable housing throughout Michigan.
- **Goal 8.2:** Increase inclusive education and awareness of existing housing programs and services in the state.
- **Goal 8.4:** Assist Michigan residents to increase housing stability through financial literacy and wealth-building.