

INNER CIRCLE GREENWAY

AMBASSADOR AND SIGNAGE
STRATEGIES FOR COMMUNITY
ENGAGEMENT

UNIVERSITY OF DETROIT MERCY
MASTER OF COMMUNITY DEVELOPMENT | 2016

Jessica Back, Toni Henry, Elizabeth Iszler, Annie Mendoza and Megan McGreal

ACKNOWLEDGEMENTS

ON BEHALF OF THE CAPSTONE TEAM

We would like to acknowledge the following people and organizations with great gratitude for their contributions of insights and support in the completion of this Capstone study of the Inner Circle Greenway.

The Detroit Greenway Coalition, especially Todd Scott, Executive Director and the Board of Directors: Al Fields, Alex Allen III, Chip Amoe, Elizabeth Iszler, Robert Davis, Scott Benson, Karen Slaughter-DuPerry, Jason Hall, Khalil Ligon, Allyson McLean, and DeWayne Wells.

University of Detroit Mercy Advisory Committee led by Lara Wasner and Virginia Stanard with support from the academic committee with expertise from Kristen Abraham, Karen Brown, Ceara O'Leary and Ernest Zachary representing the HOPE Model respectively. Additional support extends to MCD Alumni Latoya Mobley and Alexandra Mueller.

Additional appreciation goes to all of the people that gave their time and shared their knowledge through interviews, specific acknowledgement:

Debbie Fisher - Focus:HOPE

Jeffrey Nolish - City of Detroit Planning and Development Department

Theresa Zajac - Southwest Detroit Business Association

Special gratitude is extended to the W.K. Kellogg Foundation for supporting academic work of the Master of Community Development program at the University of Detroit Mercy.

CONTENTS

PREFACE

- 1. ACADEMIC FRAMEWORK**
- 2. CONTEXT**
- 3. CASE STUDIES**
- 4. INVESTIGATIVE METHODS**
- 5. ASSET MAPPING**
- 6. SWOT ANALYSIS**
- 7. NEEDS ASSESSMENT**
- 8. ACTION PLAN PROPOSAL**
- 9. OUTCOMES**
- 10. CONCLUSIONS**

TERMINOLOGY

APPENDIX

WORKS CITED

INDEX

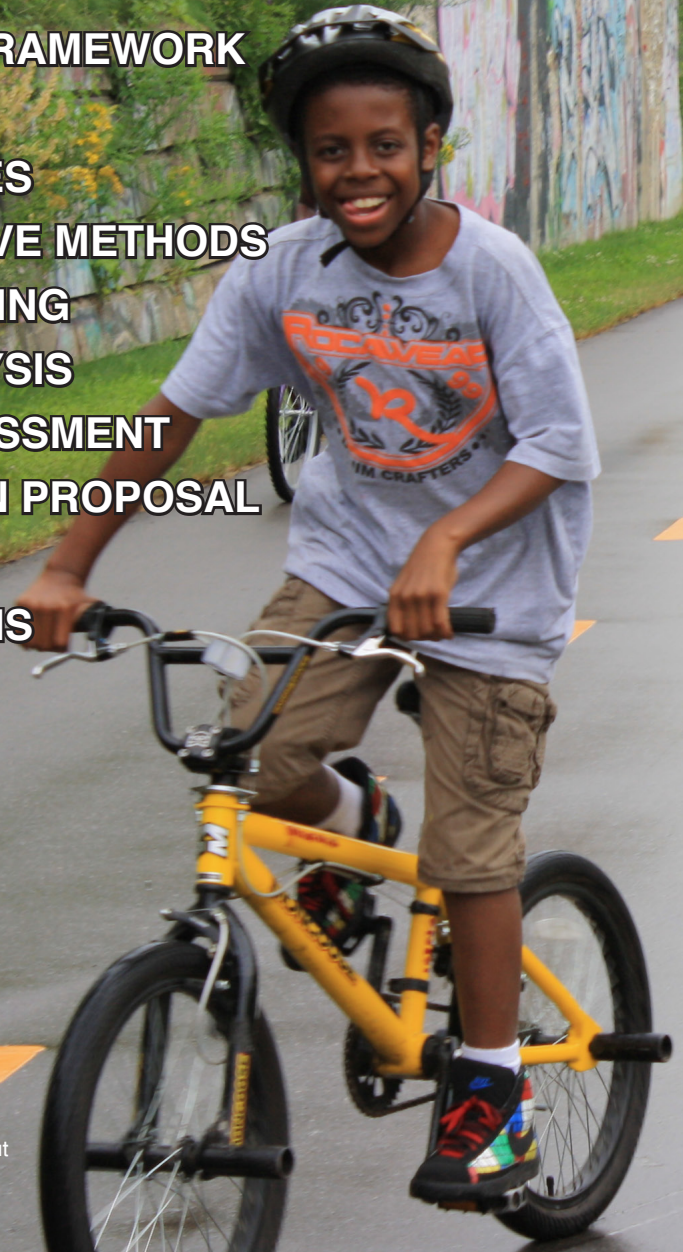


Fig. 2 Youth cyclist on the Dequindre Cut



047

NAVY



NAVY



PREFACE

CAPSTONE PROJECT

The University of Detroit Mercy (UDM) Master of Community Development Program (MCD) culminates in a two-semester project that builds on core principles, skills, and knowledge learned through academic coursework. This project is known as the Capstone project. Each Capstone team is tasked with working in collaboration with a local entity - whether municipal, non-profit or otherwise - in order to benefit the residents of the selected communities. A final outcome of this project is a published book that informs the community partner, and can be used as a tool for community engagement, or generate further research about our topic. The Capstone book encapsulates contextualized research and data pertinent to the project in a way that leads to recommendations and implementation strategies for the partner organization - and that can potentially be used by other organizations, benefitting the general public.

THE INNER CIRCLE GREENWAY TEAM

In the spring and summer semesters of 2016, Jessica Back, Toni Henry, Elizabeth Iszler, Megan McGreal, and Annie Mendoza formed a team to initiate a capstone project to study the +/-26 mile bike route known as the Inner Circle Greenway (ICG), which traverses and transects the cities of Detroit, Hamtramck and Highland Park. This Capstone study was facilitated by the MCD Director, Virginia Stanard, whose task is to oversee the manifestation of the MCD curriculum into a Capstone project. The support team was led by a Primary Faculty Advisor, Lara Wasner with support of an advisory committee representing the framework of the curriculum. Each advisor has been a great source of academic and experiential knowledge contributing to the study of the Capstone project.

ORGANIZATIONAL PARTNER

The team identified the Detroit Greenways Coalition (DGC) as the primary organizational partner for the purpose of increasing the capacity of community engagement through placemaking initiatives for intergenerational use of the greenway with a concentration on arts and culture. Placemaking initiatives are to inspire people to collectively reimagine and reinvent public spaces as the heart of every community (What is Placemaking, “Project for Public Space”). Our overarching goal has been to propose a community engagement process that could be used by the DGC during various stages of implementation of the ICG for community outreach. Thus benefitting residents living in communities near the route who could access the ICG as a primary or alternative means of transportation and for recreation purposes. This process of community engagement and outreach would benefit residents in the establishment of the ICG as a community asset. It would also benefit non-residents traveling to or through Detroit in terms of tourism and recreation. Furthermore, the team set out to identify how arts and cultural placemaking might contribute to the establishment of the ICG as a community asset by bringing community stakeholders together as a method of engagement for intergenerational use of the greenway.

OBJECTIVES

The Capstone team, in conjunction with the DGC, sought to establish effective community engagement strategies that could be used to validate the ICG as a community asset for all residents. This includes the process of developing and maintain nodes along the greenway to increase ownership and associated identity for residents to the ICG based of geographic proximity to established communities. These strategies would be based on regional identities surrounding the footprint of the greenway and celebrate the diversity of the neighborhoods through which the route traverses. For this Capstone project, three focus areas have been selected each for specific reasons. These include

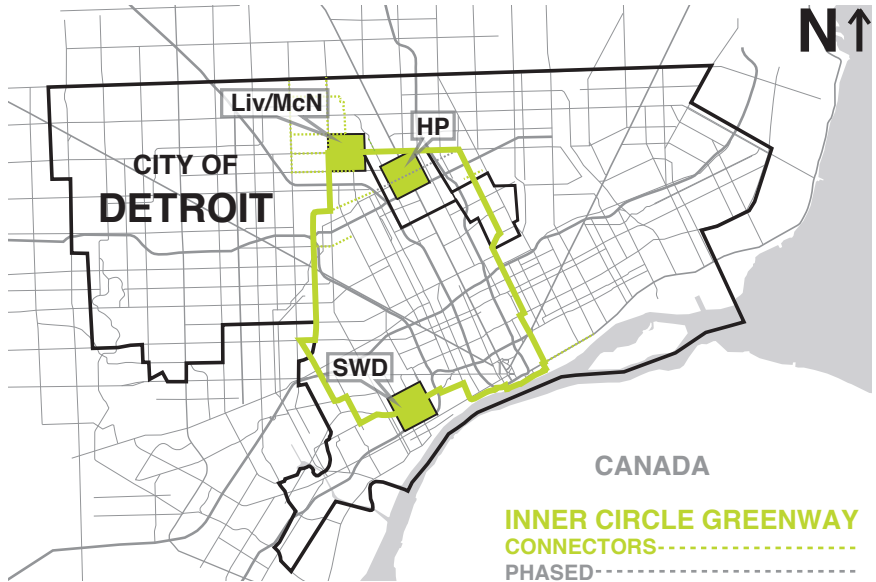


Fig. 3 Three Focus Areas along the Inner Circle Greenway in Detroit, MI. Livernois/McNichols (Liv/McN), Southwest Detroit (SWD), and Highland Park (HP).

approximate one square mile areas identified as: Livernois/McNichols (Liv/McN), Southwest Detroit (SWD) and Highland Park (HP) (Fig. 3).

Liv/McN was selected with the rerouting of the trail to encompass Livernois Avenue and McNichols Road. This phasing of the route provided the opportunity to integrate UDM with the surrounding community and city at large. SWD was selected due to its cultural diversity, robust neighborhood initiatives including the implementation of a bike lane on Vernor Highway. Previous MCD capstone projects have focused on SWD studying aspects of culture, including bike culture. Like SWD, HP was selected to build upon previous capstone projects. HP, unlike SWD does not have bike lanes currently in association with the ICG though a the trails-to-trails conversion will be phased as a future installment. It is in the team’s interest to help facilitate communication between stakeholders and residents within the three focus areas and the DGC planning officials to ensure the best community engagement process in the establishment of the ICG as a community asset.

FOCUS AREAS

The team has garnered background and historical information, as well as census data, regarding the three focus areas in order to create a foundation of understanding about the communities themselves and the similar or unique challenges of each. The Liv/McN neighborhood contains both adult and youth populations and the presence of university students at UDM and Marygrove College. In contrast, SWD is home to a large population of youth. Via initial conversations with community stakeholders, the team has identified the population of 65 and older as a demographic of interest within HP, as a majority of residents in HP are older adults.

Acknowledging the unique composition of these communities is essential to developing a plan that encourages intergenerational programming and use of the ICG. Ultimately, the ideal outcome of the 2016 capstone proposed project is to facilitate a strong connection between the ICG, organizers, community stakeholders and residents collectively for effective planning and implementation as an asset. This will expedite development of greater quality of life, more agency for residents, and increased mobility. These efforts can help lead to a brighter future, particularly in economically-challenged areas of the city through the investment into the greenway.

The team has compiled not only a written history surrounding the ICG, but also a timeline which lays out the different aspects of funding and planning the overall greenway. This project provides a brief history of the ICG, as well as an overview of the main greenways and non-motorized projects that have been planned and implemented to date within the city of Detroit. The timeline shows the progression of events for bike and greenway development in the city of Detroit from 2000 to present. It is important to note that some segments of the greenway have existed as separate entities with governing bodies prior to the initiation of the ICG by the DGC.

RESEARCH APPROACH

Our predominant approach was investigative, using applied, action-based research methods, and employing a critical analysis of assets. As a mixed-methods study, it includes both qualitative and quantitative data collection and analysis for a more complete understanding of the project. We gathered data, collected background information about the key communities identified, reviewed historical documentation, conducted interviews and observations, compiled and analyzed data, surveyed stakeholders (residents and organizations), and studied relevant case studies to identify best practices for community engagement. Community input facilitates strong bonds with residents and organizations that the ICG will impact. Tools, such as SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), provide a firm foundation of evaluation that the DGC can build on as the ICG is developed and implemented as a community asset.

The team was charged with identifying case studies that best fit the parameters of the Capstone project and allow us to gather data necessary to gain a basic understanding of how the community engagement processes for the ICG could be implemented. After reviewing several national case studies, the team chose 5 that best informed our project. The range of case studies addressed the ICG at multiple scales ranging from data collection methods, engagement processes, inclusion of arts and cultural features, and economics.

Surveying supplied the team with crucial information and an opportunity to introduce the ICG in a manner of dialog with residents and organizations about planning process. Realizing that six months is a very brief time to successfully implement surveying techniques, the team called upon UDM survey expert, Dr. Kristin Abraham to help develop strategies for optimal credibility and adaptability, giving time and other constraints. Survey methods were adjusted to account for Capstone program duration, necessity of information, and efficiency of obtaining said information. These initial conversations helped us sharpen our

purpose, define our sampling methods and approach and design surveys and strategies that were strategic and informative.

Additionally, ethical considerations such as beneficence, justice, and respect for the research participants are not only prescribed best practices, they were foremost in our minds during all aspects of research. Such considerations are further supported by the MCD framework and philosophical underpinnings of the elements of Social Justice, Sustainability, and Service (explained in the introduction of this publication). Issues such as power relationships, cultural and linguistic appropriateness, and perception of residents on outsiders soliciting personal information or opinions could impact the ability to gather information and affect the project. According to an interview with the summer 2015 Capstone members, some residents may be guarded about offering information and participating in city issues (Board, 2015). Hence, a critical goal is to work with former capstone team members in order to further the connection forged between UDM MCD students and organizations as well as individuals in the three focus areas.

Our approach must address such potential barriers in order to create a democratic process. To mitigate potential barriers, a third party who is a familiar or trusted member of the cultural, language, or social group is often asked to participate in the research project. As such, their role is to explain the research, go over the survey questions with participants, assist the team with recording and/or interpreting participant responses. For this project, we invited trusted members of the community, including organizations within these communities, to participate in surveying respondents.

This project is structured to build upon the foundations of the MCD program HOPE Model. The HOPE Model integrates Human, Organizational, Physical, and Economic aspects of community development alongside the 3Ss of service, social justice, and sustainability. These principles ensure just and equitable community development for all residents through a triple bottom line approach.

From the teachings of the MCD program, outcomes of this project include the community engagement strategy of developing an ambassadorship program and increasing the visibility of assets along the ICG to contribute to placemaking initiatives. An annual event recognizing the ambassadors who serve as liaisons between the DCG and communities connected by the ICG contributes to the ownership and establishment of the ICG as a community asset. This project contains the types, descriptions, and roles of ambassadors, and ways communities might engage ambassadors. It also describes other engagement strategies such as the increased visibility through signage along the route celebrating communities and existing assets that contribute to placemaking within the city of Detroit.

CHAPTER ONE

ACADEMIE

FRANMIE



Fig. 4 Painted designated bike lane



EMTIC

NETWORK



MASTER OF COMMUNITY DEVELOPMENT FOUNDATION

HOPE MODEL + SERVICE, SOCIAL JUSTICE & SUSTAINABILITY

In a Capstone project, the process is as important as the product. The Master of Community Development (MCD) foundation and principles have guided this project from start to finish. This section contains the thesis statement, strategies and goals, background information about the focus communities, as well as organizational descriptions. It also contains a comprehensive overview of the Inner Circle Greenway (ICG), the history of the project and a detailed timeline, followed by sections outlining the applied research-based approach contributing to a comprehensive community engagement action plan.

The MCD program is structured to facilitate holistic understanding of community development by using the HOPE (Human, Organizational, Physical, and Economic) Model. The guiding theory of this model is to fully comprehend and implement community development methods to ensure social equity. This is done by leveraging the concentrations of all four pillars of community development with stakeholder inclusions. Three principles that ethically guide the HOPE Model are service, social justice, and sustainability (Albrecht, "Ideological Foundations of Community Development", Feb. 21, 2016).

Service, as defined by the MCD Program, is the physical process of learning about subjugated knowledges. It is crucial to provide services that meet immediate needs, identified as charity within the MCD program, but also asks questions about the structural context that shapes the reality of those in need. At its core, it is reliant upon a "mutuality of learning" that fosters the comprehension of social justice. Social justice, in turn, informs actions of social and institutional change rather than meeting the immediate needs through un-sustained charity. This project uses the definition of Social Justice presented by Dr. Gloria

Albrecht in her presentation “Ideological Foundations” in which insights were drawn from Mark Gornik found in his book *To Live in Peace* (Gornik, *To Live...*). As asserted, social justice is “an ideal and a form of analysis that examines the structures (institutions) of a society.... to determine if their rules, policies customs, etc., ... are enhancing the wellbeing of all individuals and sustaining a good common for all” (Gornik, 51). In this way, social justice critically looks at the construction of society. It does so by examining the reason why inequalities exist among people at all scales; beginning on an interpersonal level and spanning through the social injustices people face in an increasingly global world.

Sustainability in modern culture has become synonymous with the physical environment; however, the definition supported through MCD ideology is based in three spheres: strong economy, social health, and a flourishing physical environment (Fig 5). In his lecture to the Introduction to Community Development course, Dean Will Wittig presents the framework for the program and asserts that sustainability must focus on the interconnectedness between creatures and their physical environment. This interconnectedness has an impact on the human, social, and economic development within the culture (Wittig, 2016). This is illustrated in a diagram developed by Wittig which gives an overview of how these elements interplay within and between communities. These connections are referred to as “vital collaborations,” and illuminate the ideal that without one aspect, a community may suffer. Further, Wittig suggests that sustainable community development is guided by four key principles:

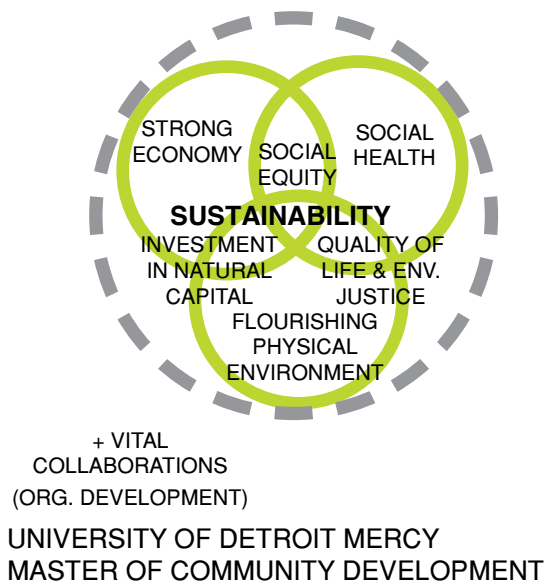


Fig. 5 Three Circles of Sustainability, utilized within the MCD Program at UDM

- 1. Comprehensive Planning**
- 2. Stakeholder Involvement
(+Diversity)**
- 3. Solutions Grown from Place**
- 4. Working Holistically to
Consider Long Term Effects**

Of the four key principles, Comprehensive Planning is subject to a holistic and inclusive outlook on community development, aiding in the avoidance of gentrification and displacement within communities. Stakeholder Involvement, with the inclusion of Diversity, is important for identifying the needs and desires of communities. While working to help develop neighborhoods and communities, it is critical that the stakeholder voices be heard, as they will be directly impacted by any new development. Solutions Grown from Place asserts that new ideas and development for communities first requires an in-depth analysis of the existing environment. Working Holistically to Consider Long Term Effects supports the previous principles, acknowledge and evaluating long term effects of development within communities. This includes maximizing diversity through services and people, working towards creating small, manageable, clustered systems within neighborhoods, and understanding that community needs change and that development must support new change. These principles have guided the process of the ICG project in the development of recommendations for the DGC.

THESIS STATEMENT

The Master of Community Development Inner Circle Greenway Capstone 2016 project objective is to establish strategies of community engagement such as an Ambassador Program and Signage strategies to support the DGC in efforts of increasing resident/stakeholder ownership of the ICG as an asset to their communities and the Cities of Detroit, Highland Park and Hamtramck collectively. This will be accomplished by utilizing survey methods and placemaking initiatives centric to arts and culture. Specific demographics of focus are those aged 65 and older and youth populations, as a means to provide examples of intergenerational design and thereby enhance the accessible pathways for the ICG. Focus areas are the locations nearest the intersection of Livernois and McNichols (Liv/McN), Southwest Detroit (SWD) surrounding Clark Park, and the northwest corner Highland Park (HP).

As MCD core principles and ideologies assert, sustainable community development is contingent on effective community engagement. Arts and cultural expression coupled with community engagement methods represent successful ways to engage residents in community development. The ICG is an opportunity to engage residents on new developments that tie their communities together with many other neighborhoods throughout the Cities of Detroit, Highland Park and Hamtramck. Community capacity building and ownership of the ICG will be essential to sustained use and ultimate success of contributing to the quality of life of all residents.

Measures of success can be attained not only through patronage, as determined by bike and pedestrian counters, but also through the ways that communities and individuals identify with the nodes or designations that comprise the ICG placemaking initiatives. Nodes are defined by Kevin Lynch as “the strategic foci into which the observer can enter, typically either junctions or paths, or concentrations of some characteristic” (Lynch, 72). The initiation of community input via

survey methods will be established in order to initiate strong bonds with residents and organizations that the greenway will influence. Mapping and written summaries which reflect an overview of assets and needs around the ICG will also be developed as working documents for future use of ensuring community support. Finally, SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) will be developed as a tool of measure. These tools together will initiate a firm foundation that the DGC and other organizations can build on as the ICG is developed and implemented as a community asset. Additionally, they can be utilized as the project develops beyond completion of the Capstone study in order to track progress. Outcomes of this Capstone study will include the development of an action plan proposal. In it, elements that can be initiated in order to further the growth of the ICG will form from the results of assessments of the three focus areas Liv/McN, SWD, and HP.

STRATEGIES & GOALS

Strategies and goals for the Summer 2016 Capstone Project arose out of a broad spectrum of best practices identified from previous Capstone teams, precedent studies, and course work leading from the MCD program. Best practices information cultivated by Summer Capstone 2015 (completed the previous year) was utilized to grow a base understanding of identified neighborhood geographies and engagement strategies. Additionally, five national case studies involving pedestrian paths and greenways were selected to inform the process. A purposive and appropriate subjective multivariate survey approach was selected, and specific areas of interest within the three selected areas were focused on based on a one square mile boundary:

- 1. The intersection of Livernois Avenue and McNichols Road anchored by the University of Detroit Mercy (Liv/McN)**
- 2. Southwest Detroit along Vernor Highway near Clark Park (SWD)**
- 3. The rails-to-trails segment through Highland Park at the Woodward Avenue overpass (HP)**

Organizations in each of the three focus areas which serve the populations therein were identified to gather information on resident needs and concerns. In addition, organizational leaders and residents participated in interviewing and surveying. Goals were developed following results from these investigations.

The overarching goal became the fostering of community driven ownership of the ICG in efforts of establishing long term utilization of the ICG as a community asset. Aspects of the investigative outcomes evolved into specific goals which were then introduced in the action plan proposal. The objective of this proposal is to support development of the ICG past the completion of the Summer 2016 Capstone. Overall, the Summer Capstone 2016 focuses on the two community engagement strategies of an Ambassador Program and Wayfinding Signage within the ICG by assessing many elements utilizing tools learned through the MCD program. Further, the project focuses on strategic partnerships with key stakeholder organizations, with the DGC as the pivotal and primary entity. It does this while utilizing a support team which acts as a board of experts in order to help successfully steer the work as it forms. The end result will be a comprehensive yet adaptable structural framework to help guide future community engagement in the development of the ICG as a community centric asset.

ORGANIZATIONAL PRESENCE

LIVERNOIS/McNICHOLS

The Liv/McN intersection is home to a community of academic and service driven institutions. Anchoring institutions include the University District Community Association (UDCA), Gesu Catholic Church, Visiting Angels Living Assistance Services, UDM, and Live6 Alliance. UDCA was established in the mid-1920s and is located east of Livernois Avenue and west of Parkside Street, between Seven Mile and McNichols Road ("About." University District Community Associations). The association's mission is to maintain the integrity of the neighborhood, address concerning issues of the neighborhood, and support the health, safety and happiness of their diverse community ("Our Mission." University District Community Associations).

Located a block east of Livernois Avenue on McNichols Road, Gesu

Catholic Church provides the community with volume of social conscious services ("Christian Services." Gesu Detroit). According to the mission of Christian Service Commission at Gesu, the church "empowers the members of Gesu Parish to fulfill the Church's mission of love, justice, freedom and peace by communally responding in an organized way to societal and individual needs." The committee supports existing subcommittees within the church, including those aimed towards homelessness, a community garden, and peace and justice. Visiting Angels Living Assistance Services provides in-home care focused on providing assistance and support to the area's



Fig. 6 The University of Detroit Mercy campus in northwest Detroit.

aging and disabled population (“Our History.” Visiting Angels Living Assistance Services). Their mission is to provide compassionate and professional resources to help in the emotional and physical healing of individuals in need.

Formerly University of Detroit, UDM is a private Catholic-Jesuit institution which opened the Livernois/McNichols campus in 1927 (Fig. 6) (“The History of University of Detroit Mercy.” University of Detroit Mercy). According to their community outreach initiatives, the University has, “renewed current relationships, and has developed new collaborations with local and regional high schools, colleges and universities, foundations, economic development organizations and local leaders” (“Community.” University of Detroit Mercy). Live6 Alliance focuses on safety, placemaking, business attraction/retention, and corridor development, has partnered with UDM to drive revitalization in the area (Fig 7) (“Programs & Focus.” Live6). Together, with the support of The Kresge Foundation and Detroit Economic Growth Corp., the organization focuses on enabling stronger communications within the community, creating/enhancing local partnerships, and provide inclusive platforms for the exploring of physical improvement in the area (“New Community Organization to Drive Revitalization in Northwest Detroit” The Kresge Foundation). This focus area’s working network of anchoring institutions helps in voicing the needs of this community.

SOUTHWEST DETROIT

The focus area of SWD consists of a one mile stretch along the Vernor Highway commercial corridor near



Fig. 7 Announcement of the formation of the Live6 Alliance



Fig. 8 Small businesses line Bagley Avenue in Mexicantown.

Clark Park. Anchoring institutions throughout SWD include Southwest Detroit Business Association (SDBA), Urban Neighborhoods Initiative (UNI), St. Anne's Catholic Church Detroit, and Most Holy Redeemer Catholic Church. SDBA was founded in 1957 ("Mission." Southwest Detroit). According to the mission of the SDBA, they work with investors, entrepreneurs, customers, and neighbors to support the community's vision for a healthy, vibrant neighborhood (Fig 8). Established in 1997, UNI is based in Springwells Village of SWD and works to help build a safe and thriving environment for community members through community programming ("Our Mission

& History." Urban Neighborhood Initiatives). St. Anne's Catholic Church provides bilingual ministries to unify SWD ("Home Page." Ste. Anne De Detroit Catholic Church). The church's focus is to serve the poor, and specifically the demographics of youth and seniors. Most Holy Redeemer Catholic Church's religious education page reflects a similar approach, noting the mission is to serve multicultural parishes while offering programs and services for community members of all ages ("Religious Education." Holy Redeemer).

Art and cultural organizations in SWD include Matrix Theatre Company, Mosaic Youth Theater, and Young Nation. The Matrix Theatre Company was established in 1991 and continues to work actively in the community (Fig 9) ("Matrix Theatre Company History." Matrix Theatre Company). Matrix Theatre Company works to provide transformative and inclusive programs, facilities, and performances for its surrounding citizens ("Who We Are." Matrix Theatre Company). Established in 1991, Mosaic Theatre Company is a center that provides art and culture resources to the area's

youth (“About Mosaic Youth Theatre Detroit.” Mosaic Detroit). Mosaic Theatre Company, “seeks to empower young people to create positive changes in their lives and communities by helping them develop patterns of cooperation, disciplined work habits and effective problem-solving skills through the creation of high-quality, professional-level performances of theatre and music” (“The Mosaic Model.” Mosaic Detroit). In 2008, Young Nation emerged out of the work of Expressions, a non-profit corporation (“History.” Young Nation). Acting as a voice for the youth of SWD, the organizing helps create and dissemination mixed-media messages that promote youth and community development (“Programs.” Young Nation).



Fig. 9 Matrix Theater Hands-On Folktales

Organizations serving populations age 65 and up include Bridging Communities, Inc. (BCI) and American Indian Health and Family Services (AIHFS). Bridging Communities, Inc. provides intergenerational programming to help establish a safe environment where people can age in dignity (“Who We Are.” Bridging Communities). Services include youth involvement, career opportunities, transferable skills needed to build a positive future for themselves and their communities, and exposure to possible job fields. AIHFS provides health education and prevention for elderly members of the community (“Vision.” American Indian Health and Family). AIHFS will be nationally recognized as a leading urban Indian health and community center supporting healthy Native people, families, and communities.” The referenced organizations in SWD, including anchoring institutions and organizations supporting multigenerational programming, help to create an environment for citizens of all ages to grow and be active in their communities.

HIGHLAND PARK

The one square mile focused area within HP is between Florence Street to the north, Brush Street to the east, West Grand Boulevard to the south, and Hamilton Avenue to the west which collectively are identified by the rail overpass on Woodward Avenue. Supporting organizations throughout HP were referenced during informational gathering.

Anchoring institutions include Soul Harvest Ministries, Healing Spring Missionary Baptist Church, and Greater St. Matthew Baptist Church. Soul Harvest Ministries has made its home in the city of HP since 1995 ("About Us." South Harvest Ministry). Soul Harvest Ministries supports programming activities geared towards music theory and composition, dance, step team, mime, drama, and a variety of arts and craft activities (Fig 10). Healing Spring Missionary Baptist Church was established in 1955 providing a congregation of faith-based community support ("Page Info." Healing Spring MB Church Facebook Page). Healing Spring Missionary Baptist Church works to uplift the surrounding community

through mentoring, service and worship. Describing themselves as a "Spiritually Conscious, Socially Concerned Church," Greater St. Matthew Baptist Church was founded in 1960 and reflects a similar mission in community support through worship ("Page Info." Greater St. Matthew Baptist Church).

Organizations serving HP's aging populations include LaBelle Towers co-op-apartments, Luella Hannan Memorial Foundation, and the Detroit Area Agency on Aging. LaBelle Towers offers affordable housing for low-income residents within Highland Park ("LaBelle Towers Co-Op Senior Apartments." Michigan State Housing Development



Fig. 10 Members of Soul Harvest Ministries provide services on a Sunday morning.

Authority). LaBelle Towers is described as a lively environment for active seniors who care about each other and their community. Luella Hannan Memorial Foundation's focus is to "enhance the quality of life for senior citizens in Metropolitan Detroit – with a focus on the City of Detroit – by identifying their unmet physical, social and financial needs and maintaining facilities and creating programs that both address these needs and preserve the dignity of seniors" ("Mission." Luella Hannan Memorial Foundation). The Detroit Area Agency on Aging (DAAA) promotes healthy aging and enhances the quality of life for older adults for over 50 years ("About." Detroit Senior Solution). The organization serves over 60,000 adults over the age of 60 within the metro Detroit area and provides services and programs for more than 6,000 homebound and disabled adults daily ("What We Do." Detroit Senior Solution). Anchoring institutions in HP provide services and programs which enhance community cohesion and provide services which cater to the need of the area's aging population.

With established neighborhoods and educational anchors nearby, observational surveying indicates the Liv/McN has a combined population of both youth and populations 65 and older. SWD is identified as a major point of interest for its large population of youth, while the population of 65 and older is a demographic of interest within HP. Each of the focus areas demonstrate accessibility to anchoring institutions that support the variety population demographics. The mission of the DGC is to create a "strong, healthy, vibrant City of Detroit and region where a seamless network of greenways, green spaces, blueways and complete streets are an integral part of people's active lifestyle including day-to-day transportation and recreation" ("Mission." Detroit Greenway Coalition"). The utilization of supporting organizations in focus areas will assist the DGC in efforts to increase resident/stakeholder ownership of the ICG.

FOCUS AREA BACK GROUND INFORMATION

Utilizing the following background data, elements of accessibility and social justice inequalities within the community is illuminated. This data is used to inform how the ICG can help bridge the gaps, enhance accessibility, and serve as a community asset both physically and economically.

LIVERNOIS/McNICHOLS

The intersection of Livernois Avenue and McNichols Road has a history that is tied to personal as well as institutional elements. The area is primarily comprised of black individuals and a large percentage of youth. With a population of roughly 8,421, the area's population is made up of 79% African-American, 17% Caucasian, 1% Asian, and 2% two or more races (Fig 11) ("Census Data 48221." Loveland Technologies). At the intersection of McNichols Road and Livernois Avenue is the University of

Detroit Mercy (UDM). Formerly, Detroit College, established in 1877, which eventually expanded into the University of Detroit. One location of this campus, founded in 1927, was at Livernois Avenue and Six Mile Road also known as McNichols Road. The other contribution of what is now known as UDM was Mercy College, which opened in 1941 as an evolution of the Charter of Mercy College Nursing. The campuses ran independently until 1990, when the University of Detroit and Mercy College of Detroit "combined their resources and operations in a consolidated institution with the same ongoing commitments," ("The History." University of Detroit Mercy).

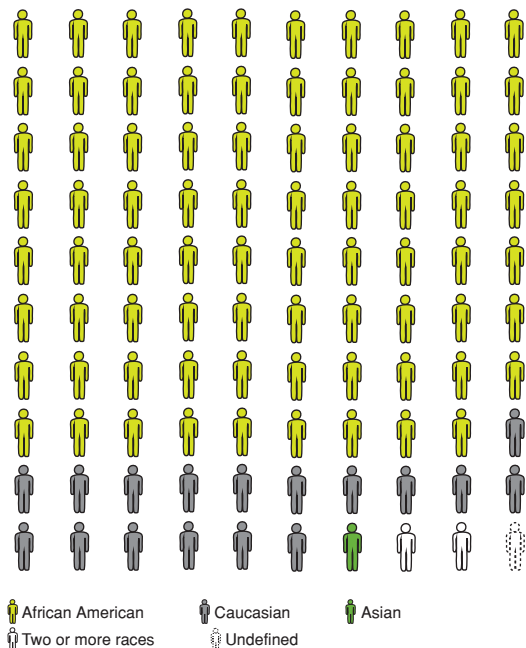


Fig. 11 Racial Demographics of Liv/McN.

The neighborhoods that surround the Liv/McN are home to a rich cultural history. The area was connected to the largest parcel of land in the region in the 1920's. During this time, it was known as the "Golf Club" district, and many of the homes built during that time saw a "Golden Age of Housing." This age was known for more expensive homes being built with high structural integrity and aesthetic detail. The region was home to a large Catholic demographic, which has persisted to this day and can be evidenced by the footprint of UDM and other Catholic schools in the area ("About Us," University District Community Organization).

From the 1950's to the 1980's, the area was a diverse mix of cultural demographics. Personal accounts can be viewed at DiscussDetroit.com, a forum that includes reminiscences of what Detroit was like primarily from the 1950s to the 1980s. According to Danny, a commenter on the forum:

"I grew [up] on Lawton St. between McNichols and Puritan in the Martin Park sub-division near University District, Pilgrim Village and Palmer Park area from 1977 to 1985. My sister went to Gen. George Custer Elementary. I went to a progressive school in the suburbs. My Detroit ghettohood was well kept up. Everyone knows everyone, good businesses and white black and Jews lived together in racial harmony." (Danny, "Discuss Detroit...")

Currently, the anchoring institutions of schools in the area are giving rise to greater opportunities for residents to become connected to each other and the rest of the city.

SOUTHWEST DETROIT

With a population of roughly 7,991, SWD is located four miles southwest of downtown Detroit and is home to a rich diversity of culture, ethnicities, and opportunities ("Census Data 48221." Loveland Technologies). The area's cultural assets stem from a long history of immigration and economic growth. According to a 2006 immigration study, "Recent

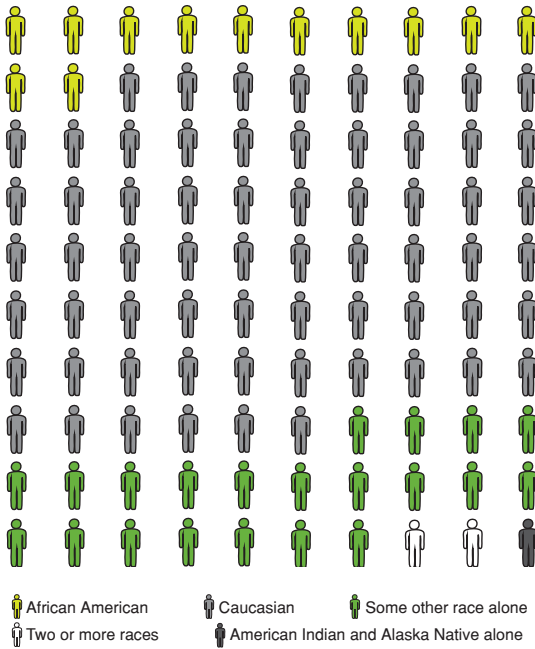


Fig. 12 Racial Demographics of SWD

Immigrants,” conducted by students at University of Michigan, SWD has been a successful starting place for immigrants. The study states, “the auto industry has played a major role in revitalizing the economy to allow for immigrants the chance for success in SWD” (“Recent Immigrants.” University of Michigan). SWD population is made up of 12% African-American, 64% Caucasian, 21% some other race alone, 2% identified as two or more races, and 1% American Indian and Alaska Native alone (Fig 12) (“Census Data 48221.” Loveland Technologies). It is important to note Hispanic or Latino backgrounds are not recognized as a race in the data collection from Loveland Technologies,

steering many citizens of Hispanic or Latino origin to identify as Caucasian. Hispanic or Latino includes any persons of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

The average neighborhood density of SWD is roughly 9,417 people per square mile, which is nearly twice the amount of an average Detroit neighborhood (“Southwest Neighborhoods.” City Data). Density contributes to the areas successful business and neighborhood associations. Although SWD has a history of established community organizations, the past 15 years reflects major growth in autonomy and opportunity within the neighborhoods.

Beginning in 1957, the Southwest Detroit Business Association (SDBA) continues to be a powerful presence in the area. As seen in their history, the SDBA acts as a foundation for economic success, taking enormous strides to improve the area long term. In 2007, with the support of the

SDBA Business owners, the organization formalized the first Business Improvement District (BID) in the State of Michigan (“History.” Southwest Detroit). The West Vernor & Springwells Business Improvement District allows for local businesses to directly improve their physical environment through formalizing cleanup teams, graffiti removal, and teams for day to day operations. The implementations of a BID serves the businesses and surrounding area as a whole through the collaborative efforts. SWD has attracted investment and economic growth from the efforts of autonomous organizations. Influential entities include Southwest Solutions, Urban Neighborhoods Initiatives (UNI), and the Skillman Foundation. UNI provides a variety of services for the surrounding neighborhood, including a continuous support for developing organizations. “UNI’s role in these collaborative efforts has focused on parks, playscapes, public art, community centers and clean and safe alleys” (“Community Development.” United Neighborhoods Initiatives). UNI has largely focused on continuing efforts to stimulate youth leadership in Springwells Village.

The Skillman Foundation has shown increasing support for organizations in SWD. In recent years the foundation has donated more than \$200,000 towards youth development in West Vernor and Springwells Village, including to the SDBA and UNI. The Skillman Foundation states, “the goal is to fund a body of work with aligned approaches and methodologies, to encourage collaboration within neighborhoods, and to deepen the understanding of each candidate’s ability to provide high-quality programming” (“Youth Development Fund.” Skillman Foundation). SDBA received funding for the Center of Music and Performing Arts Southwest for high-quality performing arts training for children and youth in SWD. UNI received funding to further supporting the growth of surrounding organizations in SWD.

The expression of art, hospitality, and proactive characteristics of neighbors in SWD reflect pride in the area. Prominent neighborhoods include Delray, Mexicantown, Boynton-Oakwood Heights, and Springwells Village amongst others. Springwells Village Neighborhood

Association describes themselves as a, “robust business district full of retail shopping and services, beautiful neighborhood parks, dozens of outdoor murals and public art places, strong faith-based institutions, and many local schools catering to the needs of this family-friendly community” (“The Neighborhood.” Springwells Village). The confidence and willingness to improve neighborhoods will guide SWD as it becomes the best version of itself.

HIGHLAND PARK

HP is a city located in Wayne County, Michigan. It is surrounded by the City of Detroit, with the exception of the southeast portion which is contiguous with Hamtramck (also surrounded by the City of Detroit). HP has a population of 5,180. It is comprised of 91% individuals who identify as African-American, 4% as Caucasian, and 4% of two or more races (Fig 13) (“Census Data 48203.” Loveland Technologies).

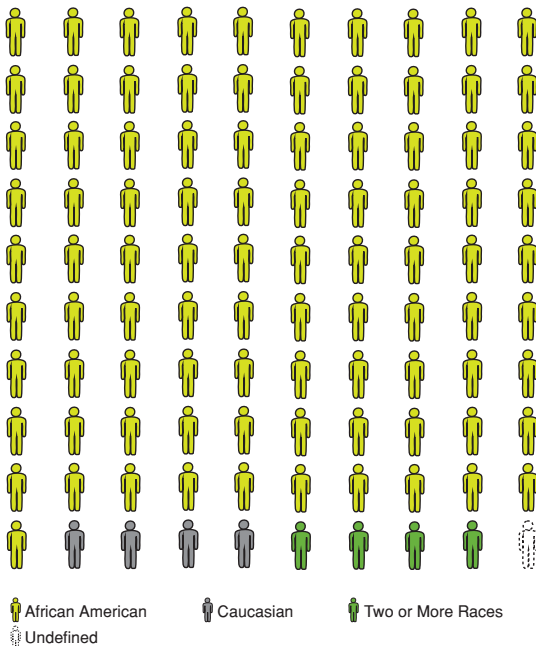


Fig. 13 Racial Demographics of HP

By 1886, the first electric streetcar in the United States ran down Woodward Avenue, which transported passengers for the next 70 years. In 1907, Henry Ford built his assembly plant in the area. By 1915, the plant turned out more than one million Model T cars. The village then evolved into a city and was renamed “Highland Park”, a name given because the elevation seemed to be the highest in the region (Board, et.al., Highland Park).

HP became heavily populated during the early-to-mid 1900s, and the tax base from Ford’s manufacturing production led to a housing boom that helped the city thrive. In 1925, Brush Maxwell

opened second automotive corporation in HP, Chrysler, on Woodward Avenue. HP had transformed into the headquarters for manufacturing cars. In addition to the automobile industry, HP then had several retail stores selling candy, farm equipment, mattresses, and tools.

Henry Ford imposed a concept of standards with earning incentives. For example, Ford paid more to married employees and afforded many opportunities for employment with his 'five dollar a day' wage for work in industrial jobs. People came from all over the world representing different countries, ethnicities and religions. In the earlier days of HP it was diverse in the facets of language, ethnicity, and religion. HP became even more racially diverse as it grew.

Later, as jobs left the city with Ford and Chrysler, so did many upper and middle class families. As the tax base continued to diminish, city services became difficult to provide and many others who could afford to leave the area did so. The city now consists of an aging population with inadequate access to social services and community resources. An article entitled US: The Social and Historical Roots of the Highland Park Fire Tragedy by Tom Eley (published on the World Socialist Website in December 2008) shares this insight about the history and more current reality in HP:

“Even though Highland Park is surrounded on three sides by Detroit, making it a central urban area, its residents are forced to commute great distances to find work, traveling on average 32.2 minutes, compared to a national average of 25.5 minutes. Less than 20 percent of these Highland Park workers could use public transportation to get to work. About three quarters used vehicles—another significant expense. But despite the fact that a large share of the city’s workforce was dependent upon cars to get to work, 39.9 percent of all households had no vehicle in 1999. In other words, those without cars are condemned to unemployment” (Eley, “US: The social...”).

HP is a resilient city with a strong anchoring presence. Lack of infrastructure and resources can be partially addressed by connectivity to the City of Detroit in a way that affirms the identity of HP as a city unto itself. The ICG could begin to address this aspect, via elements outlined in the Action Plan Proposal in Chapter 9.

Background information of the Liv/McN, SWD, and HP depict elements of a story and culture for each focus area. The Liv/McN intersection reflects a neighborhood rooted in service and community with a cornerstone of educational institutions. SWD presents a strong immigration population as it celebrates the area's diversity, youth, and cohesion. Once rooted in industry, HP reveals the need for further workforce opportunities and services geared towards supporting safety. Understanding the context of the three is critical in developing community engagement in order to impact each focus area.



CHAPTER TWO

CONT

Fig. 14 Slow Roll Detroit

TEXT



INNER CIRCLE GREENWAY

GREENWAY: A LINEAR GREENSPACE TYPICALLY WITH A TRAIL, AS WELL AS ON-ROAD BICYCLE INFRASTRUCTURE. THOUGH NOT GREEN IN COLOR, THEY ARE AN ENVIRONMENTALLY-FRIENDLY AND A GREEN MODE OF TRANSIT.

TODD SCOTT, DETROIT GREENWAYS COALITION EXECUTIVE DIRECTOR

The Inner Circle Greenway (ICG) is just one project supported by Detroit Greenway Coalition (DGC). The extensive route of the ICG connects multiple greenways and routes to create a network that expands throughout and past Detroit's city limits. The ICG has evolved as it has been planned and implemented over the past 15 years, expanding in length and organizational support throughout that time. Its planning and implementation come at an ideal time as bike culture in the city of Detroit continues to grow rapidly.

The following section will detail the bike infrastructure, organizational history and timeline, and bike culture that all support the critical need for engagement along the ICG. The ICG is an interconnected series of smaller routes through different parts of Detroit, Highland Park, and Hamtramck. Although the ICG seeks to connect greenways throughout the city of Detroit, it is not the first iteration of pedestrian paths. Greenways such as the Dequindre Cut existed previous to the invention of the ICG and are a testament to the extensive work done by separate entities throughout the city. These greenways, in combination with the ICG, show the level of planning and development that is happening in the city and how it is changing the landscape of transportation opportunities in the city.

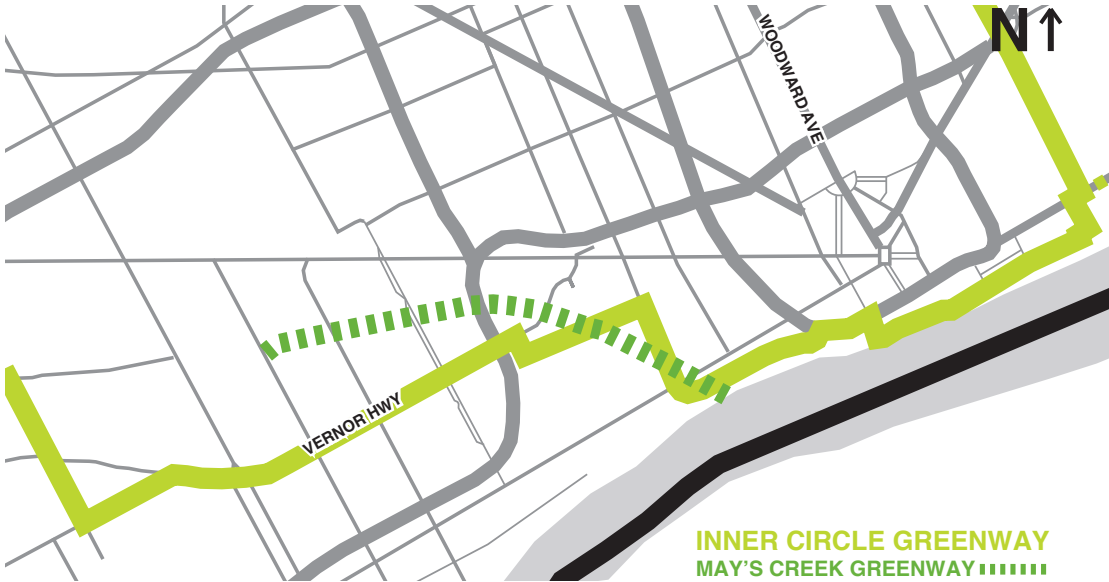


Fig. 15 May's Creek Greenway located in SWD

MAY'S CREEK GREENWAY

May's Creek Greenway is a rails to trails conversion of the rail line that once connected Windsor, Canada and Detroit, Michigan U.S. This greenway route follows the historic May's Creek (Fig 15). One of the creek's earliest names was La Riviere du Moulin a Campau, or Campau's Mill Creek. In the early 1730s, settler Charles Campau obtained permission from Detroit's sixth commandant, Louis Henry Deschamps Sieur de Boishebert, to build a grist mill. Campau built a dam and watermill at the north end of the ravine, which would have lied just north of Fort Street. The creek was later named Cabacier's Creek, after the adjacent landowner, and eventually May's Creek and Peltier's Creek after subsequent owners of the farm on which the mill was situated.

In 1848, the Michigan Central Railroad built a depot at the foot of Third Street and laid down tracks on the riverfront leading up to it. The path

taken by the railroad took advantage of the existing ravine created by May's Creek where it crossed under Fort Street. These tracks are no longer used, but the outline of the ravine can still be seen south of the Fort Street bridge (Szewczyk, Paul. "Corktown History").

The former rail line headed east from the Michigan Central Station in Corktown sloping below ground to enter the Michigan Central Railway Tunnel. The physical environment of the rail line provides similar opportunities as the completed Dequindre Cut for transforming a derelict condition into a desirable place through the inclusion of art and amenities. The route is currently in its conceptual stage. While this greenspace is above the rail tunnel, it crosses below other roads such as Rosa Parks Boulevard, Lafayette Street, and Fort Street making it a safer environment for pedestrians and cyclists which contributes to the desirability of this concept. Pedestrians and cyclists will be able to access the trail with protected connectivity to the RiverWalk and Dequindre Cut without tangling with motor vehicles. It would act as a short bike superhighway.

Canadian Pacific (CP Rail) wants to add a third rail tunnel paralleling the existing pair. The primary reason for this is that existing tunnels are not tall enough to accommodate domestic double-stacked rail cars that are carrying automobiles. If the project goes through, Canadian Pacific might be willing to help with the greenway's construction. However, the most recent unfortunate news is this rail tunnel has been shelved indefinitely after review by the partners CP Rail and Borealis. "At the present time, the business case and economics of this project are not sufficient to proceed with a majority privately funded development," said Michael Rohrer, the project's director of corporate affairs. The rail tunnel project was unveiled over a decade ago — initially known as the Detroit River Tunnel Project (DRTP) — designed to move trucks through the existing 105-year-old rail tunnel and build a new larger tunnel for trains. But community resistance against trucks rolling through the middle of the city killed that part of the plan and the project reverted to a rail-only proposal. Recent senior management changes at both CP Rail and Borealis

prompted “an in-depth review” of the rail tunnel project, Rohrer said. “The economics of this have changed,” he said. Management of both companies believe the current Detroit River rail tunnel — which opened in 1910 — is fine for now. It remains heavily used by CP Rail carrying over \$21 billion in trade annually and roughly 400,000 rail cars. A CP Rail spokesman would not say when the rail tunnel project in Windsor might be revisited. “We continue to focus our attention on the existing tunnel which remains in full commercial operation and is a key component of Canadian-United States border infrastructure,” said Jeremy Berry. The push to build a new rail tunnel has been touted for years as necessary to accommodate larger double-stack rail cars which cannot fit through the existing tunnel and must travel across the border elsewhere — such as a rail bridge from Fort Erie to Buffalo. But a majority of double-stack rail cars can fit. Only a small percentage cannot — largely auto haulers — which are too large. The CP Railway and Borealis review also showed the current rail tunnel “is structurally sound and in very good condition,” Rohrer said (Battagello, Dave. “Detroit River Rail Tunnel Project Shelved Indefinitely”).

Based on this information it may be possible to add a non-motorized trail alongside the existing railroad that continues northwest from the tunnel. Some rail tracks have been removed, and there appears to be enough room for a trail with protective fencing from the Michigan Central Station to at least Junction. This rail segment is above the street grade much like the High Line in New York City (Scott, Todd. “Greenways”). The City of Detroit and collaborators do not want to give up on this greenway. Recently Local Initiatives Support Corporation or LISC funded a public workshop to walk the trail corridor and discuss the potential obstacles, features, and design of the proposed greenway. Also the Riverfront Conservancy is updating some high-level conceptual designs and are hoping to have additional conversations with Canadian Pacific about building the greenway in spite of delays to the new rail tunnel

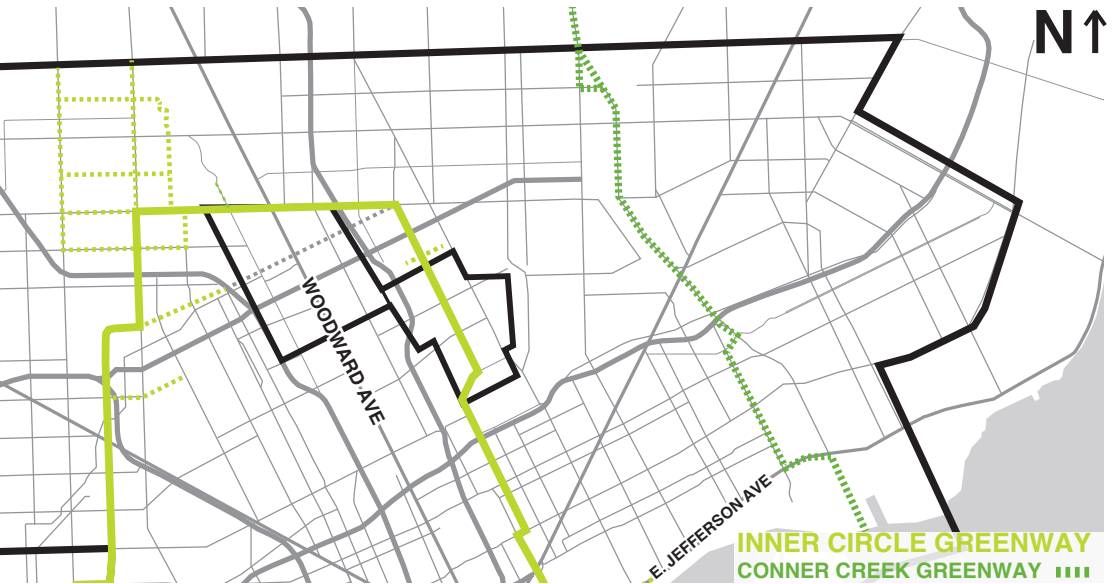


Fig. 16 Conner Creek Greenway located on the east side of Detroit

CONNER CREEK GREENWAY

The Conner Creek Greenway is a nine mile planned path that will stretch from 8 Mile Road south to the Detroit River, tracing the original Conner Creek uniting the eastside in celebrating the past and welcoming the future. It links people, parks, greenspaces, neighborhoods, schools and commercial areas (Fig 16). The Conner Creek Greenway has improved Detroit's eastside by creating several elements which enhance pedestrian use in this area. These elements include pedestrian and bike paths, beautification with plants and flowers, historical signage, spin-off business opportunities, and physical environment improvements. The trail system has connected the eastside communities with greenways along the Detroit River and across Southeast Michigan. Seven of the nine miles have been completed thus far, with plans to continue in the future.

The Conner Creek Greenway was initiated by the Detroit Eastside

Community Collaborative (DECC) to connect eastside residents and visitors to the Detroit River. The first phase of the Conner Creek Greenway was the little Milbank Greenway, passing through the abandoned Milbank Avenue right-of-way between Van Dyke and Conner Street near 8 Mile Road. Other completed sections include: a mixed-use biking and walking path beginning at Conner Playfield at Conner Street, bike lanes along St. Jean Street from Mack Avenue to Jefferson Avenue, a mixed-use biking and walking path along Conner Street and Clairpointe Street south of Jefferson Avenue, improvements between 6 and 8 Mile Roads along Outer Drive and Conner Street, and a new connection from East Outer Drive to 8 Mile Road along Van Dyke.

Conner Creek Greenway plans summer events called “Summer Happenings.” They also have the Earn a Bike program, Camp Greenway with the Greening of Detroit, Nortown’s Olympian “U,” and Free Tuskegee Airmen Flights with Friends of City Airport. They collaborate on a diverse set of programs with multiple area organizations. Of these, Detroit River kayak tours and Camp Greenway programming highlight recreational summer activities. Youth and adult walking clubs, earn-a-bike programs, kite day, yoga, and vacant lot replanting are other elements which engage residents and other community members during the summer months. In addition, art and theatre performances, bike tours, and health fairs round out the summer activities. Of particular note, “Cycle into Spring,” a 20 mile bike tour of the Conner Creek Greenway, takes place each May in partnership with Tour-de-Troit. Thousands of families are provided with active living opportunities along the greenway each year (“Conner Creek Greenway.” Detroit Eastside Community Collaborative).

The vision for the Conner Creek Greenway is to eventually link all the eastside communities, social agencies, schools, recreation areas and businesses. For example, a student at Osborn High School could meet her friends at the Lipke Recreation Center, stop at the Warren Conner Shopping District and continue on to a family picnic at Maheras Gentry Park.

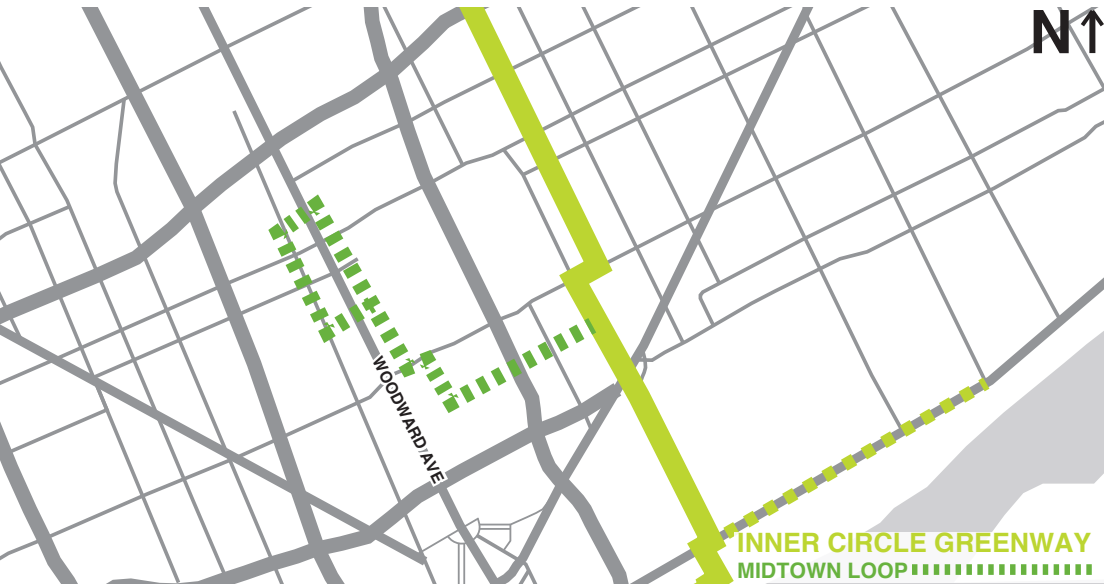


Fig. 17 Midtown Loop located in Midtown Detroit

MIDTOWN LOOP

The Midtown Greenway consists of a 3.5-mile path that has two main aspects. It includes a 2 mile loop, which connects the campuses of Wayne State University and the Detroit Medical Center. The path also includes a 1.5 mile connector that will run through the Eastern Market to connect with the Dequindre Cut greenway and the RiverWalk (Fig 17). The 12-foot-wide shared use walkways follow existing street patterns with enhancements that include a variety of elements which invite pedestrian use. This trail is projected to offer a 10 mile greenway network from New Center to Downtown and the RiverWalk.

The Midtown Loop walkway, located on the streets of Kirby, John R, Canfield, and Cass Avenue, facilitates the flow of pedestrian use. Bicyclists and motorized wheelchairs as well as foot traffic has easy access to nearby cultural, arts, higher education, and medical institutions in addition to the numerous businesses in the Midtown area. The

additional connector continues east from the southeast corner of the Midtown Loop at John R Street, and Canfield Street to the Dequindre Cut Greenway and Eastern Market.

The Greenway is helping reclaim rights-of-way for pedestrians in the community by creating widened walkways, improving pedestrian crossings, and using a variety of planting beds to safely separate pedestrians from vehicle traffic. Unique lighting replaced the inadequate lighting to improve visibility and highlight the new development and art works along the way. By reclaiming much needed green space, reintroducing native vegetation, and incorporating public art along the greenway, a special environment has been created. This environment contributes to the quality of life and helps create a strong sense of place, community and reinvestment in the small businesses present in the area. As a \$10.5 million investment, Midtown Detroit, Inc. believes that the Midtown Greenway project is a critical piece of the overall strategy in rebuilding and reinventing Midtown Detroit, and will ultimately help breathe healthy life back into the community (“Community Development.” Midtown Detroit, Inc.).

Midtown Detroit, Inc. completed the Midtown Loop Public Art Master Plan with the aid of public art consultant, Susan Wilczak, and a public art committee. This committee, consisting of representatives from arts organizations in the greater downtown area, identified twelve different sites located along the Midtown Loop that would provide the best placement to view the art pieces. Themes that define the spirit and potential of the sites were identified while taking into consideration the neighboring institutions’ missions, values, histories, programming, and their connection to the community. These motifs have helped to provide the framework for how public art will be chosen for these sites. Ultimately, it is the public art component that will elevate the Midtown greenway to a tourist attraction (“Community Development.” Midtown Detroit, Inc.). One of the ideas being discussed is relocating some of the art located within the Wayne State University Campus out along the greenway so more people will be able to enjoy it.

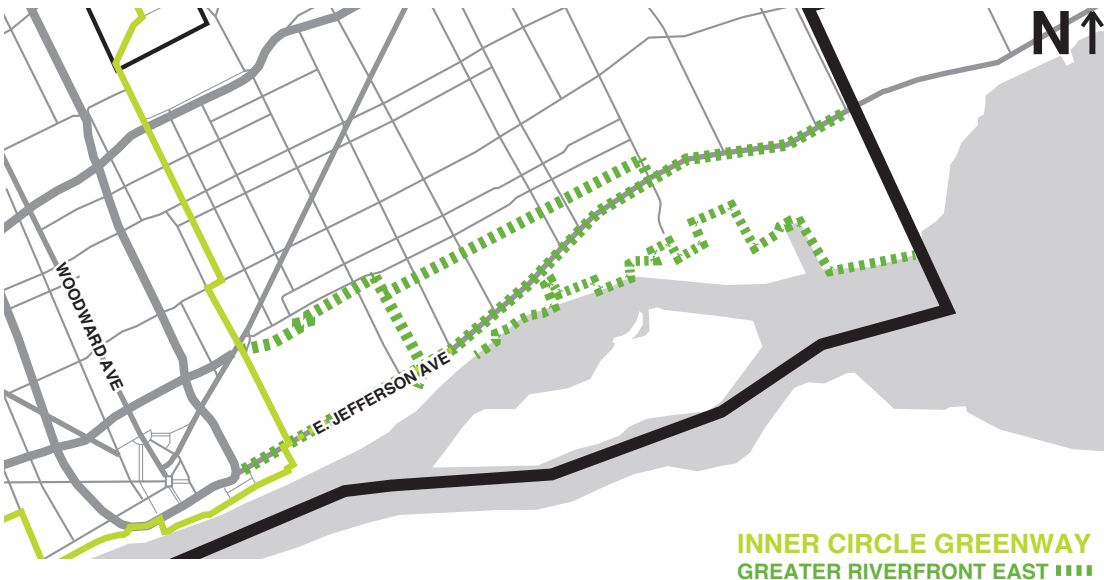


Fig. 18 Greater Riverfront East District on the east side of Detroit

GREATER RIVERFRONT EAST DISTRICT

In 2012, a Visions of Greenways plan was released for the Greater Riverfront East District, by the Greater Riverfront East Environmental Network (GREEN) Task Force. This is an area bounded by the Dequindre Cut, Detroit River, Alter Road, and Mack Avenue (Fig 18). This planning effort was funded by the Community Foundation for Southeast Michigan, facilitated by the Villages CDC, and conducted by the Greater Riverfront East Environmental Network (GREEN) Task Force. The DGC has been a member of GREEN from the start.

The greenway plan considered many different non-motorized path options throughout the East Riverfront area, including off-road trails, rails-to-trails, bike lanes, and neighborhood greenways.

After much community feedback and analysis, some priority routes were identified.

- Beltline Greenway — From Mt. Elliott Park on the RiverWalk to the Gleaner’s Community Food Bank.
- Conner Creek Greenway — A missing segment along E. Jefferson Avenue between St. Jean Street and Conner Avenue.
- East Jefferson — From Alter Road to I-375.
- Elmwood Connector — Between the Beltline Greenway and Dequindre Cut.
- Kercheval — Between the Beltline to the Conner Creek Greenway.
- Riverfront — From Gabriel Richard Park to Alter Road.
- Updates since the plan was released in 2012:
- Governor Rick Snyder announced the Iron Belle Trail from Belle Isle to Iron Mountain, Wisconsin. The bike portion of this trail will include the Beltline Greenway, Kercheval Avenue, and the Conner Creek Greenway. With Iron Belle Trail funding, the DNR is looking to acquire the necessary properties for the Beltline Greenway.
- The Beltline Greenway was awarded a Kresge Innovation Project grant in 2015.
- The City of Detroit added bike lanes on Kercheval Avenue from E. Grand Boulevard to St. Jean Street.
- East Jefferson Avenue has protected bike lanes from Alter Road to Lakewood Street. The City of Detroit expects to extend them to the MacArthur Bridge to Belle Isle (Scott, Todd. “Greenways.”).

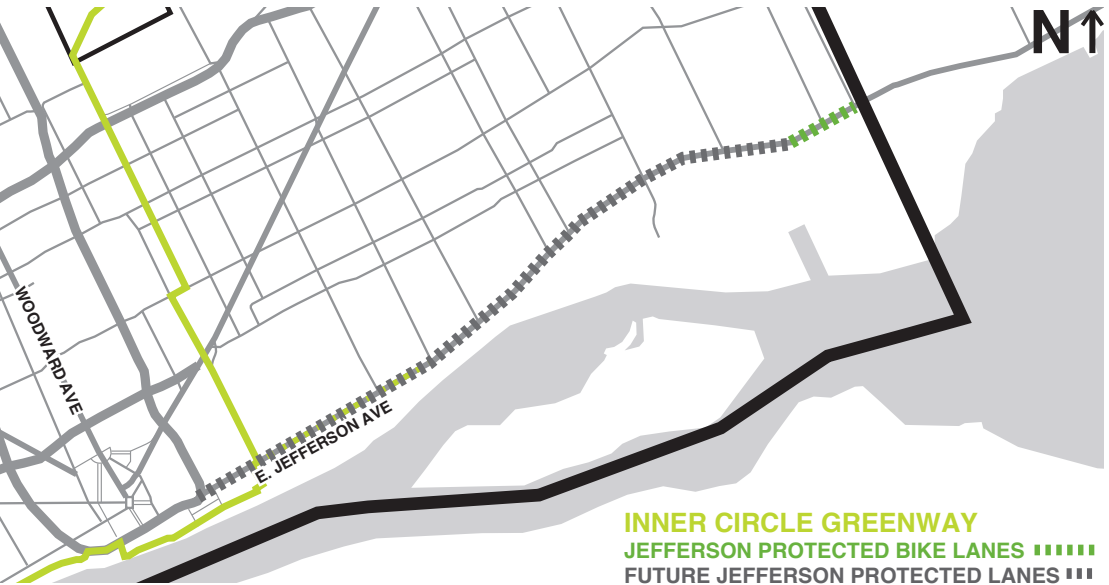


Fig. 19 Jefferson protected bike lanes on East Jefferson Avenue

JEFFERSON PROTECTED BIKE LANES

Jefferson East was the site of the first protected bike lanes installed in Detroit located west of Alter Road. The city plans to extend that same design all the way to East Grand Boulevard to connect with the Belle Isle bridge (Fig 19). When complete, this will be one of the longest protected bike lane projects in the U.S. (Scott, Todd. “Greenways”).

The installation of bike lanes on Jefferson Avenue are “Unlike current bike lanes in Detroit which are separated from vehicle traffic only by a painted white line often ignored by motorists, the new protected lanes will physically separate the bike riders from the auto traffic. It works like this: Working outward from the curb, first there will be the bike lane, then a row of bollards to create separation, then the parking lane, and then the traffic lanes” (Gallagher, John, “City’s First Protected Bike Lanes Almost Here”).

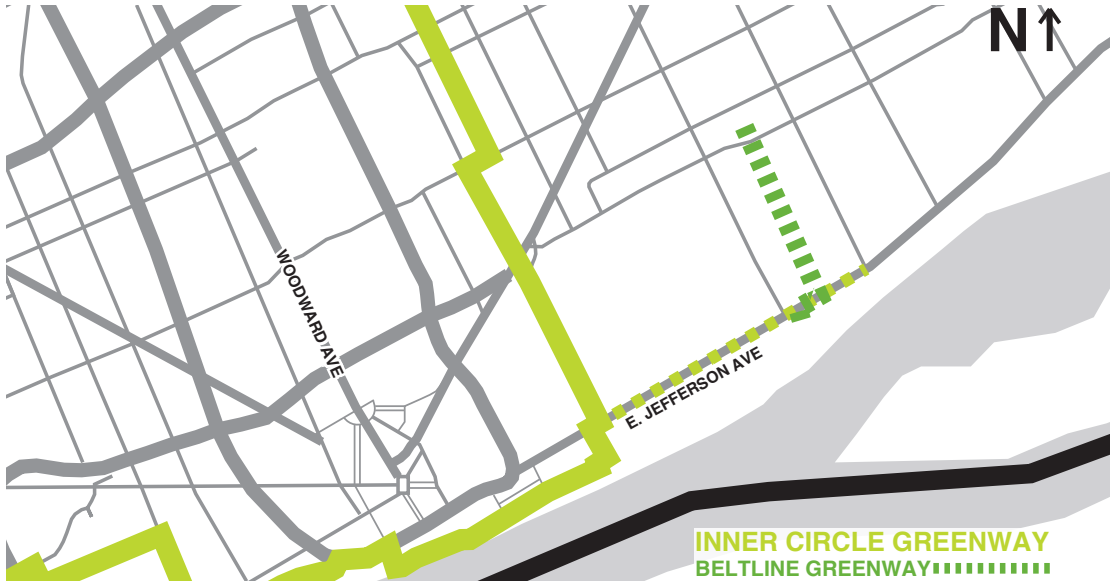


Fig. 20 Beltline Greenway located on the east side of Detroit

BELTLINE GREENWAY

In 2015 Governor Rick Snyder signed the Michigan Natural Resource Trust Fund appropriations bill that included \$2 million dollars in land acquisition funding to buy property within Wayne County in order to complete gaps in the cross-state Iron Belle Trail. One of those gaps is the Beltline Greenway in Detroit. This conceptual path was part of the GREEN non-motorized planning for the lower east side, which the community recognized as a priority connection (Fig 20).

The greenway would follow a former railroad called the Beltline that connected the Uniroyal Site at the end of the RiverWalk and headed north towards Gleaner's Community Food Bank and beyond. In anticipation of the greenway, reconstruction of the bridge on E. Jefferson Avenue was initiated with the trail system designed to pass under the busy road, mimicking shortly, similar conditions of the Dequindre Cut. The Iron Belle Trail route follows the RiverWalk to Kercheval Avenue.

Conrail, a rail line company which once owned this property, no longer owns the railroad land. The Detroit Economic Growth Coalition (DEGC) owns the property south of Jefferson Avenue while land resides in private hands to the north. With funding, the DNR will have conversations with these private property owners about purchasing land to create the trail (Scott, Todd. "Greenways").

A contract to design/build the Beltline was approved in committee last week and going before the full city council tomorrow. This projects includes the planning, design, construction and management of the Beltline Greenway. The cost of the project is \$2,593,500.00 and would be managed by the Economic Development Corporation and will utilize federal funding provided by HUD to the City of Detroit. At the same time, the DGC is working with the MDNR on the acquisition of the property.

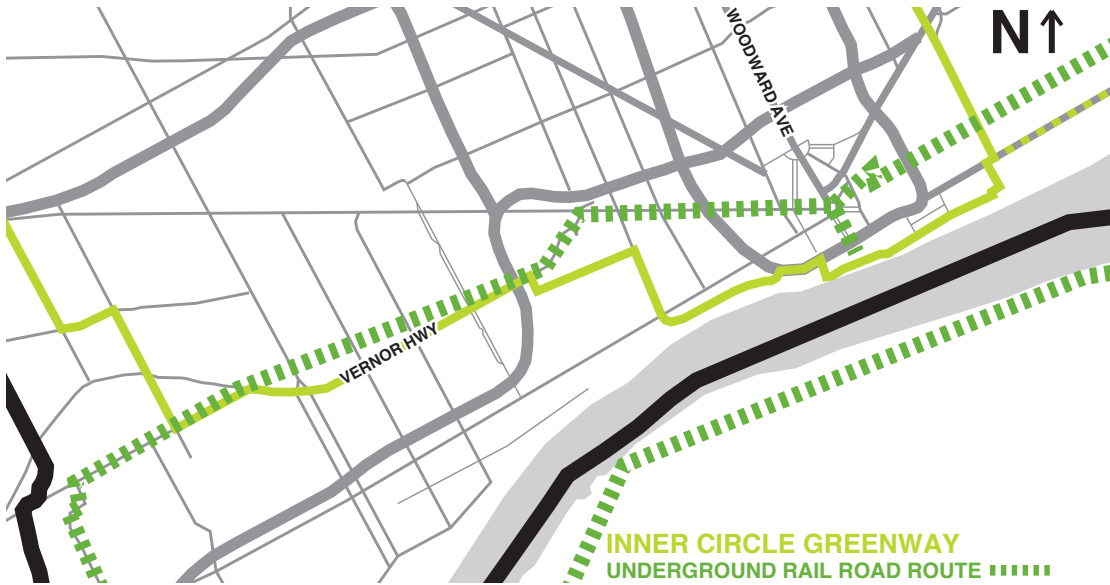


Fig. 21 Underground Railroad Route in Detroit and connecting to Windsor, Canada

UNDERGROUND RAILROAD ROUTE

The DGC worked with Adventure Cycling, a national bicycle and travel organization, and many regional historians to develop a bicycle route that connects Underground Railroad historic sites. The initial Underground Railroad Bicycle Route is from Mobile, Alabama, to Ohio, and through Ontario via Buffalo. In Ohio, the alternative route to the Underground Railroad Bicycle Route leads through the Michigan cities of Adrian, Ann Arbor, Downriver and Detroit.

The Detroit segment has been designed to pay homage of the lengthier version of the trail beginning in Mobile, Alabama. The 13-mile route that is entirely within the City of Detroit and connects nearly all of the historic Underground Railroad sites (Fig 21). The DGC has a partnership with Wheelhouse Detroit, a bicycle shop that offers rentals and tours along this route. Additionally, a self-guided tour brochure is planned to provide greater accessibility for partnership (Scott, Todd. "Greenways").

HISTORY

The ICG is a 26-mile non-motorized pathway which runs through the City of Detroit, Highland Park, and Hamtramck. The ICG makes use of other existing and planned paths, including the Detroit RiverWalk, Dequindre Cut, Southwest Detroit Greenlink, and the Iron Belle Trail. Portions of the path are off-road while others are bike lanes. Approximately half of the ICG was completed by the summer of 2015. The plan is to also connect this trail to the planned Gordie Howe Bridge and connect with the City of Windsor's 26-mile bike loop (Scott, Todd. "Inner Circle Greenway").

Much has happened with the development of greenways and trails in Detroit and the surrounding area in the last 15+ years. The Community Foundation of Southeast is credited with giving many of the implemented and planned projects ranging from a great head start to full funding. The GreenWays Initiative was developed by the Community Foundation of Southeast Michigan to create opportunities for collaboration and shared environmental awareness and appreciation by the residents of the seven-county region. This initiative began a five-year process that was developed to be a comprehensive effort to expand and enhance the area's non-motorized trail system. \$33 million in foundation and private contributions were invested in this effort and another \$125 million of matching investments from government and other sources. The GreenWays Initiative has helped more than 80 municipalities plan, design, finance and build more than 100 miles of connected greenways across southeast Michigan (Woiwode, Community Foundation of Southeast Michigan). In addition to the Community Foundation, other state and federal funding sources include MDOT's Transportation Alternative Program (TAP), the MDNR Michigan Natural Resource Trust Fund (MNRTF) grant, and the Federal Transportation Investment Generating Economic Recovery (TIGER) grant program.

The remaining gap in the ICG is the 8.3-mile abandoned Conrail railroad property that was part of the old Detroit Terminal Railroad. The Detroit Terminal Railroad serve the former Ford Model T Plant in Highland Park

as well as the Hudson and DeSoto car companies which were each significant in the development of the Cities. Like many other railroads in Detroit, the owners of the Detroit Terminal Railroad no longer maintained enough customers to justify the cost of sustaining the rail line during the 1960's. Converting the under utilized property to a greenway is a strong use for these types of properties as proven by the Dequindre Cut and additional case studies highlighting the asset building and economic opportunities that greenways provide for communities.

The DGC, with the City of Detroit and other partners, are working to acquire this Conrail segment. In 2006, the coalition wrote grants for the City totaling \$4.5 million- equivalent to the appraised property value. With the help of additional funding from the Community Foundation for Southeast Michigan, the Kresge Foundation and the Environmental Protection Agency (EPA); the City is now completing the due diligence on the property as of 2016. This includes surveying and environmental assessments.

Schematic designs for the unbuilt trail segments are being developed by SmithGroupJJR with funding from the Kresge Foundation. Some of the existing bike lanes have been upgraded to protected bike lanes, and in some cases developed as off-road trails. Unlike the Dequindre Cut which is a protected trail, this segment of the trail is mostly at-grade and includes sharing the roadway with motorized vehicles and the necessity of crossing intersections. The design team for the ICG is prioritizing ways to make these safer and more convenient for trail users (Scott, Todd. "Inner Circle Greenway").

The design team has also proposed a slight change to the trail routing in the northeast portion of the ICG. The new routing would remain on Joseph Campau Avenue rather than use Caniff Avenue and travel through Jayne Playfield. This simplifies the route, saves money, and can foster greater economic development along the Joseph Campau Avenue business corridor. Side routes from the ICG will be developed that connect with the Jayne Playfield and Lipke Recreation Center similar to

the connecting route planned for Palmer Park (Scott, Detroit Greenway Coalition).

The DGC has submitted several grants to provide greater community engagement in this design process, but they unfortunately have not procured funding to date. However, the DGC is looking at alternative strategies to involve residents in the development of the trail with specific attention to inclusion of residents that are less familiar with greenways in their communities.

Overall, it will take approximately \$25 million to complete the construction of the remaining 8.3-mile segment of the trail. In June 2015, the City of Detroit submitted a Federal TIGER grant request for \$10.4 million to build the trail from SWD to the Davison Freeway. The initial plan was to request the entire amount, but they were encouraged to only submit for half. They were not awarded the funding in 2015 and so the City of Detroit submitted again for the TIGER grant, this time for the full amount. TIGER funding does not provide 100% of the capital needed and the City of Detroit will provide the remainder if they are awarded the grant (Scott, Todd. "Inner Circle Greenway").

The following timeline from 2000 to 2016 provides a snapshot of what has unfolded within the City of Detroit in regards to the installation of greenways and biking developments including the progression of the ICG (Scott, Todd. "History").

2000

- Detroit Summer initiates Back Alley Bikes. The original purpose of the shop was to provide transportation to youth participants. It has since grown with highly-success earn-a-bike programming and a supporting commercial bike shop.

2001

- The Community Foundation for Southeast Michigan launches the GreenWays Initiative. Through the program's history, close to \$10 million was granted within Detroit, leveraging \$70 million in state and federal funding for greenway development in the City.

2002

- The Rails-to-Trails Conservancy publishes a study of potential rail-to-trail conversions in Detroit. This study is funded through the GreenWays Initiative.
- The first Tour de Troit bike event attracts a few dozen cyclists.

2003

- Detroit Riverfront Conservancy is launched by three key partners: the City of Detroit, General Motors, and the Kresge Foundation. Kresge provides a \$50 million challenge grant that serves as the economic catalyst for the Conservancy's efforts.
- The Conner Creek Greenway Master Plan is completed by the Detroit Eastside Community Collaborative.

2004

- The City of Detroit publishes the Downtown Transportation Master Plan which calls for "the improved integration of bicycles into the transportation fabric of downtown." It also notes, "While recreational bicycling is relatively common along the riverfront areas, little utilitarian bicycle use has

been observed within downtown, as a lack of roadway facilities and end-of-trip amenities (such as bicycle parking or shower/change facilities) is prevalent throughout most of the area.” (Giffels Webster. “Non-motorized Urban Transportation Master Plan, Detroit, Michigan.”)

2005

- First segment of Conner Creek Greenway is built with funding from the federal Transportation Enhancement and philanthropy source(s). When completed, this greenway will stretch from the Detroit River to Detroit’s northern border at Eight Mile Road.
- Detroit’s first bike lanes are implemented on Belle Isle.

2006

- The City of Detroit develops a non-motorized master plan which calls for 400 miles of bike lanes.

2007

- Recognizing the common greenway operational issues faced by various non-profits in the city, the Community Foundation for Southeast Michigan along with the Michigan Trails and Greenways Alliance begins convening the Detroit Greenways Coalition.
- The Detroit Riverfront Conservancy officially opens its first segment of the Detroit Riverwalk.

2008

- The Detroit Greenways Coalition brings the city’s non-motorized plan before Detroit City Council where it is unanimously approved. Council also passed a resolution in support of greenways in Detroit.
- The Kresge Foundation awards \$3.5 million in funding for the Conner Creek Greenway, Dequindre Cut, Midtown Loop, and Detroit Greenways Coalition.

2009

- The Detroit Greenways Coalition develops a citywide Detroit Greenway Network Vision.
- The Detroit Food and Fitness Collaborative launches with funding from the W. K. Kellogg Foundation. This includes an Active Living committee that establishes two goals: (1) Building more trails and greenways; and (2) Promoting more Complete Streets by engaging the community and getting a city ordinance passed.
- The first mile of the Dequindre Cut Greenway officially opens.

2010

- The Michigan Department of Transportation (MDOT) installs bike lanes on Michigan Avenue using American Recovery and Reinvestment Act (ARRA) funding. These are the MDOT's first bike lanes on a state trunkline within Detroit.
- Phase I of the Midtown Loop Greenway breaks ground. This is a project Midtown Detroit Inc. and this initial phase is funded with Transportation Enhancement and philanthropic investments.
- Greening of Detroit in partnership with the Detroit Greenways Coalition launch a greenway maintenance program funded by the Community Foundation for Southeast Michigan.

2011

- The Southwest Detroit Greenlink opens including 20 miles of bike lanes. This is a project of the Southeast Detroit Business Association and built with federal Transportation Enhancements, philanthropic, and other private funding.
- The City of Detroit builds a segment of Complete Streets using Federal Local Safety Program funding administered through MDOT. Each year the city has received \$2 million in funding which has allowed it to improve safety for all

road users by building many miles of Complete Streets and improved intersections.

- The first Slow Roll bike event begins with about a dozen cyclists.

2012

- The City of Detroit receives \$10 million in federal TIGER funding for the Link Detroit project. This \$20+ million project focuses on non-motorized improvements, including an extension of the Dequindre Cut with a connection to Eastern Market, bike lanes connecting to the city of Hamtramck, and a pathway connecting to Midtown.
- A non-motorized plan for Detroit's Greater Riverfront East District is published. This plan includes significant community engagement that indicated residents wanted more trails for both walking and biking.
- Detroit Future City is published. This strategic planning framework calls for more greenways, Complete Streets, and support for multi-modal transportation.
- The Detroit Greenways Coalition supports Adventure Cycling's creation of an Underground Railroad Bicycle Route from Mobile, Alabama to Owens Sounds, Ontario via Detroit.
- The first Detroit Bike City expo is at Cobo Center. In 2014, the show draws 3,000 people and over 120 vendors.

2013

- The Inner Circle Greenway receives a \$1.1 million funding commitment from the Transportation Alternatives Program to acquire 8.3 miles of abandoned Conrail property. When completed, this 26-mile greenway will connect neighborhoods and destinations in Detroit, Hamtramck, Highland Park and Dearborn. It is the major spine connecting non-motorized projects within the city of Detroit.
- The Detroit Bike Share Partnership publishes a Bike Share Feasibility Study for Greater Downtown Detroit. The system

is expected to launch in 2016 with \$1 million funding from the federal Transportation Alternative Program, transit grant funding, private funders, and philanthropy.

- The Woodward Complete Streets, a Woodward Avenue Action Association project begins with funding from the Federal Highway Administration. This 27-mile study is the longest Complete Streets project in the U.S. Roughly one-third of the study is within Detroit and Highland Park.
- The Detroit Greenways Coalition is incorporated and receives 501(c)(3) status the following year.
- Michigan Governor Rick Snyder announces plans to develop a cross-state biking and walking Showcase Trail from Detroit's Belle Isle to Wisconsin. This is now called the Iron Belle Trail.
- Detroit City Council passes a resolution calling for bike lanes and a walking path on the New International Trade Crossing bridge being constructed between Detroit and Windsor, Ontario.
- The Detroit Riverfront Conservancy publishes an economic impact study. To date, the Conservancy has raised \$121 million in public and private funding. This has resulted in \$639 million in public and private sector investment, \$43.7 million in annual consumer spending, and \$4.5 million in annual tax revenue generation. There are more than 3 million annual visitors to the riverfront. Riverfront improvements have supported 16,700 construction jobs, and provide on-going annual support for 1,300 jobs.

2014

- The State of Michigan awards \$3.4 million to complete acquisition of the Conrail property for the Inner Circle Greenway. The Kresge Foundation awards \$600,000 to planning the greenway. The estimated funding required to complete the Inner Circle Greenway is over \$20 million. The city expects to apply for TIGER VII funding in 2015.

- The Detroit Economic Growth Corporation, Detroit Riverfront Conservancy, and Michigan Department of Transportation launch a study for I-375 alternatives-including removal — with one goal being improving non-motorized transportation within the study area.
- The Downtown Detroit Partnership begins non-motorized planning effort for the downtown area. One planning aspect is how to connect the downtown to the burgeoning bike lane and trail network developing around it.
- Over 7,000 cyclists participate in the Tour de Troit (Tour de Troit). Upwards of 4,500 cyclists participate in the Slow Roll (Slow Roll Detroit). Over 100 cities throughout the U.S. and the World are seeking to start their own Slow Roll chapters.
- The City of Detroit and Jefferson East, Inc. create designs for the separated bike lanes on Jefferson Avenue. When built in 2015 with federal Transportation Alternatives Program and philanthropic funding, they will be the first in Southeast Michigan.
- MDOT commits \$1 million to make bike improvements along Cass Avenue from New Center to the RiverWalk. The city also receives \$1 million in TAP funding to complete the final phase of the Midtown Loop, also along Cass Avenue. Both will be completed by 2015.
- MDOT releases Phase I of Community and Economic Benefits of Bicycling in Michigan report. It finds over \$20 million in annual economic impact within two Detroit neighborhoods. It also recognizes the city's growth in bicycle manufacturing with companies such as Shinola and Detroit Bikes.
- There are nearly 200 miles of bike lanes, marked bike routes, and off-road pathways in Detroit.
- The City of Detroit establishes Detroit Wayfinding Guidelines.

2015

- The City of Detroit updated their bicycle ordinances.
- The DGC updated their bike map and trails map for Detroit.
- Detroit submits a \$10.4 million TIGER request.
- The City of Detroit's restrictive youth bicycling ordinances were repealed.
- The first phase of the East Jefferson Avenue protected bike lanes were implemented.
- Land to implement the Beltline Greenway was grant funded by the MNRTF.

2016

- The Dequindre Cut, Eastern Market, and Midtown Connector will be completed.
- The Cass Avenue Bike lanes will be completed.
- The final section of the Midtown Loop will be completed.
- The Livernois bike lanes will be installed.
- The City of Detroit's Planning Department is transitioning to be the lead from the city on the ICG project.
- The Inner Circle Greenway project is submitted for TIGER grant funding. Based on the decision of the Mayor's office, the route will be revised in this application and will not go through Highland Park.
- "Detroit will be America's best city for bicycling" quote from Maurice Cox, Planning Director for the City of Detroit.

DETROIT BIKE CULTURE

Urban areas across the United States are seeing an increase of biking, whether recreational or for transit ("Bicycle Commuting Data." League of American Bicyclists). Detroit is no exception to this trend. Slow Roll, a weekly recreational ride now in the sixth season has over 3,000 weekly riders (Fig 22) ("What is Slow Roll?" Slow Roll). New bike shops like Detroit Bikes and Metropolis Cycles recently joined existing stores, The Hub and Livernois Bike Shop. To further supply the cycle community, Wheelhouse Detroit rents bicycles and has daily tours around downtown and nearby neighborhoods. These businesses are supporting evidence of the changing bike culture in Detroit and the greater metropolitan area.

Bike culture within Detroit is being nurtured by the city in several ways. First, there are key members of the mayoral administration, such as avid cyclist and Director of Planning and Development Maurice Cox, supporting the endeavor ("Detroit Will..." Detroit Greenway Coalition

Archives). The City of Detroit Planning Department also has Jeffrey Nolish, their Mobility Specialist on their staff and recently Janet Attarian came on board as the Deputy Director of Planning. Previously she was the Complete Streets Director for the City of Chicago's Department of Transportation.

Additionally, City Council members Councilman Scott Benson and Councilwoman Raquel Castañeda-López are in favor of creating bike culture development ("Scott Benson Talks..." Mode Shift), ("Detroit Repeals..." Detroit Food Fitness Collaborative). Finally, Senator Debbie Stabenow vocally supports bicycling



Fig. 22 Slow Roll Detroit

in Detroit for recreation and transit ("Bike..." M-bike). Political support affects the local bike culture, but it will also impact policy, as will be discussed in a later section.

To further exhibit the cultural shift of acceptance of bicycle infrastructure within the city, bike lanes have been installed in much of the downtown and commercial corridors. Areas of transition include McNichols Road and Livernois Avenue where pop-up bike lanes have been temporarily installed to increase residents comfortability with biking in the road ("Mobility vs. Safety...." The Better Block). Each of these examples illustrate a shift towards a more bike friendly city, coming from residents and officials alike. As bike culture grows across the city, the ICG will continue to be a more needed and desired asset to support safety and accessibility to new and existing cyclists.

CHAPTER THREE

CLASSTU

A group of cyclists is riding on a city street. The cyclists are wearing various clothing, including t-shirts, tank tops, and shorts. Some are wearing helmets. The background shows a city street with utility poles, power lines, and a traffic light. The sky is overcast. Large, white, stylized text is overlaid on the image, reading "CLASSTU". The text has a distressed, hand-painted appearance with black speckles and a thick black outline. The letters are arranged in two rows: "CLAS" on the top row and "STU" on the bottom row.

Fig. 23 Slow Roll Detroit



E

DIES

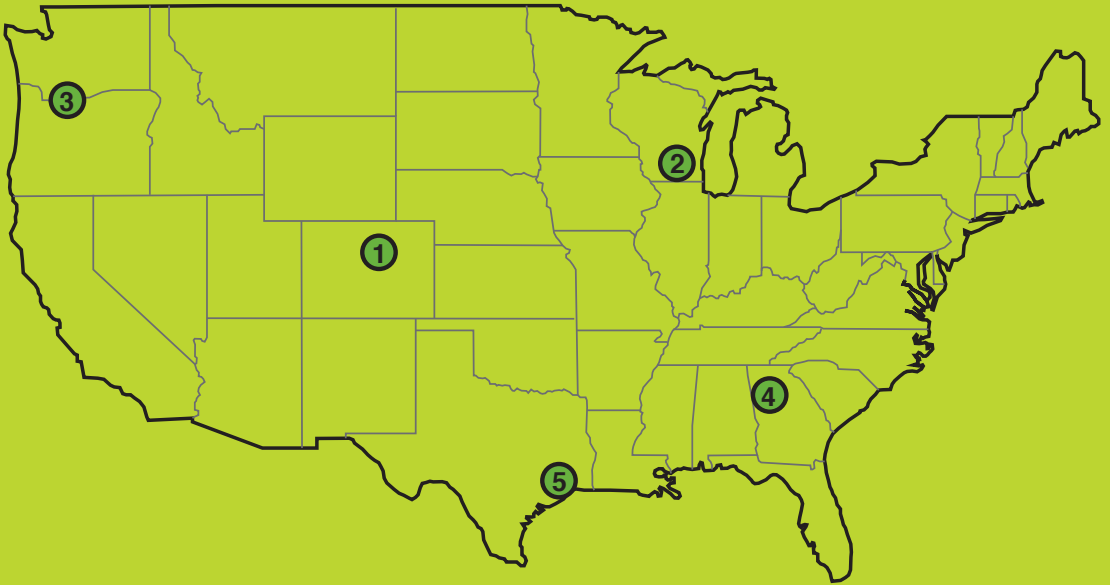


Fig. 24 Map of the U.S. Showing the geographic locations of case studies

Case studies selected nationally reflect elements pertinent to the development of the Inner Circle Greenway (ICG) (Fig 24). Included in this section are five of these studies, complete with how the projects relate to the 2016 Capstone Project. The data garnered from these studies were compiled and lead into developing investigative methods for surveying along the ICG. Each study has something unique to offer in regard to sustaining effective strategies in the development of the ICG.

- 1 303 Artway in Denver, Colorado instituted a comprehensive and user-friendly website to engage with the community. Additionally, the project incorporates a video talking about the project in order to inform and invite community participation. The graphics on the website add cohesion to the overall goals.
- 2 The Creational Trails Milwaukee, Wisconsin are a fresh perspective on the idea of one trail made of many. There, trails are supported as spontaneous places organically built by artists and residents of the area. They do not formally connect, but are loosely joined to sustain regional identity.
- 3 Slow Mo' Mainstreet in Mosier, Oregon was a short segment of an overall path. It was developed and completed in 2015 by students at Portland State University and encouraged residents and other individuals to slow down and enjoy the short stretch of main street through the city of Mosier. The surveying piece was intensive and holistic.
- 4 The Atlanta Beltline in Atlanta, Georgia is a plan that relies heavily on economic development priorities city policy change.
- 5 The Houston Parks and Recreation Department Master Plan implemented continuous community engagement and surveying tactics in order to gather information from residents in low-income areas in particular. Additionally of note was the focus on residents from diverse cultural and racial backgrounds.

303 ARTWAY

DENVER, CO
303artway.org



Fig. 25 Artist input along 303Artway is of utmost importance to the project

303 Artway was chosen because of its focus on arts and culture. This case study reflects a cultural identity through the arts as well as fosters safety in a sustainable format. Accessibility developed artistically as well as economic attraction to the region utilized with community art is also included aspects of 303 Artway, particularly for a project so early in its inception (Fig. 25).

303 Artway is a “proposed art-themed urban trail connecting paved walkways and bike paths through the Park Hill Neighborhood with a larger vision to expand through Denver.” The trail, when completed, will be approximately 5.5 miles long and will have three main purposes. It will serve as a mass transit connector, a place to gather as a community, and a backdrop for historical markers which provide education about the neighborhood while expressing cultural identity.

The massive marketing campaign that includes a well developed website, a video that is easily understandable, and a few news

Similarities

- Passes through historically significant neighborhoods
- Largely African American Community
- Funded by fiduciaries associated with the State
- Small group of local supporters
- Vast majority of the community is yet aware of the development

Differences

- Highly present marketing campaign
- Well developed website and video
- Local media coverage

articles that do a good job of explaining the plan. The planning and implementation of these aspects into the ICG would lead to higher accessibility of community members and tourists. In turn, greater accessibility would boost the likelihood of community buy-in, which aids in the sustainability of the greenway overall.

303 Artway is in the developmental stage, where some funding is secured and an effort to canvas for support from the community has been launched. Predicted similar problems to the ICG include issues surrounding community engagement. The engagement strategy employed with 303 Artway is grassroots- there is a leader of community engagement on the ground who has been doing this for a long time. Additionally, 303 Artway is connected to social media much like the ICG has begun to be.

CREATIONAL TRAILS

MILWAUKEE, WI
creationaltrails.com



Fig. 26 Spontaneous placemaking along the Creational Trails

The Creational Trails project gathers people in creative ways by identifying biking and foot traffic as necessary components in particular. The objective of this capstone project is to garner as much public input and ownership of the ICG as possible, and in bicycle culture. The Creational Trails objective is to incorporate “improvised spaces...as a means of encouraging acceptance and growth of the cultural diversity in Milwaukee” (Fig. 26) (Web, “Creational Trails About”, Jan. 20, 2016). This allows for creative placemaking ideas, as well as “partners from public, private, nonprofit and community sectors strategically shape[ing] the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities.” The goal of Creational Trails is not necessarily the creation of public art in the traditional sense, but the successful implementation of creative ideas that increase vibrancy in ways such as increased pedestrian traffic, an increased sense of identity and place, and awareness of urban focus areas.

Creational Trails is taking a one of a kind approach to increasing

Similarities

- Conversion of railroad track
- Economic Development opportunities

Differences

- Shorter distance connections

collaborative art projects in focus neighborhoods with the aim of increasing activity such as foot and bike traffic. Another segment of Creational Trails is the ARTery, a of a mile former rail corridor connecting Riverwest and Harambee Neighborhoods. Student Planners at Portland State University: Master of Urban and Regional Planning Program 2015 head up the improvised path. Harambee is a neighborhood in Milwaukee without public space. ArtPlace America, the Kresge Foundation, and Greater Milwaukee Committee teamed up to give a \$350,000 grant in order to support this endeavor. The engagement strategy recruits youth, incorporates pocket parks and found art, and relies on collaboration with existing organizations.

Predicted similar problems to the ICG involve the project being seen by some as elitist. This will inform the Summer 2016 Capstone in that elements of connective engagement strategies in order to make the ICG more accessible to everyone have been added to the Action Plan Proposal. Additionally, leftover material support is being utilized for new community spaces and used as public space to express civil concerns.



Fig. 27 View to 1/2 mile connection of Slow Mo' Main Street connection

This project exhibits strong outreach strategies and survey methodology. The Slow Mo' Main Street Concept Plan was devised by student planners at Portland State University: Master of Urban and Regional Planning Program 2015. The Greenway is a mile connection to a 12+ mile trail along historic Highway 30 located in Mosier, Oregon. This section of the greenway stretches along the Historic Columbia River Highway State Trail. The planning process spanned January-June 2015. The route goes through a neighborhood that is predominately white, about Hispanic, and has a small presence of American Indian, Asian, Pacific Islander and African American people. Geographically, Mosier is one town, but it also includes a larger more rural community. The municipality was considered part of a collective of stakeholders and was a part of the conversation and design process from feasibility. As part of the Slow Mo plan, a downtown region has been developed to cultivate community placemaking (Fig. 27).

Methodology for this project could be of particular use to planners

Similarities

- Commitment to partnerships that strengthen the community.
- Inclusion of national historic places.
- Building on previous local plans.
- Environmental focus with implementation of biking paths.
- Focus on bike culture.
- Potential for vacant land development.
- The inclusion of public art.
- Storm water techniques included.

Differences

- The Slow Mo' Main Street project was more design based.
- Mosier is a predominantly white/Caucasian community.
- Much smaller scale project (1/2 Miles vs. +/- 26 Miles)

involved in the ICG. These elements included diverse survey and community engagement tactics, stakeholder meetings, and a social media strategy. Problem that were identified included driveways as potential hazard areas. The need for signage to increase safety. Traffic control, which was later resolved with deeper curb cuts to reduce the distance at the crosswalk. Shade was needed along commercial sidewalks, as well as traffic calming, specifically at intersections. Finally, the project was broken up into segments. This aspect can be investigated further in order to develop a way to break up the ICG project. The provision of a next steps/strategy toolkit for the future of the project was also utilized. This concept could also be of use to the development of the ICG.

ATLANTA BELTLINE

ATLANTA, GA

beltline.org



Fig. 28 Rendering of what Atlanta Beltline's Rails-to-Trails conversion is expected to look like once completed

In 2005, Atlanta began to implement an ambitious plan to convert 22 miles of old rail line into a multiuse trail system in order to equitably revitalize the city. The Beltline connects parks, neighborhoods and commercial corridors (Fig. 28) ("The Atlanta BeltLine: The 5 Ws and Then Some." Atlanta BeltLine). While it is not entirely complete, the design, implementation and success of built trails provide the framework for a strong case study for the ICG, and specifically provides an understanding of the economic impact greenways and beltlines can have on development of housing and commercial corridors. When formulating a comprehensive development plan for the Atlanta Beltline, the planners wanted to ensure that the outcomes were equitable and provided the opportunity for better quality of life by supporting access to parks, trails and transit for all. The approach was holistic of economic, environmental and social elements, much like the guiding principles of the MCD program.

This is supported by the Beltline Equitable Development Plan's four guiding principles:

1. Integration of people and place strategies;
2. Reduction of local and regional disparities;
3. Promotion of triple bottom line investment; and
4. Inclusion of meaningful community voice, participation, leadership and ownership

The Beltline Equitable Development Plan defines equitable in that it “expands beyond equal treatment, and focuses on effectively meeting the needs of the diverse groups of individuals and communities that share the Beltline, enabling all areas to experience healthy growth” (“Beltline Equitable Development Plan.” Atlanta BeltLine). As such, it is imperative that neighborhood, nodes and/or communities are given individual attention to development implementation strategies. Incorporating community voice is a key way to understand the histories and cultural character of neighborhoods, as well as leveraging existing assets. This case study highlights economic development along the Atlanta Beltline and efforts the organization has taken to ensure equitable growth.



Fig. 29 Residents enjoying the Greenway in Buffalo Bayou Park

The Houston Parks and Recreation Department (HPARD) undertook updating Phase II of the 2007 Master Plan that looked at the parks system holistically (Fig. 29). The Master Plan specifically included demographic analyses. HPARD divides the city into 21 Park Sectors which made apparent the different Park Sectors demographics. The City is divided into 21 Park Sectors because of an Open Space Ordinance and the nexus requirements to spend these fees in lieu of parkland dedication in the areas where they are incurred. As part of public outreach efforts, they launched the 2014 online survey to get feedback from the residents. Initial discoveries implied that connectivity was the most important component (Fig. 30). However, when demographics were analyzed in conjunction with survey results it was realized that two thirds of the respondents were caucasian and had household incomes over \$75,000. Based on this information, the HPARD realized that the initial survey was an inaccurate representation of the population. Houston happens to be one of the most racially diverse and heavily segregated cities in the country (Mock, Brentin, "Why Race Matters in Planning

Public Parks”).

To rectify the exclusion of the vast majority of the residents, with the assistance of researchers from Rice University; the HPARD conducted a second survey. This survey targeted areas to more accurately represent the demographic diversity of Houston (Fig. 31). Similar questions as in the first survey were deployed, but with guidance from staff targeted popular parks in low-income, minority Park Sectors that were underrepresented in the first survey. An in person strategy was utilized at parks to conduct face-to-face interviews since many of the residents in this Park Sector would be more likely to respond in person rather than online.

The survey results from the second implementation came back much differently. The Rice HART students’ surveys showed that connectivity was much more of a priority for higher-income, caucasian residents in certain Park Sectors. Transversely, in other sectors which were predominantly lower-income and minority-based, having a well maintained parks and facilities/equipment was much more the priority. A lot of the facilities and equipment in the parks in these areas are 10-20 years old and need to be

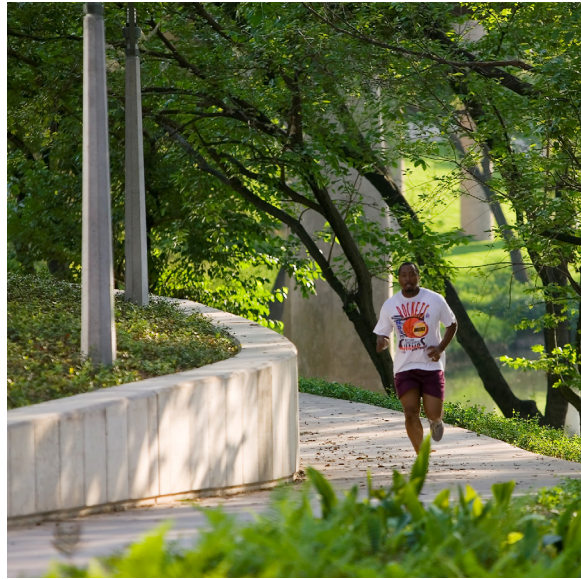


Fig. 30 Jogger Enjoying Improvements made at Buffalo Bayou Park and Greenway



Fig. 31 Houston Bicycle Bike Share Program

replaced or renovated. Additionally, in these low-income and largely minority-based Park Sectors of the City there is minimal development and little money contributed from the Open Space Ordinance. As a result, in the areas where there is no money from the Open Space Ordinance because of lack of development, HPARD has recommended that these areas need to be the focus of bond, grant, or capital funds for renovations and new park development. This will aid in providing equitable spending among residents and different Park Sectors (Houston Parks and Recreation Department. HPARD Master Plan, Phase II Park Sector Profiles).

HPARD has continued to work with Rice students who are continuing to help survey parks that have recently been renovated and parks that will receive funds for renovations in the next years to come. The goal is to see whether the improvements being implemented are having the positive effects in the community and to see how it relates to the prioritization of connectivity versus maintenance of park spaces.

The main lesson learned from this case study involves how community engagement practices are carried out and the impacts of the types of surveying has on quality of the information gathered. When the DGC and the City of Detroit reaches out to the community about the ICG and how it could benefit them and any concerns they may have, they will want to make sure they are hearing from all residents. This means most likely they will need to use similar tactics as the second survey that HPARD carried out with Rice University students. This will involve physically going out to the community and engaging the residents in person versus relying on web surveys and technology.

To summarize, the case studies that were included were assessed and aspects of them were applied to proposal elements in Summer Capstone 2016. From the five investigations, many components were discovered to be similar as those being developed for community engagement strategies for the ICG. These include arts and cultural placemaking, economic development strategies, and utilizing appropriate surveying strategies to ensure all people that reside near greenways and public spaces are included in the planning and implementation processes.

These aspects, along with survey and other research principles, were ultimately converged in order to create a proposed field guide to assist in the development of the ICG. Case studies were the foundation of this composition.

A group of cyclists wearing yellow shirts and helmets riding bicycles. The image is used as a background for the chapter title.

CHAPTER FOUR

INVESTMENT METHODS

Fig. 32|Slow Roll Squad Leaders



GAGGATIVE

OS

METHODOLOGY

Several different methods were used to gather and track information about the focus neighborhoods. A purposive and selective approach was employed, with a defined goal of understanding potentially effective means of engagement along the Inner Circle Greenway (ICG). Criteria for surveying included many aspects. First, observational surveying was completed along the entire route as well as in the 3 focus areas. Additionally, an email inquiry was sent out to 75 individuals who use bike paths or are involved with bike programming in Detroit. Interviewing was developed based on observations as well as the email inquiry, and executed with stakeholders in the focus communities. Finally, a brief survey was developed and executed at places of business in the three focus areas identified. These project-based research approaches were provided as best practices by the MCD Program.

DRIVING TOUR

Initial observation as of February 2016 and familiarization of the physical conditions of the +/- 26 miles that comprise the ICG and the surrounding areas were gathered through the deployment of a windshield visual survey, aerial visual analysis and use of the ICG proposed and completed trail. These methods of collecting information consisted of driving the route of the Greenway with nearest proximity available and using photos to document the physical environment. The windshield survey focused on the areas of the route that the trail has not yet been completed (Fig. 33). Information gathered about the completed portions, the RiverWalk and Dequindre Cut, by utilizing the infrastructure present by bike. Aerial analysis through the deployment of google maps was leveraged for a comprehensive view of the trail, especially for the Rail-to-Trail portion that could not be well understood otherwise.



MCNICHOLS RD

JOSEPH CAMPBELL AVE

WOODWARD AVE

CLOVERDALE ST

ST ALBAIN ST

E. JEFFERSON AVE

VERNOR HWY

Fig. 33 Inner-Circle Greenway

INNER CIRCLE GREENWAY
PORTION OF TRAIL INCOMPLETE 



Fig. 34 View to Windsor, Canada from Detroit along the RiverWalk.



Fig. 35 People using the Dequindre Cut



Fig. 36 Joseph Campau Avenue



Fig. 37 Nearly vacant land along St. Aubin Street, Detroit, MI.



Fig. 38 Tot Lot in University District



Fig. 39 Livernois Avenue streetscape near the University of Detroit Mercy

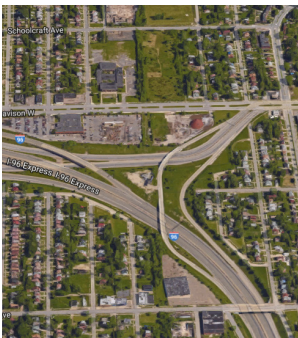


Fig. 40 Convergence of John C. Lodge Freeway and Davison Freeway



Fig. 41 University District neighborhood



Fig. 42 Intersection of McNichols Road and Woodward Avenue

When complete, the ICG will traverse nine primary topography types. They include areas that display scenic views of the Detroit River to Windsor Canada, below grade and highly landscaped areas, and commercially dense and invested districts (Fig 34-36). Additionally included in the experience of the route are nearly vacant neighborhoods, highly industrious landscapes, aging commercial corridors, and freeways (Fig 37-40). Finally, relatively stable neighborhoods and busy roadways can be found along the path (Fig 41-42). In addition to the fluctuating topographies, the ICG transects a myriad of regions. These include highly diverse socio-economic sectors as well as historically rich, culturally and ethnically diverse areas of the Cities of Detroit, Highland Park and Hamtramck.

At the Detroit RiverWalk on the Detroit River, the ICG is pedestrian and bike friendly (Fig 43). The inclusion of Hart Plaza and William G. Milliken State Park and Harbor generate activity in conjunction with the natural appeal of water as an element of congregation. Through observation of pedestrians body language of strolling and loitering it is deduced that people generally feel safe using the RiverWalk and Dequindre Cut (Fig 44). Spaces that are



Fig. 43 Location of the Detroit RiverWalk



Fig. 44 Residents of Detroit walking Dogs on the Dequindre Cut

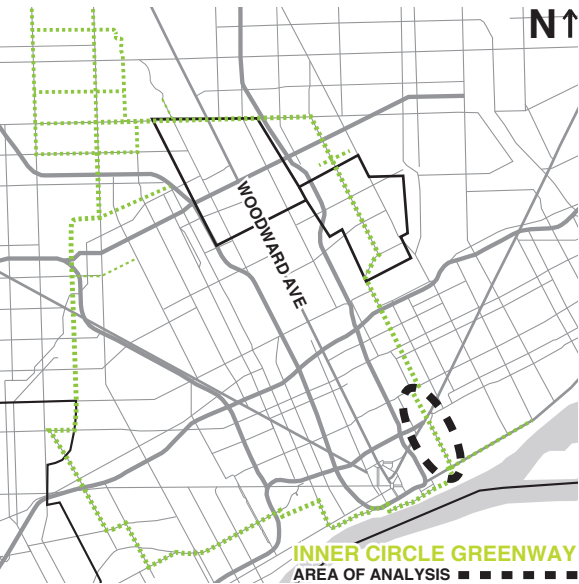


Fig. 45 Location of the Dequindre Cut



Fig. 46 Conditions of Dequindre Cut before greenway installation

activated by people instantly become safer through the theory of ‘eyes on the street’ by Jane Jacobs (Jacobs, *The Life and Death of Great American Cities*). Additionally, the RiverWalk is well lit and maintained. The level of maintenance and investment thus far for the ICG continues to the Dequindre Cut (Fig 45).

Unlike the RiverWalk, the Dequindre Cut is below grade as it was previously a rail line like much of the future installation of the trail will be (Fig 46). The transition between the RiverWalk and the Dequindre Cut is denoted by the Outdoor Adventure Center sponsored by the Michigan Department of Natural Resources (MDNR). The Outdoor Adventure Center has received large amounts of investment for the restoration of the 1899 historically significant Globe building that contributed to the early manufacturing history of Detroit ("History of the Globe Building." Outdoor Adventure Center). The buildings program in proximity to the Dequindre Cut garner support for physical activity in the great outdoors and serves as an amenity and destination along the larger trail system. This specific amenity is not only a local draw but a statewide educational attraction.

In close proximity to the Dequindre Cut are educational, faith based, residential and economic entities. Educational assets include Friends School which embodies Quaker values and Detroit Edison Public School Academy. Faith based institutions include the historic St. Joseph Catholic Church that was built in 1856 (“History of St. Joseph Church.” Mother of Divine Mercy Parish). Residential amenities include both the Hyde Park cooperative community and the historic Lafayette Park designed by Mies van der Rohe. Lastly, Eastern Market provides countless opportunities for nourishment and shopping in close proximity. Including pedestrian and bike accessibility to these amenities enhances their intrinsic value to the surrounding community as well as visitors.

Initially, the Dequindre Cut was harshly and commonly compared to an “undesirable ditch.” However, spatially the construction consists of well landscaped embankments as well as mural installations on overpasses and rest areas (Fig 47). Additionally, the Dequindre Cut includes the Riverfront Fit Park that features low impact physical fitness equipment (Fig 48). This type of park is growing in popularity in the United States in cities such as Denver, Colorado and internationally



Fig. 47 Mural located on an underpass along the Dequindre Cut



Fig. 48 Riverfront Fit Park on the Dequindre Cut



Fig. 49 Bike lanes on the Dequindre Cut

(Gilmore, "Several Denver Parks Get New Outdoor Exercise Equipment").

The trail itself is marked to designate lanes for pedestrians and bikes to increase safety for all users due to the difference in speeds between pedestrians and those on bikes (Fig 49). More substantially, the Dequindre Cut includes call boxes denoted by blue lights on top and street lighting that helps to illuminate the path. The lighting was implemented and is maintained by the Detroit Riverfront Conservancy. These safety features promote above and beyond the practices that the landscaping strategies can provide such as maintenance and use of low growing

bushes, alternative ground cover, and flowering planted areas.

Being subset to the grade of the roadways, bikers and pedestrians are protected from automobiles. General concerns of on-road biking include conditions of the roads, driver distractions, glare, and lack of knowledge about shared roads. These are serious concerns that may influence bikers' decisions to engage in biking specifically in the City of Detroit, Highland Park and Hamtramck. The concern of road quality becomes a grave concern as the ICG utilizes on-road bike lanes or complete street strategies. Continuing in the counterclockwise progression of the ICG from the RiverWalk and the Dequindre Cut, the ICG transitions to an on-road bike lane at Mack Avenue (Fig 50).

Mack Avenue is a prominent neighborhood scale artery that connects Midtown Detroit and I-75 to the east side neighborhoods of Indian Village and East Village. This connection is made by way of a 25 mile per hour thoroughfare. The concern here is that automobiles exceed the speed

limit of this pass-through, making safety of bicyclists an issue. The short distance on Mack Avenue quickly veers north at St. Aubin Street and continues as an on-street bike lane (Fig. 51).

St. Aubin Street exhibits conditions inconsistent with those previously described. In contrast to the Dequindre Cut and Mack Avenue the spatial condition is best described as sparse. Many lots that once contributed to residential lined streets now are overgrown with brush or worse, display the remains of burnt out abandoned homes. Intermittently, the scale of the structure changes abruptly, with the presence of the empty St. Albertus Catholic Church, which once held nearly 5,000 parishioners, and large industrial entities amidst the fragmented residential parcels.

The industrial entities along St. Aubin Street include Detroit Renewable Power, Waste Management Detroit, and automotive manufacturing facilities. The renewable power plant is a deceptive title for the incinerator that burns garbage and dispels toxins into the atmosphere, contributing to the emitted odors from the adjacent waste treatment facility. Both of these facilities pale in scale comparisons with the array of automotive manufacturing infrastructure



Fig. 50 Location of Mack Avenue connection to St. Aubin Street



Fig. 51 Location of St. Aubin Street



Fig. 52 Location of Hamtramck Drive

present in the area. Included on the smaller of scales are axel and barring facilities, steel and iron production, and disposal facilities. The largest entity, located towards the transitions of St. Aubin Street into Hamtramck Drive is the GM Chrysler facility. The site spans over 300 acres and physically sits at the intersection of Detroit and Hamtramck (Brae, “Aerial Calculator”).

As St. Aubin Street transitions into Hamtramck Drive, the physical environment and density change greatly (Fig 52). The section of the road that is Hamtramck Drive provides long visually unobstructed swaths of land with only railings transecting the landscape. The

scale of the roadway is also expanded from that of the majority of St. Aubin Street. The road consists of four lanes, two in each direction that are utilized by large machinery and semi trucks as part of a major truck route off of I-94. Hamtramck Drive is the southern edge for the much higher density of the City of Hamtramck that the commercial corridor of Joseph Campau Avenue services.

As expressed in previous sections, the trail has been modified from the initial intentions to jog through Hamtramck to be more direct, saving costs and contributing to the economic activity along Joseph Campau Avenue (Fig. 53). Joseph Campau Avenue is a bustling thoroughfare through Hamtramck flanked by many ethnically rich commercial assets amidst typical commercial services. Unique amenities to Hamtramck include Hamtramck Islamic Market, Hamtramck Historical Museum, Bengal American Grocery, Polish Market, Islamic Center of Hamtramck, and Eden Polish Bookstore along Joseph Campau Avenue.

Beyond the densely lined Joseph Campau Avenue commercial corridor, stable neighborhoods fill in the landscape surrounding the route of the ICG. Between the cross streets of Denton on the southern end and Carpenter Avenue which is approximately located in the middle of Hamtramck, the density of the neighborhoods is reduced along the west side of Joseph Campau Avenue. The high density of Hamtramck on the east side of Joseph Campau Avenue continues up towards the Davison Freeway. This density diminishes greatly towards McNichols Road, which defines the northern boundary of Hamtramck with the City of Detroit (Fig 54).

As of the spring of 2016, it is at the intersection of Joseph Campau Avenue and McNichols Road that the route has been reconsidered from the original intention of the rails-to-trails connection through HP. The newly proposed route will transverse McNichols Road, connecting back to the original route via Livernois Avenue near Oakman Boulevard. The prioritization of phasing McNichols Road increases the portion of on-road bike lanes on roads that are currently ill-maintained and non conducive for cyclists. Road conditions along this section include elements such as extremely large pot holes, ignored



Fig. 53 Location of Joseph Campau Avenue



Fig. 54 Density comparison of HP and Detroit North of Carpenter Street that is the boundary between



Fig. 55 Location of McNichols Road (6 Mile Road)

traffic rules, and curbs full of debris. As an arterial road that transects both the City of Detroit and HP, McNichols Road is lined with a multitude of small businesses (Fig 55). These businesses are in various states of needed maintenance on the eastern end, and they transition after crossing Woodward Avenue at HP to include higher density residential areas of Palmer Park. Along the border of the two cities Detroit and HP, the road divides two greatly variant neighborhoods based on economic measures.

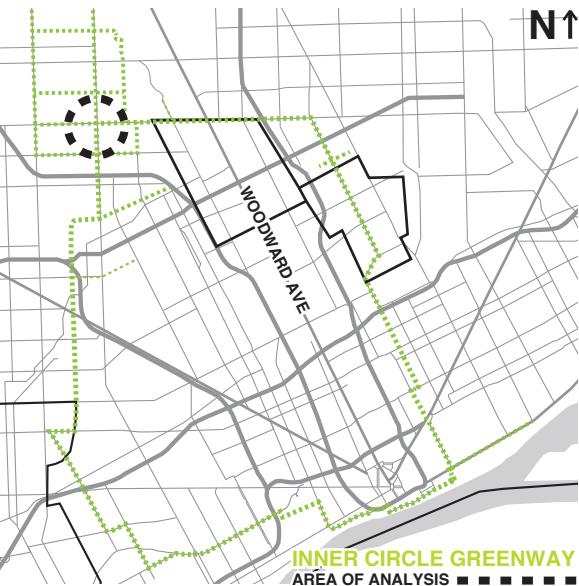


Fig. 56 Location of Livornois Avenue and McNichols Road

At the intersection of McNichols Road and Livornois Avenue, is the University of Detroit Mercy (Fig 56). The identity and influence of this institution is absent from the surrounding neighborhood as identified by the MCD program. Contrasting with the identity of the Avenue of Fashion along Livornois Avenue is being revitalized. The inclusion of the ICG in this commercial corridor will provide similar economic benefits as are the intentions of redirecting the route to concentrate in the City of Hamtramck along Joseph Campau Avenue.

Unlike any other road condition along the route, Livornois Avenue poses an obstacle within the roadway with the separation of the roadway by a median.

The median has reduced the width of the road and consequently reduced the turning radius that encroaches on the space available for the on-road bike lanes on Livernois Avenue. Like much of the on-road biking highlighted thus far, Livernois Avenue too has elevated traffic speeds and fragmented commercial properties.

The spring 2016 revision of the ICG route along McNichols Road and Livernois Avenue bypasses the rails-to-trails conversion portion of the ICG. This originally passed through HP on the former Conrail line property between the intersection of E. McNichols Road and Maine Street (Fig 57). This was

near Joseph Campau Avenue where it intersects with Livernois Avenue and proceeds as a rails-to-trails conversion towards SWD. The physical conditions of the trail changes most dramatically with the inclusion of the Conrail portion that is going to be a second phase installation. Analysis of this section of the trail combines the experience of driving in closest proximity to the abandoned rail line as possible with aerial images from Google Maps. Through these two forms of investigation it is evident that this section of rails-to-trail traverses a rugged terrain graced by dense vegetation through many industrial caverns of the Cities of Detroit and HP, to the west of Hamtramck.

Working from the eastern edge of the Conrail rail-to-trail conversion, the initial section runs between an automotive parts yard and Mackay-Modern Park and crosses Goddard Street. Between Goddard Street and Dequindre Street the trail passes Republic Services garbage collection which also encapsulates a recycling center to the north. To the south, properties which stand in various states of vacancy and decay dot the



Fig. 57 Intersection of McNichols Road and Joseph Campau Avenue with the phasing of the Rails-to-Trails conversion through HP

landscape. At the intersection of the trail and Dequindre Street is the Second Ebenezer Church, which is a landmark along I-75 due to its physical scale. Approaching I-75, the trail will pass under the ten lane freeway and enter into HP just beyond Ryder Transportation Services and Oakland Avenue to the east. Ryder Transportation Services handles semi trucks and trailers, which are present along the landscape within view of the route. The physical condition along this section predominantly includes a parking lot towards the south and mountainous piles of gravel and concrete of like materials to the north.

Technically entering into HP at Oakland Avenue, the trail passes Ford Park with moderate visibility. Ford Park includes a football field encompassed by a track, two basketball courts, a recreational field, with evidence of former tennis courts. The adjacent neighborhood by aerial visual analysis is approximately 30 to 40 percent occupied compared to what it was historically. To the south of the stretch adjacent Ford Park is another site that is occupied by gravel, concrete, or other like materials behind what was the original Ford manufacturing campus on Manchester Street.

Approaching Woodward Avenue, the Model T Ford plant is to the south and the Boys & Girls Club of Southeast Michigan is to the north. The rail line passes over Woodward Avenue and continues toward 2nd and 3rd Avenue, which provide greater residential density though housing stock is in a state of deterioration. Off of 2nd Avenue is George Washington Carver Academy to the south. Between 2nd and 3rd Avenue to the north of the trail is HP Renaissance Academy High School Campus. Beyond 3rd Avenue to the north is Ives Field which is removed from the trail directly by an irregular swath of land and Pitkin Street.

Hamilton Avenue embodies a boundary in that it is wider than the other streets within HP and creates a disconnect between the two sides of the street though both residential in nature. Additionally, the trail is further removed from the residential core of HP and here surrounded by more commercial or industrial scale buildings. Furthermore, the

spans of the trail system begins to increase as they are less interrupted by the intersecting neighborhood streets. Between Hamilton Avenue and Woodrow Wilson Street, the trail passes the Neighborhood Service Organization (NOS) building on Oakman Boulevard and a conglomeration of small, mainly single story abandoned buildings.

The typology and scale of the surroundings between Hamilton Avenue and Woodrow Wilson Street are consistent with the other side of the John C. Lodge Freeways that the trail crosses over. Contrastingly, the area between Rosa Parks Boulevard and Linwood Street has a greater neighborhood density. This is attributed to the initiative of Focus:HOPE's Hope Village being located adjacent to the trail off of Oakman Boulevard ("Community Revitalization" Focus:HOPE).

Beyond Linwood Street the spans of the trail system continue to be less fluctuant retaining a residential presence. On the west side of Linwood Street is Salsinger Playfield to the north of the trail. To the south, a vacant parcel of cleared land is adjoined by a moderately dense neighborhood containing Parkman Library. Nearing the Wildmere Street trail intersection, the adjacent properties are single story industrial in nature and are loosely spaced providing a visual break. Between Dexter Avenue and Livernois Avenue this typology continues with residential properties one block in either direction.

Livernois Avenue, being a larger arterial road in the City of Detroit, includes two lanes in both directions separated by a median. It also is directly south of the UDM by less than one and a half miles. Additionally, it is at Livernois Avenue that the scale of the industrial landscape increases towards the west. The height and density of the buildings increases along with the severity of the vacant land. To the northwest, adjacent the trail toward Cloverdale Street, the land appears to be the dumping ground. Here, trees conceal from the road a deep red colored material that can be seen behind the buildings supporting Young and Champagne Company, SET Enterprises, and the other industrial businesses on Intervale Street with the application of Google Aerial

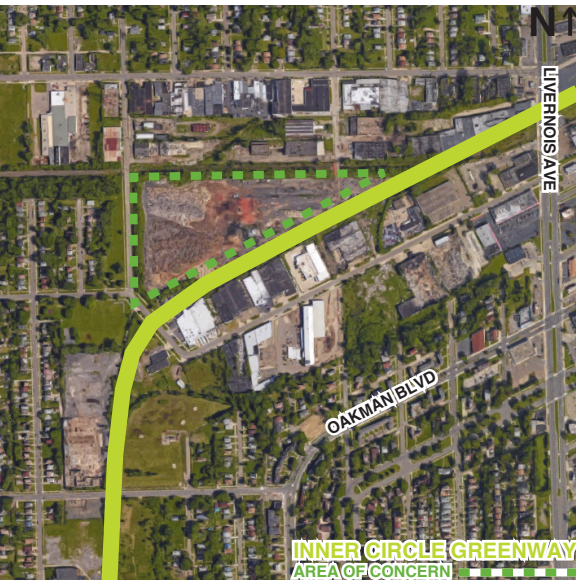


Fig. 58 Concealed environmental conditions along the route of the ICG

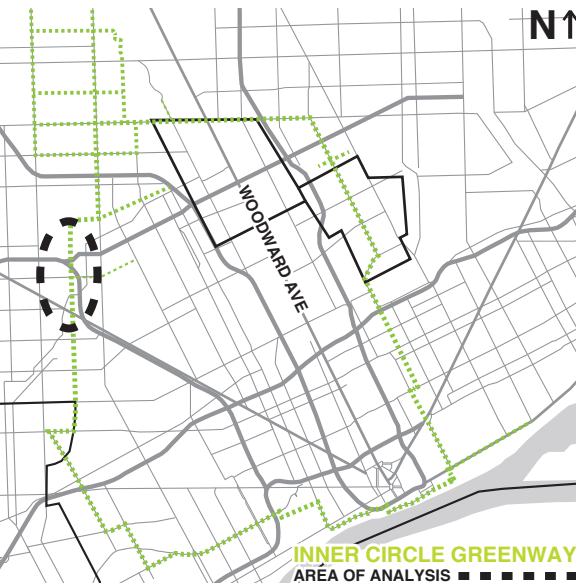


Fig. 59 Location intersecting with the Davison and Jeffries Freeways

Maps (Fig 58). These harsh conditions are adjacent the Intervale-Roselawn Playground masked behind overgrown brush. It is at this junction that the trail orientation becomes North - South instead of primarily East - West.

With the rotational shift of the path, the cross sectional distance increases dramatically creating long expanses of greenspace of abandoned properties adjacent the greenway leading toward Davison West and the Jeffries Freeway (Fig 59). Construction of the crossing at the Jeffries Freeway is not well know and presents many challenges. By aerial analysis, the trail will need to transect six lanes of traffic that merge Davison West with the Jeffries Freeway in addition to nine the lanes, including an on ramp as the Jeffries Freeway arcs southwest.

Beyond the tangles of the Jeffries Freeway, the trail continues along more homogenous terrain of small scale industrial sites and low density residential areas. The industrial portion is located along the east side of the trail between the greenway and the Jeffries Freeway, with the immediate residential areas being the lowest in density. Density then increases as it progresses west even by one block. This typology continues up to Oakman Boulevard and

Elmhurst Street and returns to the low industrial density with adjacent cleared swaths of land paralleling the trail.

Crossing Grand River Avenue and Chicago West to Joy Road, the spatial condition of the greenway becomes increasingly industrious particularly passing through the Kimmel Scrap Iron and Metal Company and Charity Motors. The aerial analysis suggests that the land is tarnished by an oxidized iron color amidst piles of debris. Between Chicago West and Joy Road, the industrial cavern is less severe than between Grand River and Chicago West. Regardless, the cross section is narrow and flanked on both sides by lots full of dismembered cars and two-story industrial facilities.

Contrasting sharply with the industrial conditions between Grand River Avenue and Joy Road is the section of the trail between Joy Road and Tireman Avenue (Fig 60). This section is graced by well-established trees densely positioned between Greenlawn Street and Alpine Street. The residential fabric is well intact comparatively to other regions that the trail passes through. This trail condition exists for a fleeting section until it transitions again into the more industrious conditions between Tireman Avenue and West Warren Avenue. This particular space gradually increase in scale from north to south as the amount of greenspace widens and creates the boundary between Detroit and Dearborn. April Steel Processing and Delaco Steel are on the west side in Dearborn, with Detroit Junkyard on the east in Detroit.

South of Warren Avenue, Kenwal Steel Corporation occupies the entire west



Fig. 60 Location of dense trees between Joy Road and Tireman Avenue



Fig. 61 Location of Lonyo Avenue

adjacency and piecemealed small industrial facilities on the east side. The residential density north of Radcliffe Street is less than on the southern side flanking Lonyo Avenue, where the rail-to-trails conversion continues as on-road bike lanes (Fig. 61). Lonyo Avenue south of Kirkwood Street becomes a residentially fronted. This condition provides the increased visibility to users of the ICG and thus increases perceived and real safety. This condition continues to the overpassing of E. Edsel Ford Freeway where the typography changes with the transection of Michigan Avenue.

At the intersection of Lonyo Avenue and Michigan Avenue, there is an array of automotive sales facilities and a gas station. The scale of Michigan Avenue includes six lanes of traffic and a turning lane posing treacherous conditions for ICG users. Lonyo Avenue quickly returns to its previous condition north of E. Edsel Ford Freeway to include Romanowski Park which marks the competitions of the residential stretch of Lonyo Avenue as it comes engulfed in transportation and industrial sites.

On the east side of Lonyo Avenue at St. John Avenue are the massive trucking facilities of Horizon Freight, HOMRICH, Transdray Systems, Oasis Trucking Centers and Superior Turbo and Injection. The combination of these entities spans an estimated 65 acres, that facilitates semi tractor-trails and other heavy equipment use along Lonyo Avenue and John Kronk Street (Fig. 62). To the west of this on-road industrious corridor is like programmed operations.

To the south of John Kronk Street is an extension of the enormous rail line convergence of tracks and yards that Central Avenue transects. In

total, the rail yards that flank Central Avenue cover well over 200 acres. These rail lines lead into the Michigan Central Station and across much of the region on smaller scales of multiple rail lines compared to the nearly 50 estimated lines that comprise that region of Southwest Detroit.

The ICG continues on Central Avenue until reaching Vernor Highway. The remaining portion of Central Avenue is comprised by inconsistent building typologies of single or double family residential units, twelve story multi-unit residential, Harms Elementary Schools and small scale commercial buildings. The composite of uses continues along Vernor Highway more in terms of business types and less of residential inclusion (Fig 63). The businesses along Vernor Highway vary in scale from two-story mixed use, single-story chain stores with setback to accommodate parking lots, and unpaved lots for larger truck use in a few places.

The intersection of Vernor Highway, Dix Street and Waterman Street was observed from the windshield survey as a particularly difficult intersection to navigate for ICG users and automobiles. Here, the road grade changes and semi-truck traffic enters the roadway at an angle of reduced visibility from the



Fig. 62 Large trucking center located in SWD



Fig. 63 Location of Vernor Highway



Fig. 64 Underpass along Vernor Highway for ICG and automobiles

previously mentioned rail yard. Shortly beyond this intersection on Vernor Highway is an underpass that spatially is highly compressed with the presence of semi traffic (Fig 64).

The section of Vernor Highway between Military Street and the Fisher Freeway is a composite of small ethnically diverse businesses, small commercial chains, and vacant lots used for parking. The density of these businesses is intermittent and designed to be accessed via automobile. Examples of privately owned businesses are La Azteca Ice Cream, Brown's Bun Baking, Taqueria El Rey, and Lupe Barber Shop. These are amid smaller-scale

commercial entities such as McDonald's, Payless Shoes and wireless phone outlets. The combination of these business types together provide an active Vernor Highway to include on street bike lanes. Anchoring institutions along Vernor Highway include La Sed, Mexican Fiesta Center, Clark Park, Western International High School, Most Holy Redeemer Church, and Detroit Cristo Rey High School.

As Vernor Highway passes over the Fisher Freeway into the smaller enclave of Mexican Village, the ICG continues onto Bagley Avenue. This is just north of the U.S. Customs and Border Protection and Inspection facility, as well as the Ford Resource and Engagement Center (FREC). The short stretch on Bagley Avenue also includes Roberto Clemente Recreation Center and Honey Bee La Colmena (Market), providing views to the north of the Michigan Central Station (Fig 65).

Rosa Parks Boulevard is divided by a median lined with trees, with two lanes of traffic in each direction. The physical scale of the environment

includes single and multistory buildings that are not actively engaged with the street through visibility and are either set back from the road or have tall fences blocking the views of stored materials. Intersections on Rosa Parks Boulevard at West Lafayette Boulevard and West Fort Street are wide and pose concerns for users of the ICG. Services in this vicinity include Detroit Public Safety Academy, Health Emergency Lifetime Program, Detroit Municipal Parking Department, and Salvation Army.

As Rosa Parks Boulevard becomes West Jefferson Avenue near the Detroit River, the ICG has potential to converge with the Detroit RiverWalk for a short distance along West Riverfront Park. However, the installation of the Detroit RiverWalk is interrupted by the Riverfront Apartments complex and marina. This returns the ICG to West Jefferson Avenue near the parking deck for Wayne County Community College one block north (Fig 66). The on-road connection back to the RiverWalk navigates behind Joe Louis Arena with an offramp from John C. Lodge Freeway and the People Mover overhead. This overpass area is heavily shadowed and raises safety concerns for users of the ICG. Once back on the RiverWalk, views of the Detroit River and toward Windsor, Ontario, Canada



Fig. 65 Location of Bagley Avenue in Mexican Town in SWD



Fig. 66 Location of interrupted segment of Detroit RiverWalk on Jefferson Avenue

are unobstructed and the route is pedestrian-oriented. The RiverWalk here includes Cobo Center adjacent the Joe Lewis Arena approaching Hart Plaza.

Conclusions of the windshield survey, aerial analysis and usage of completed and planned portions of the ICG by bike yield a greater physical understanding of the terrain in which the trail traverses. The trail encompasses +/-26 miles of inhomogeneous characteristics of the City of Detroit, HP, and Hamtramck both physically and culturally. Specific discoveries include the determination of the route as it transforms into the rails-to-trails conversion, the rapid transitions of typology along the western edge of the loop, and the unknown solutions for navigating over large infrastructures such as freeway convergences. The information gathered through the employment of the initial visual survey of the route has provided greater contextual understanding of the entire ICG and will be leveraged comprehensively for further investigation and asset mapping.

OBSERVATIONS

In an attempt to understand how the greenway may affect communities around it, observational surveying was conducted in each focus area. Observational surveying includes visual and conversational studies of primary streets, shops, bike lanes, community atmosphere, and population demographics. Preliminary observations in the focus areas of Liv/McN, SWD and HP informed proposal elements by enriching survey results.

LIVERNOIS/McNICHOLS

Observations at the Liv/McN intersection gave evidence of the stark separation between the anchoring institution of UDM and the surrounding area (Fig 67). Because of its long term presence, UDM holds a supporting role with the history of the surrounding neighborhoods. The adjacent neighborhood took on the name University District and many surrounding shops use the university in their title. Although the University largely influences this focus area, UDM has not been entirely inclusive of the population surrounding it. There is currently a fence surrounding the entire campus, creating a physical and psychological barrier between the two entities. Observations reflect that the surrounding communities are influenced by the University's presence, but still identify as a separate entity.



Fig. 67 The locked fence around the University of Detroit Mercy

SOUTHWEST DETROIT



Fig. 68 Evie's Tamales Southwest Detroit

Along Vernor Highway near Clark Park in SWD, the interconnectedness of the neighborhood and business corridor is easily noticed. The park serves as a connector, abutting strong residential housing, Detroit Cristo Rey High School and the businesses along Vernor Highway. From observations, it seems that many people from the neighborhood choose non-motorized transport to frequent shops and restaurants within their neighborhood. In SWD, usage of the greenway was observed on four separate instances. Of particular importance was the lack of bike racks and evidence of debris in the greenway

causing some to bike on the sidewalk. Here, individuals struggled to find a spot to park their bikes during a lunch in SWD (Fig. 68). This was further discussed through interviews with the manager of Amicci's Pizza, a restaurant on Vernor Highway. Additionally, observations made at the attendance of a SOUP event in the spring of 2016 gave evidence of strong cultural identity and solid community investment in the area. A SOUP, or a "micro-granting dinner celebrating and supporting creative projects in Detroit," was held in SWD in order to select a spring project to fund ("About." Detroit SOUP). The event was well-attended and enthusiasm was evident. The development of programming fostering connectivity between programs such as these and the DGC would lead to even stronger community buy-in for the ICG.

HIGHLAND PARK

In HP, specifically at Victor Bakery, it was observed that the shop itself was very small (Fig. 69). However, its status as neighborhood niche is evident because of the love of the community as understood by MCD Capstone 2015 Team. This observation expands to include many other niches in HP which would benefit from greater connectivity of pedestrians around the city. The inclusion of signage on the ICG directing pedestrians to Victor Bakery would provide an artery of movement back and forth between the business and the ICG. This in turn could make places such as Victor hubs to other niches around the city.



Fig. 69 Victor Bakery in HP

INITIAL INQUIRY

An initial email was sent to individuals identified as having some relation to the ICG, whether it be through biking, relation to focus areas studied, engagement within the arts and cultural communities and to others whose voice it may be important to include. As this Capstone seeks to apply research methods into an action project, rather than a traditional research study, a purposive survey technique was used. This employs a selective or subjective sampling technique that will support the Capstone project. Responses were requested by February 25th, 2016.

Dear Friends,

On behalf of the Inner Circle Greenway Capstone (thesis project) Group from the University of Detroit Mercy Master of Community Development program, we are asking for your insights regarding biking, bike culture, and the use of greenways and bike lanes in Detroit, Hamtramck and Highland Park. The purpose of our initial survey is to broaden our groups perspective and understanding of the subject matter pertaining to the Inner Circle Greenway and community engagement.

1. How would you describe your familiarization with biking, bike culture, and the use of greenways and bike lanes within Detroit, Highland Park and Hamtramck?
2. How have you acquired your knowledge regarding biking, bike culture, and the use of greenways and bike lanes within Detroit, Highland Park and Hamtramck?
3. What do you know about the Inner Circle Greenway and or the Detroit Greenway Coalition? How was this information attained?
4. If you bike or utilize greenways or trail systems within Detroit, Highland Park or Hamtramck please share your experiences, insights and observations. Please indicate locations.

Lastly, please share some basic demographic information so that we may identify trends in our information collection.

Gender:

Age:

Ethnicity:

Neighborhood/Community (ex: University District):

May we contact you for further dialog?

Recommendations for other individuals or organizations that we should contact?

Any additional information that you would like to share with our capstone (thesis project) group that you believe would aid in our project?

We would greatly appreciate your initial thoughts, comments and insights by Thursday Feb. 25th. Please share this email interview with anyone who you recognize as having additional insights or contrastingly would provide a basis for assessing a lack of familiarization with the subject matter. With sincere appreciation we thank you for your time responding to our initial inquiry regarding biking, bike culture, and the use of greenways and bike lanes within Detroit, Highland Park and Hamtramck.

Best,

Jessica Back, Toni Henry, Elizabeth Iszler,
Megan McGreal and Annie Mendoza

Inner Circle Greenway Capstone Team
University of Detroit Mercy
Master of Community Development

Several key project concepts/constructs were informed by answers provided from organizations that serve the intended respondent. As such, it was determined a formal interview with organizations be a component in our survey methodology. Three categories of organizations were chosen to employ this strategy: nonprofits that serve residents 65 and older, nonprofits with arts and cultural programming, and faith-based organizations, beginning with those most closely located to the ICG. A full list of organizations that were contacted can be found in the appendix.

INITIAL INQUIRY RESULTS

The survey was conducted using selective or subjective sampling methods to gather information from informed bikers, this sample does not necessarily represent a typical experience of living in a surrounding community linked to the greenway. Questions on the inquiry included open ended, short, singular, and multiple choice answers. This survey shows that a majority of the interview respondents have at some point ridden along the greenway regularly and more than half lived in neighborhoods where gentrification is a threat.

Of the roughly 75 individuals and organizations who received the initial email inquiry survey, 15 responses were collected. Of these, included are nine females and six men (Fig 70), 13 of whom identify themselves as Caucasian, one as African-American, and one who did not answer (Fig 71). Five of the 15 survey respondents are under the age of 30, six between the age of 31 and 50, and four above the age of 50 (Fig 72). 80% of people surveyed lived within the City of Detroit while the other lived in surrounding areas (Fig 73).

Familiarity with the route was of importance in order to provide a basic understanding of those who responded to the inquiry. Six respondents identified themselves as being very familiar, seven as somewhat familiar, and two as not familiar at all with biking in the cities

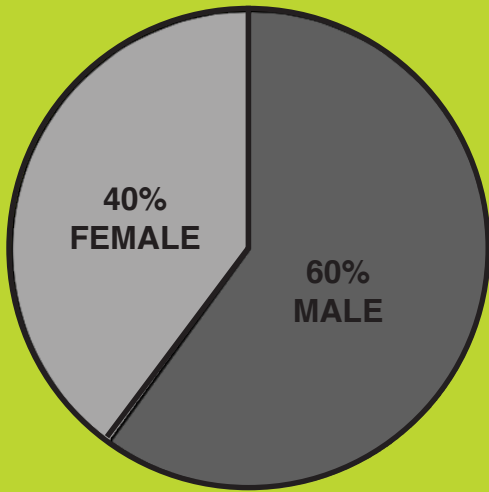


Fig. 70 Responses to initial email inquiry based on gender

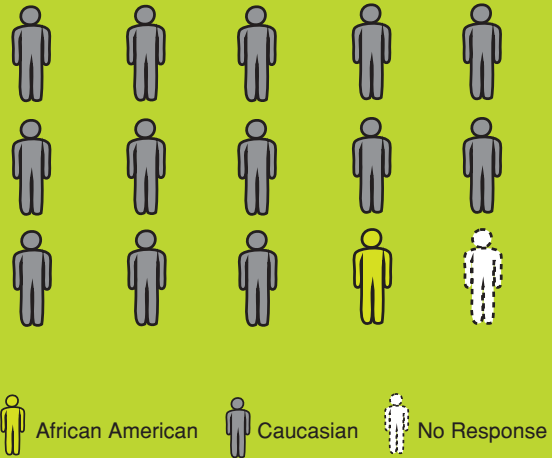


Fig. 71 Racial composition of respondents to the email inquiry

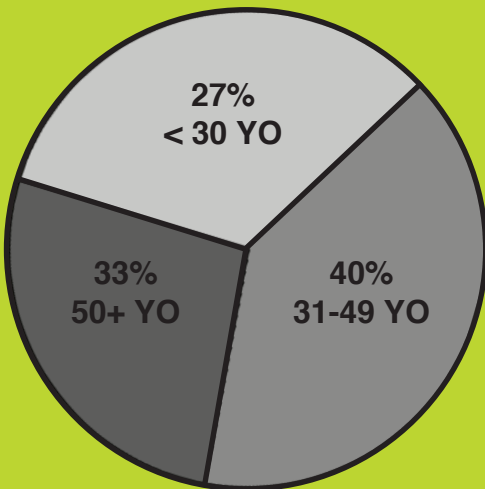


Fig. 72 Age of respondents to the email inquiry



Fig. 73 Geographic affiliation of respondent to the email inquiry

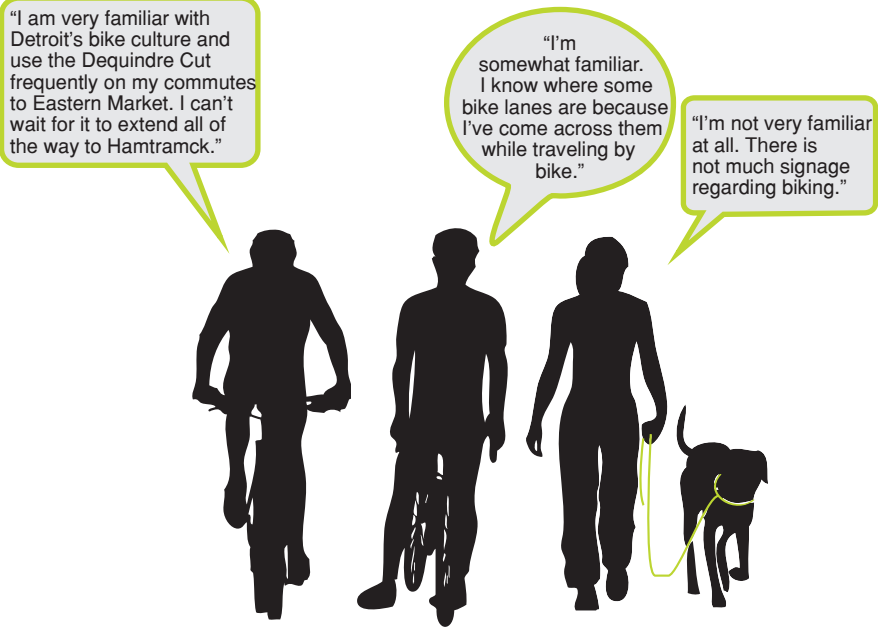
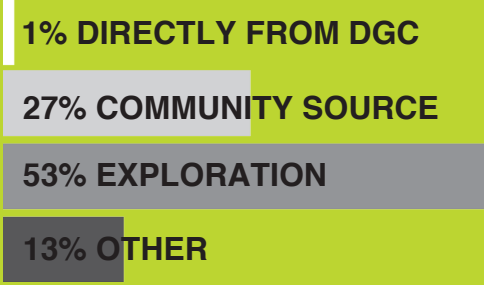


Fig. 74 Responses to familiarity of use of Inner Circle Greenway

of Detroit, HP or Hamtramck and along the greenway (Fig 74). More than half of the respondents said they are familiar with the physical trail through exploration, while others had an understanding for it through community discussion and workshops or directly from outreach by DGC itself. Captured in the email inquiry was also information as to how respondents heard about the ICG or the DGC as a whole (Fig 75). Five said they heard directly from the DGC, three through the media, and the remainder through other sources or did not provide an answer. None of the respondent said that they heard about the DGC or the ICG from multiple sources (Fig 76).

Lastly respondents were asked to describe their overall experience cycling in the City of Detroit, HP and Hamtramck specifically in relation to the ICG. Answers largely reflected safety and road conditions with little to no mention of art and culture related experiences. Seven had a good overall experience, two respondents stated they have had a poor overall experience, and two did not answer (Fig 77). Not one survey

PHYSICAL TRAIL INFORMATION ATTAINMENT



ICG/DGC INFORMATION ATTAINMENT

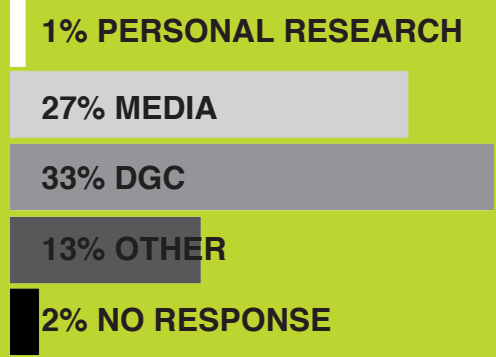


Fig. 75 Method of information attainment of the physical trail of the ICG

Fig. 76 Method of information attainment of the ICG or DGC

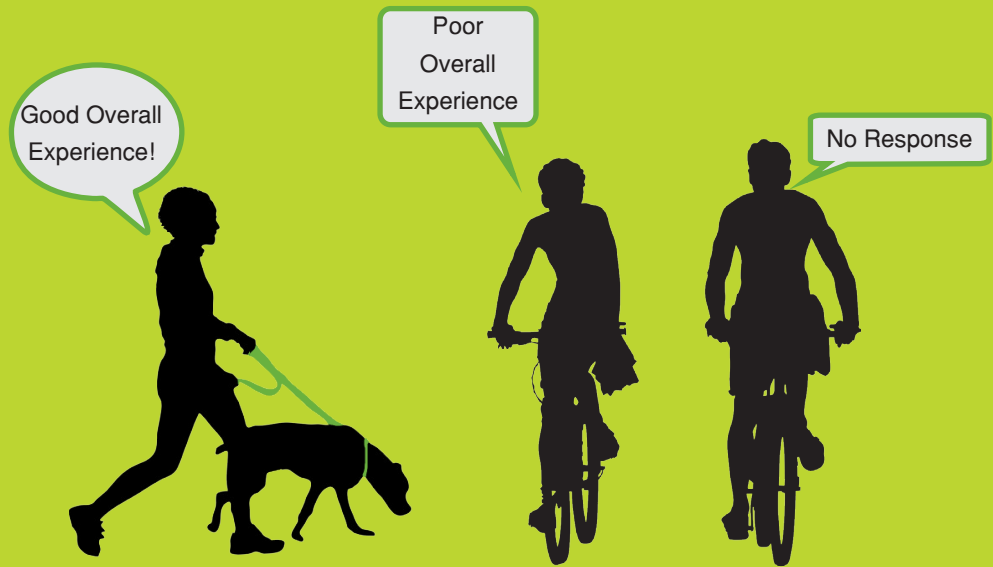


Fig. 77 Responses regarding overall experience of use of Inner Circle Greenway

participant expressed they had an excellent overall experience while biking in Detroit and around the ICG. Results from the initial email inquiry survey indicates that the DGC could better enhance and spread the identity reputation of the greenway through the use of social media and community engagement. Applying these suggestions has the potential to create a platform for inclusive ownership within communities surrounding the greenway.

The information gleaned through these responses lead to a commitment to further surveying focused on those who were less informed about the ICG. Additionally, safety was an element addressed in nearly every response. This lead to interest in a program to utilize representatives from neighborhoods surrounding the ICG in order to take ownership of and maintain safety in and around the route. This program is discussed in the action plan section of this thesis.

INTERVIEWS

As part of the investigative process, individuals, organizations, and municipalities were interviewed to gain knowledge of the ICG, potential roles with the greenway, and how to engage communities along the path. Approaches taken included formal and informal interviewing. This variable allowed for the opportunity to gather specific information as well for conversations to divulge unexpected information. Individuals were interviewed in the focus areas of SWD and HP. A key organization, Focus:HOPE represented organization knowledge and the City of Detroit Planning and Development Department (PDD) provided a wholistic perspective of the city of Detroit.

SOUTHWEST DETROIT

Many of the informal interviews indicated that residents and people employed by organizations in the SWD believe that the strong Hispanic cultural identity held within the focus area of SWD is a major strength of the area. In an interview on March 30th, 2016, Paul Krystyniak suggests that its unique culture within the City of Detroit affords SWD a sense of community pride. This pride in culture can be seen in public art throughout the community and especially along commercial corridors such as Vernor Highway.

Through surveying conducted on April 16th and May 7th, 2016, it was revealed that many businesses, residents, and organizational leaders have concerns with biking along Vernor Highway. Vernor Highway is narrow with only one lane per direction, in which a very thin bicycle lane overlaps with a consistently used parking lane. This causes congestion of motorists and cyclists competing for space on the roadway. Adding to these concerns is the quality of the road that is full of potholes, rocks, broken glass, and other debris that cause even more obstacles to safe cycling. In an interview with the manager of Amicci's pizza, Joe, stated that many people bike on sidewalks rather than along Vernor Highway



Fig. 78 Amicci's Pizza currently without bike racks

due to debris and glass in the bike lane. A lack of bike racks also leads to residents bringing their bicycles into businesses (Fig. 78).

One resident and past employee of Southwest Detroit Business Association, Sarah Carlson, indicated that many current residents share a fear of gentrification. As neighboring Corktown rent prices continue to rise, long-term residents of SWD are seeing a younger, more affluent group of residents to move into the neighborhoods. This has led to a fear by some that they “may be priced out of their community.” Krystyniak suggests that while this may be true, he sees this as an opportunity

to spark a conversation about inclusion and class integration within the neighborhoods of Detroit.

Many of the business owners surveyed along Vernor Highway as well as residents who bike in the SWD area expressed concerns with the addition of the a second bridge contributing to the already heavy truck traffic. This is a concern due to high rates of asthma and other respiratory diseases in the area.

HIGHLAND PARK

In HP, Richard Harlan (owner of Red Hots Coney Island) was interviewed on March 30, 2016. Richard relayed a plan to incorporate an Independence Day celebration the week before July 4th that featured a hot dog eating contest. Harlan’s plan would make for a large outdoor celebration on Victor Street in HP, an idea that he is interested

in beginning next summer. This information is important, since Victor Street is roughly two blocks south of the projected path for the rails-to-trails conversion which will eventually run through HP. Signage along that path would be paramount there in order to direct pedestrians to that neighborhood niche (Fig 79).

Informal interviews with business owners and residents in SWD and HP indicated concern with vehicle versus pedestrian safety. Additionally, overall themes of bicycle use and pedestrian inclusion were profiled in these conversations. This information is useful to the Summer 2016 Capstone in that it the specific inclusion of bicycle clubs and organizations around the City of Detroit as well as HP. This element is unpacked in the action plan proposal.



Fig. 79 Richard, owner of Red Hots Coney Island, goes over the menu with a patron

ORGANIZATIONS

Focus:HOPE was interviewed based on their proximity to the ICG. On March 30th, 2016 Debbie Fisher, the Director of the HOPE Village Initiative, illuminated how Focus:HOPE approached community engagement and the need for additional community engagement around the ICG. In regard to ICG-specific engagement, Fisher relayed that over 10 years ago Focus:HOPE issued a letter to property owners adjacent to the ICG. This letter encompassed pedestrian-related concerns and requested responses from residents. There was very little response, and the project was tabled. Following that, planning leading to The Focus:HOPE Strategic Plan was carried out. The strategic plan is



Fig. 80 Street Team of Focus:HOPE in Detroit and HP

currently being updated and will be completed in 2016, with engagement tactics such as community meetings utilized.

Fisher relayed that other elements of community engagement are followed by Focus:HOPE. Overall, Hope Village (where Focus:HOPE is located) is linked to five neighborhoods and information is relayed in a variety of ways. The strategy of social media usage to spread awareness of programs has gathered a group of 70 people in those neighborhoods. Additionally, people are contacted by phone and fliers are distributed. A particular part of the Focus:HOPE community engagement

initiative is the inclusion of a group on the ground called a street team. The street team is comprised of four people who go out on a regular basis to talk to the residents in their community about a variety of topics (Fig 80). They are well known by the residents, and therefore are more likely to share information. This street team also visits the senior buildings in the community including LaBelle Towers in Highland Park, thereby increasing efficacy and breadth of reach (Fisher, Debra. "Focus:HOPE").

Overall, the interview with Fisher on behalf of Focus:HOPE illuminated the aspect of diverse development of community engagement tactics. Of note was the street team methodology which contributed to the rise to the ambassadorship program outlined in the action plan proposal. This practice of place based participatory engagement ensures credibility and decreases concerns of gentrification.

MUNICIPALITY

Jeffrey Nolish with the City of Detroit Planning and Development Department (PDD) was interviewed on June 8, 2016. Nolish works with the city as the Mobility Specialist and is also a Detroit Revitalization Fellow. According to Nolish, there are currently multiple projects that the staff are reviewing as part of their initiatives surrounding transportation. The current I-94 project, which involves the Final Environmental Impact Study as well as The Gordie Howe Bridge and the intent to include pedestrian access as part of the project, are major foci. Additionally, the Delray neighborhood in SWD, the ICG, The I-375 study, and Michigan Avenue bike lanes are of particular interest to the department. The connectivity between the ICG and other city projects has given rise to the development of pamphlets in order to maintain community engagement among all levels, from single residents to organizational leaders. Pamphlet development is further described in the action plan proposal segment of this thesis.

Nolish reported that the PDD is looking at Transit Oriented Development (TOD) in all areas of the city, and are using mobility as a lens to bring the city back. Where people ride and how best to connect neighborhoods to get people downtown and feel invited are elements encompassed in this ideal. Additionally, the PDD is working with the firm Copenhagenize Design Team. Copenhagenize is a multi-disciplinary "go-to team" for cities in all matters relating to bicycle culture, planning, traffic and communications. Copenhagenize approaches every job from the human perspective using design, anthropology, sociology and common sense as points of departure ("About", Copenhagenize Design Team). With Copenhagenize, the PDD is reviewing all of the current community plans to create one standardized map which involves overlaying as many of the existing bike lanes as possible. This particular aspect is being funded by The Knight Foundation, and features a myriad of geographical pieces along the route. All of these pieces are projected to create a transportation network that includes the ICG. This information was utilized in the development of proposal information in regard to signage.

Nolish shared statistical bike data as a means to explore safety and mobility in the city. He relayed that there are 170 bike lanes currently in the City of Detroit with 242 bike routes, and there will be 195 bike lanes by the end of the year. Nolish relayed that Maurice Cox, the Planning Director, prefers protected bike lanes. Cox's long term goal is for families to be able to bike freely and without fear utilizing these lanes. Cox makes the point that a stripe of paint marking a bike lane is not enough to accomplish that goal- it is just the beginning.

Nolish shared statistics of Detroit residents vehicle use in relation to job distribution and commuting patterns. The city, Nolish relayed, is down to a population of 677,116 and of those residents 39.3% are below the poverty level. 66% drive outside of the city to work, 77% of the jobs are outside of the core business district, 26% of the population of the city doesn't own cars, and 50% that do own cars drive without insurance. This information can be utilized along the ICG to engage residents who do not own cars but need to travel around the city.

Nolish agreed with the Capstone that there needs to be more community engagement. He went on to say that the PDD thinks of the ICG as a spine, and that this project can catalyze regional opportunity throughout Detroit. The ICG connects to a number of municipalities including Ferndale, Hamtramck, HP, and Dearborn. It could also potentially connect to Canada. PDD is looking into how the ICG can help people get to work and are meeting with Focus:HOPE and Russell Woods for some answers.

Nolish talked about the TIGER grant application and all of the partners involved in the submittal. In the grant, U.S. Secretary of Transportation Anthony Foxx's language was utilized, that connectivity needs to be improved. In regard to the Liv/McN connection Nolish relayed that the PDD believes that this connection will act as a catalyst to improve economic development. The PDD and Mayor Duggan feel that it is important long term for people to be able to travel from Ferndale to the Detroit Riverfront. The city wants to tie economic hubs together

and link neighborhoods that are disconnected. However, the TIGER grant affiliates, according to Nolish, has very little strategy surrounding community engagement. Aspects of the action plan proposal could be utilized to partner with TIGER grant officials in order to increase community engagement on their end while generating funding sources for the ICG.

One element discussed was ownership on an organizational level, or who will ultimately be responsible for the ICG. Nolish relayed that the PDD wants to work with the DGC to assist in successful execution of programming for the future. Elements such as snow removal and the cleaning of debris were cited as subjects of import for future consideration. Two other elements, funding and phasing, were also included as priorities for the future sustainment of the ICG.

Finally Nolish wrapped up the interview by discussing signage and wayfinding. Nolish relayed that the information should also be available with websites, apps, and other technical aspects in order to increase accessibility across all platforms. Near the close of the interview Nolish shared the tag line that people around the city and the Planning Department have been using which is: "Detroit is not the comeback city, but the come bike city" (Nolish, Jeffrey. "City of Detroit Planning and Development Department").

This interview provided a wealth of information on the status of the Planning and Department and their role with the ICG. Out of this interview, it was confirmed that Mayor Duggan is championing biking in Detroit and he and Maurice Cox want all neighborhoods to have access to amenities within 20 minutes via walking and biking in the future. The Summer 2016 Capstone includes aspects in the action plan proposal to help further this cause and ensure efficacy of programming along the ICG in the future.

SHORTENED SURVEY DESIGN

To apply research methods into an action project, a purposive sampling method was chosen. This was based on organizations that serve intergenerational populations in the communities of Liv/McN, SWD, and HP. The design of the survey combines the purpose and sampling into a physical form. A seven question survey seeks to identify how individuals might support arts & cultural placemaking along the ICG as well as gauging ways respondents may be willing to participate in the future. The survey will be used in four different locations. The survey was conducted in person along commercial corridors in both SWD specifically near Vernor Highway and in HP near the Woodward Avenue Model T Shopping Plaza.

Ten core concepts of the Capstone project were addressed with a resident survey. Rather than addressing ten large concepts which created a broad and tedious survey, a shortened survey was designed to target engagement strategies focused on arts and culture. This purposive survey was then implemented along the commercial corridors in the three focus areas. It is important to note that not all individuals along the commercial corridors were approached, and some who were did not wish to be included in the survey. Individuals who appeared to be a rush were typically not approached, and others simply were not interested in being part of any survey. Those respondents who did participate were asked to answer the following questions.

Greenway Description: The Inner Circle Greenway is a +/- 26 non-motorized pathway encircling the city of Detroit and through the cities of Hamtramck, Highland Park and Dearborn. The Greenway makes use of other existing and planned paths, including the Detroit RiverWalk, Dequindre Cut, Southwest Detroit GreenLink, and the Iron Belle Trail.

Project Description: MCD Greenway Capstone 2016 hopes to identify how arts and cultural placemaking, or bringing together community members to shape public spaces around arts and cultural activities, can be a method of engagement with residents near Livernois/McNichols, in Highland Park, and in Southwest Detroit.

Survey Purpose: The purpose of the survey is to better understand how residents feel about incorporating arts & culture into public space along future greenway paths in their own community.

1. I believe the Inner Circle Greenway should incorporate art made by community members.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Don't know

2. Given the opportunity, would you be interested in contributing to monthly community beautification? If so, please list (mark all that apply)

- a. Helping with arts and cultural projects
- b. Planting flowers
- c. Trash pick up
- d. Pulling weeds
- e. Upkeeping a park
- f. Other _____
- g. None

3. In your opinion, what are the most important benefits and uses of a greenway system? (mark all that apply)

- a. Transportation/Connectivity to Destination
- b. Recreation/Fitness
- c. Access to Nature/Outdoors
- d. Habitat and Environmental Protection/Awareness
- e. Economic Development/Quality of Life
- f. Other_____

4. What destinations would you most like to get to by greenway? (mark all that apply)

- a. Place of work
- b. School
- c. College/ University
- d. Shops and Restaurants
- e. Public Transportation
- f. Parks/Playgrounds

5. What community art would you like to see your neighborhood include? (mark all that apply)

- a. Unique signage
- b. Murals
- c. Bright colors
- d. Sculpture art
- e. Abstract art
- f. Other_____

6. Describe your current neighborhood in 3 words:

- a.
- b.
- c.

7. Describe your ideal neighborhood in 3 words:

- a.
- b.
- c.

SHORTENED SURVEY FINDINGS

Surveys were conducted in person within focus areas during the months of May and June 2016. Interactions were kept conversational to initiate survey participation. Within the areas of Liv/McN and SWD participants provided responses to the predetermined questions whereas in HP participants voiced concerns of the ICG in lieu of answering the provided questions. In total, 19 surveys were conducted including those in HP that did not directly respond to the set questions.

LIVERNOIS/McNICHOLS

Surveying for the focus area of Liv/McN took place within a block of the intersection of Livernois Avenue and McNichols Road. Establishments included Deano's Subs and the Livernois Bike Shop located south of McNichols Road. Surveying continued on Livernois Avenue towards McNichols Road, occurring on the sidewalks and in Nick's Coney Island. The area provided heavy foot traffic on the Saturday afternoon this survey took place. Surveying was easily conducted and individuals were highly approachable and willing to participate. Conducting visual surveys and interviews is often a tool used by UDM MCD students throughout the community contributing to the familiarity of participants being approached. Observations recognized the recent beautification enhancements completed on Livernois Avenue. It is possible that because stakeholders have been seeing increasing improvements to the physical landscape of Livernois Avenue, they were more willing to participate in a survey regarding their opinion of arts and culture and the greenway in the area.

Of the eight individuals surveyed within Liv/McN, seven agreed art was important to incorporate along the greenway and six listed trash pick up of a way to contribute to beautification of the greenway in their neighborhood. Economic development was chosen by six participants as an important benefit of the greenway and four participants selected school, dinner, shopping, parks and recreation as likely destinations to



Fig. 81 Mano de Obra Campesina (Hands of the Peasant Labor) is a mural representing Hispanic heritage in Southwest Detroit

utilize the greenway to patronize. Lastly five of the eight participant selected either murals or bright colors as their preferred art along the greenway within their neighborhoods.

SOUTHWEST DETROIT

In SWD, respondents were approached near Clark Park along the commercial corridor of Vernor Highway. A total of five respondents answered the survey questions out of the nine people approached. Of the five respondents, three presented as feminine while two presented as masculine. Most appeared to be under the age of 60,

although this information was neither given nor requested in the survey process. Respondents were positive regarding the DGC and regarding more culturally representative art being implemented along the path. Many said that they would be willing to participate, most frequently by planting flowers. In SWD, murals such as “Mano del Obra Campesina (Hands of the Peasant Labor) represent Hispanic Heritage (Fig. 81) (“Detroit’s Murals...” Detroit Metro Times”). These murals are frequently integrated with the commercial lanscape, many respondents stated they would continue to support community art with similar intentions of representations.

HIGHLAND PARK

Surveying in HP took place at the Model T Shopping Plaza located at Woodward Avenue and Manchester Street on May 11th. This sampling necessitated a conversational approach which loosely followed the curated survey template. With support from a community partner, individuals were approached to inquire about opinions of the ICG through HP. The location of the ICG proposed route was not specifically mentioned, and participants utilized experiences with automotive traffic on main roads in order to express concerns and optimism. Out of eight individuals approached, six participated in the survey by engaging in dialog.

Participants informed the conversation toward matters of importance, with questions from the survey mentioned once a rapport was established. To this end, respondents unanimously agreed that safety and lighting were of utmost concern. Safety in particular was emphasized by community members referencing to traffic on Woodward Avenue as 'wild and out of control.'

Signage, as a method of safety, was a third key concern mentioned. Of particular note, four respondents mentioned that they would utilize the ICG for transportation and as a means for connectivity to destinations. This correlates directly to question 3 on the survey, "In your opinion what are the most important benefits and uses of a greenway system?" Participants otherwise discussed elements not addressed by the survey.

Overall, participants appeared to be people of color, specifically Black or African American. Gender was perceived subjectively to be feminine in presentation, although it was not expressly articulated by any respondents and therefore cannot be assumed. Ages of respondents appeared to range diversely from late teens to early 60's.

SURVEY FINDINGS

A comparison of all survey responses has been created to better understand how stakeholders within the focus areas may respond to community engagement along the greenway. It is important to note that written results do not entirely reflect the amount of engagement and feedback which occurred during surveying, as conversational responses were a large factor in HP's survey experience. Many concerns and responses were done verbally through conversation in HP, not in a survey response.

When surveyed on the importance of art incorporated into the greenway, 88% of Liv/McN residents and 100% of SWD respondents agreed it was important, and 100% of HP respondents did not answer the specific question (Fig 82). When answering survey questions regarding likely contribution to community beautification, 75% of Liv/McN respondents chose trash pickup as a way to help, 60% of respondents in SWD chose

trash pick up and art contribution, and 100% of HP participants did not answer the specific question (Fig 83). Survey results regarding the benefits of the greenway reflected that over 60% of all focus area respondents agreed that transportation was an advantage of using the greenway (Fig 84).

When asked about likely destinations to use the greenway to get to, 50% of Liv/McN respondents chose all options, work, school, university/college, shops/ dining, public transportation, and parks/ playgrounds, as likely destinations. 80% of respondents from SWD chose public transportation and parks as likely destination to use the greenway to get

INCORPORATION OF ART

AGREE to the Importance of Art



NO RESPONSE to the Importance of Art



Fig. 82 Response to survey question regarding importance of art

BEAUTIFICATION CONTRIBUTION

Art + Culture



Planting Flowers



Trash Pick Up



Weeding Flowers



Upkeep of a Park



Other



BENEFITS

Transportation/Connectivity



Recreation/Fitness



Nature/Outdoors



Habitat/Environment



Economic Dev./ Quality of Life



Other



Fig. 83 Response to survey question regarding contribution of contribution

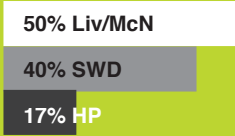
Fig. 84 Response to survey question regarding benefits of ICG

to, and 17% of HP respondents chose work (Fig 85). Lastly the survey asked about the preferred art each focus area would like to see along the greenway in their community. 63% of Liv/McN respondents chose bright colors, 100% of SWD chose murals, and 100% of HP respondents did not answer (Fig 86).

Answers from the respondents of the Liv/McN intersection reflect a willingness and desire to participate in future community engagement involving the DGC. SWD respondents mirrored a similar response to those surveyed near the Liv/McN intersection. SWD's residents' current art and culture involvement and presence within in the area corresponds with a willingness to participate in future DGC community engagement. Although many of the participants in HP did not formally complete the survey, they offered conversational insight to concerns in their neighborhood. Respondents addressed concerns like safety and lighting, rather than art and culture. Although HP's surveys do not fully inform the Capstone on questions regarding community engagements and arts, it brings attention the needs for each community. The completion and analysis of surveys helps to direct paths for community engagement within the focus areas.

DESTINATION

Work



School



College/University



Shops/Dining



Transportation



Parks/Playgrounds



PREFERRED ART

Unique Signage



Murals



Bright Colors



Sculpture



Abstract Art



Other



Fig. 85 Response to survey question regarding use of ICG

Fig. 86 Response to survey question regarding preferred art along ICG

CHAPTER FIVE

ASSIST

MAAPT

Fig. 87 View to downtown Detroit From Willam G. Milliken State Park and Harbor

T

ING



ASSET MAPPING

As defined by the University of Detroit Mercy (UDM) Master of Community Development (MCD) Program, asset mapping is the plotting of spaces in a geographical area which add to the quality of life of residents in and around the area. Asset Mapping illustrates the execution of investigative methods and labeled in accordance with the framework of *Planning to Stay* by William Morrish and Catherine Brown. The authors define essential areas of a neighborhood in the following ways:

- Homes and Gardens: Residential properties and yards
- Community Streets: Pedestrian scale
- Neighborhood Niches: community oases
- Anchoring Institutions: Museums, Libraries and Churches
- Market and Commercial Streets: Grocery stores and Pharmacies
- Public Gardens: Outdoor spaces open to the public
- + Arts and Cultural: Institutions and installations

Arts and Cultural assets were added to the *Planning to Stay* framework to reflect the scope of the Capstone projects interests of placemaking and community engagement process. Each of these components of the framework have been mapped and investigated in each of the focus areas: Livernois/McNichols (Liv/McN), Southwest Detroit (SWD), and Highland Park (HP) in addition to the +/- 26 mile loop that comprises the Inner Circle Greenway (ICG).

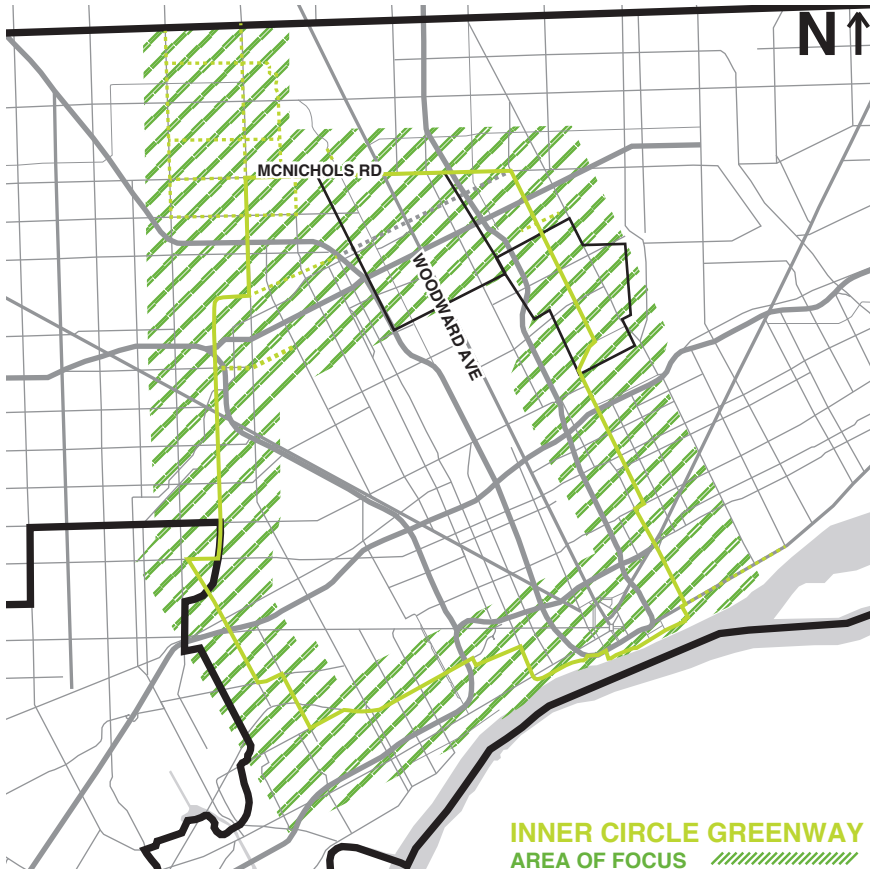


Fig. 88 Focus Area of Inner Circle Greenway for Asset Mapping

+/- 26 MILE INNER CIRCLE GREENWAY FOCUS AREA

Assets along the entire loop have been identified within a one square mile radius of the ICG (Fig. 88). This distance of one mile was determined to for consistency with the three focus areas each of one square mile. Additionally, the area of focus extended to include the area near the Liv/McN focus area that incorporates the neighborhood connectors and the future extension of the rails-to-trails segment through HP.

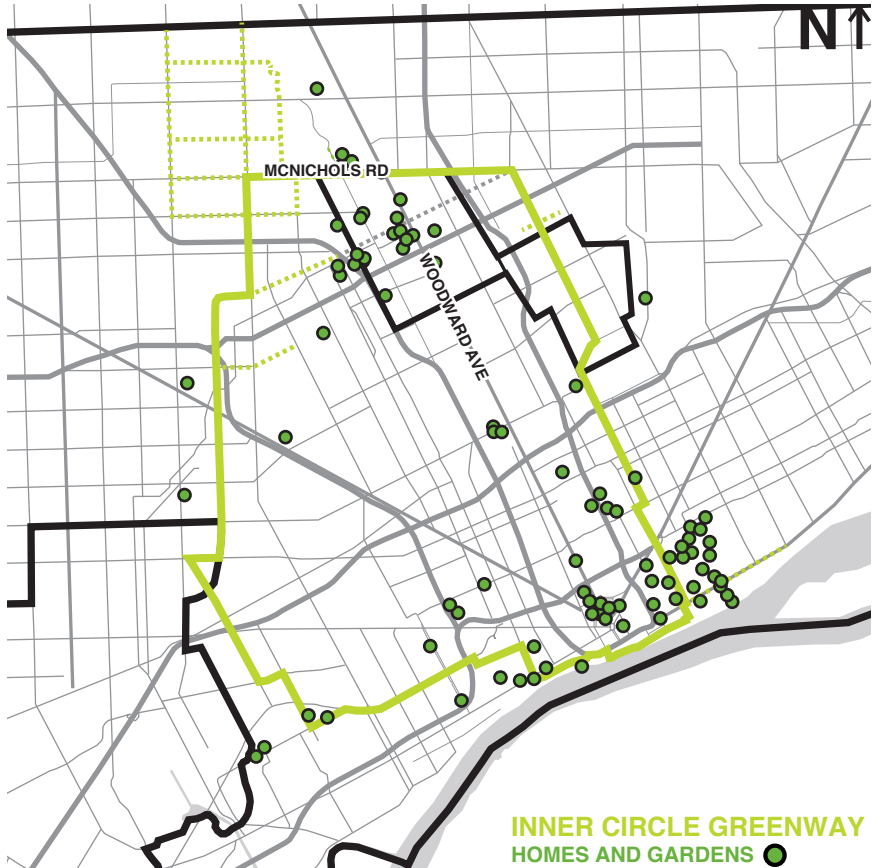


Fig. 89 Identified Homes and Gardens of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY HOMES AND GARDENS

Homes and Gardens, or residencies and yards, were observed along the route though not thoroughly mapped at the +/- 26 Mile loop scale. Mapped are identified areas of multi-unit residential buildings (Fig. 89). Though not fully encompassing of density along the ICG, mapping this asset created an initial perspective of where higher concentrations of residents who may be using the IGC live.

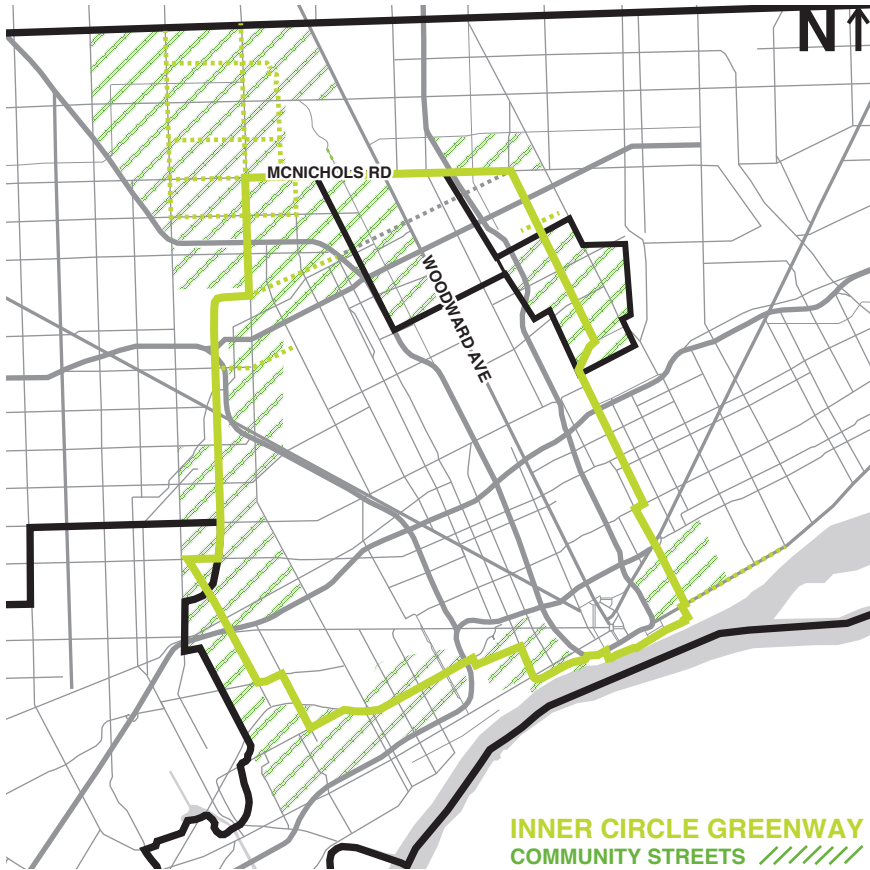


Fig. 90 Identified Community Streets of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY COMMUNITY STREETS

Community Streets mapped at the +/- 26 Mile loop scale with nearest proximity to the ICG indicate the presence of residential and human scale streets in proximity to the ICG (Fig. 90). The region of the trail that contains the most community scaled streets is most adjacent to the Liv/McN focus area with the fewest being near the northern most end of the Dequindre Cut as it becomes an on road bike lane at St. Aubin Street.

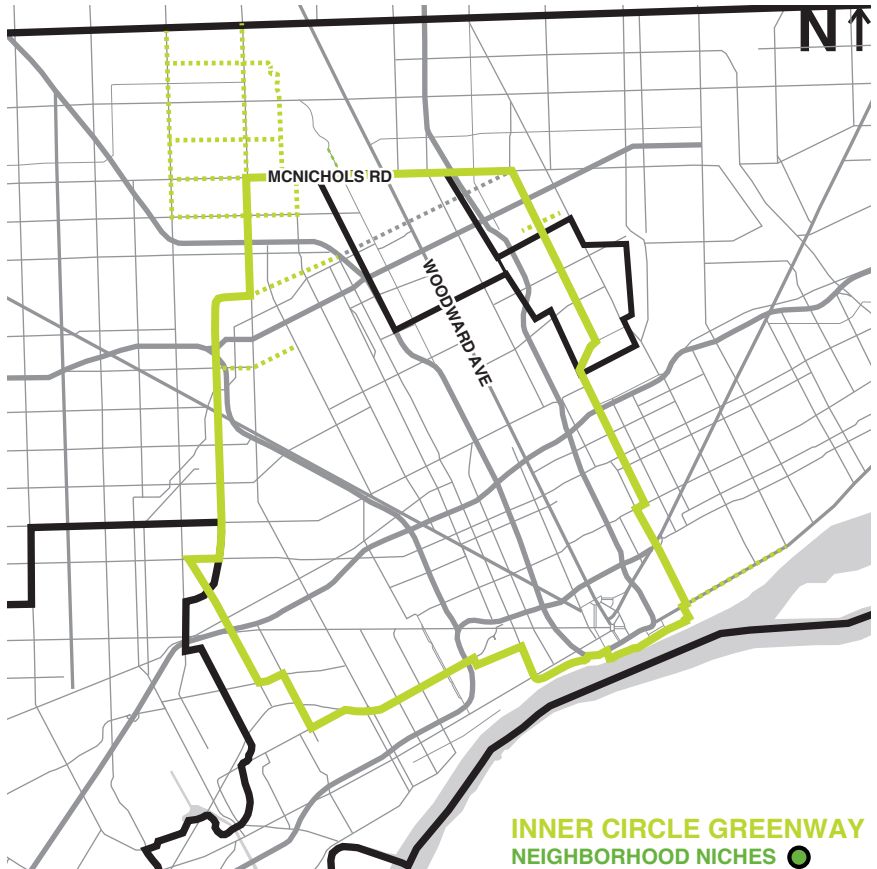


Fig. 91 Identified Neighborhood Niches of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY NEIGHBORHOOD NICHES

Neighborhood Niches are oases in communities where residents and other individuals gather to meet and connect. Niches are of particular importance, as any location can be a niche and are defined by the user, thus difficult to identify at the scale of the ICG route (Fig. 91). For this reason, only a handful of Neighborhood Niches are identified in the three focus areas along the route.

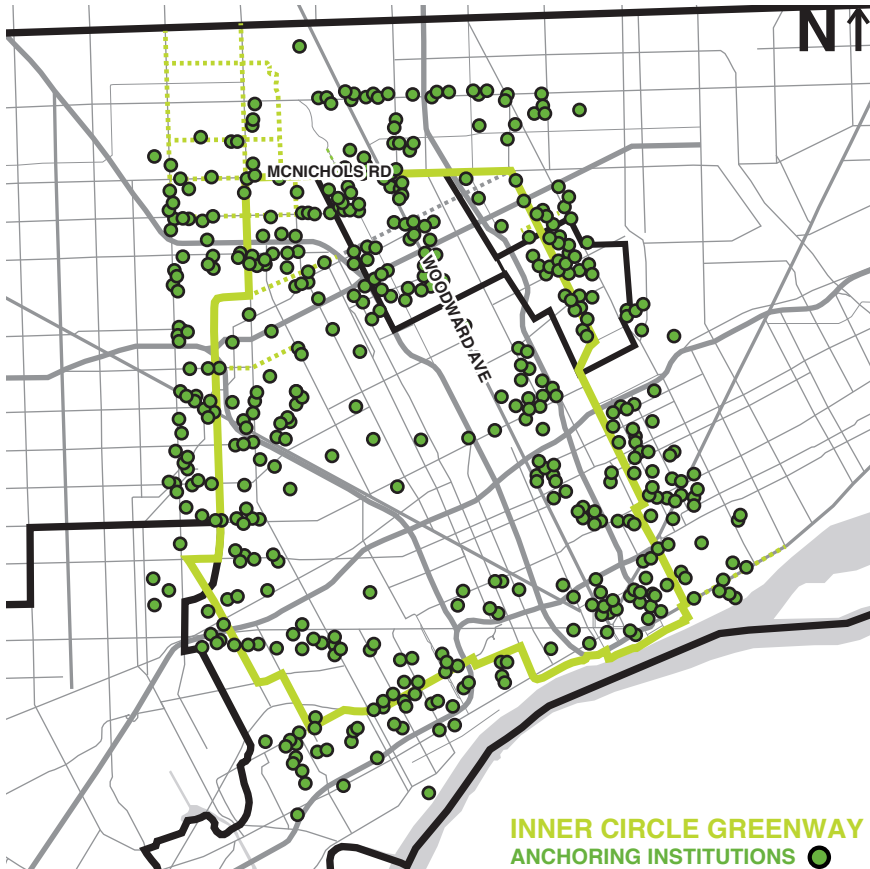


Fig. 92 Identified Anchoring Institutions of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY ANCHORING INSTITUTIONS

Across the +/- 26 Mile loop, largest category of mapped assets is anchoring institutions (Fig 92). The Cities of Detroit, Highland Park, and Hamtramck are rich with in both volume and diversity of these institutions. The subcategories examined include faith-based institutions and academic centers which serve the residents throughout the area. Understanding the physical proximity of these resources in relation to the greenway allows for physical connections to be made as well as the opportunity to explore partnerships of establishing a sense of ownership.

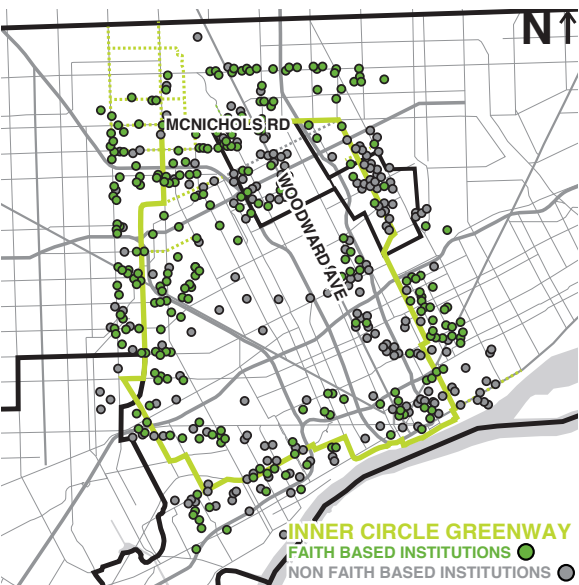


Fig. 93 Identified Faith Based Anchoring Institutions of the 26 Mile Loop of the Inner Circle Greenway

Faith-based institutions were identified due to prevalence as well as the role they have in serving the communities. As observed throughout the MCD courses Physical Development and Diversity and Multiculturalism, faith-based institutions play predominant roles in the communities by providing much needed services to supplement the lack of resources to residents from the public sector (Fig. 93). Through performing an in depth SWOT analysis, potential relationships of mutual support are cultivated.

Much like faith based institutions, academic centers fulfill an expanding role of needs of students and their

caregivers as seen through the programming available specifically at Detroit Public Schools. Supportive services include health clinics, parent resource centers, and free summer camp. Additionally, lunch and programs are provided for students over the weekend and summer through support from food distribution programs such as Gleaner's Food Bank ("Lafarge-Holcim Foundation..." Gleaner's Food Bank).

Noteable anchoring institutions include Focus:HOPE, which the ICG directly passes behind, and Southwest Solutions. Both of these institutions are highly engaged in ensuring the quality of life of residents within their geographic areas. These are two of the countless organizations and institutions throughout the cities of Detroit, Highland Park, and Hamtramck and serve an important role of merging social connectivity with physical connectivity through proposed partnerships. Additional anchoring institutions include but are not limited to police departments, fire stations, medical institutions, employment centers, and civic buildings such as City Hall.

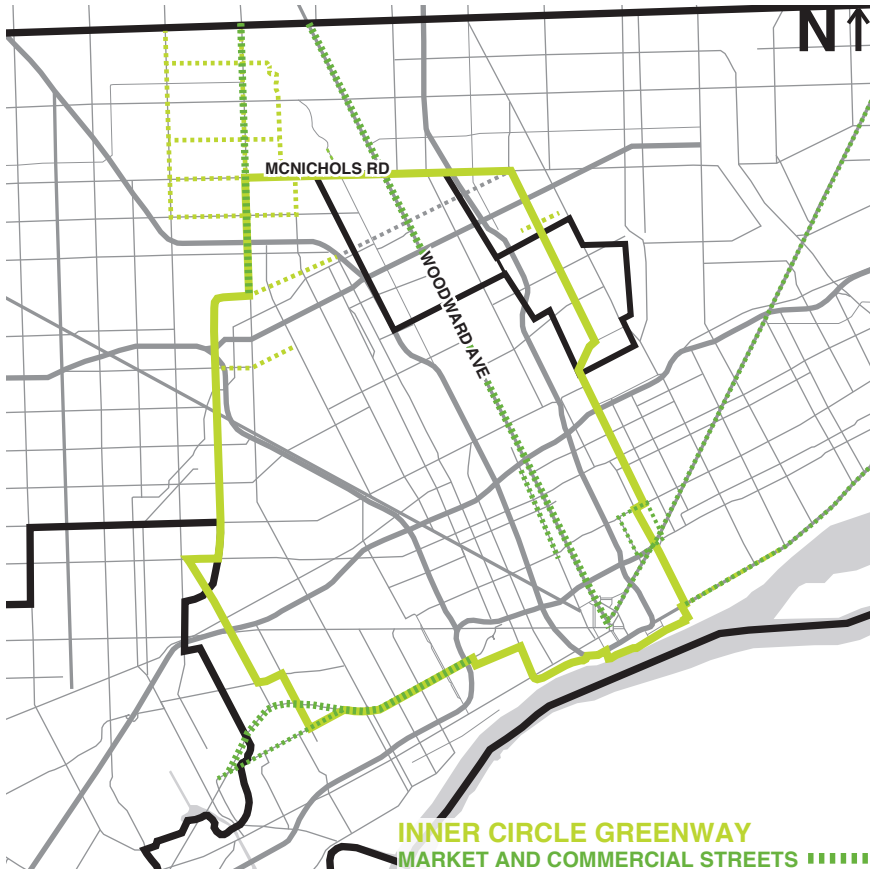


Fig. 94 Identified Market and Commercial Streets of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY MARKET STREETS

The Market and Commercial Streets along the route of the ICG include grocery stores and fresh food markets (Fig 94). What was discovered through identifying these assets of the community is that there are many full service grocery stores within the a one mile proximity to the greenway. This discovery is highly significant when compounded with insights from Dr. Abdule El- Sayed, MD, D Phil who is the Executive Director & Health Officer at the Detroit Health Department (El-Sayed, Abdule Dr. “Environmental Health”). Dr Abdule El-Sayed defines Detroit as a food swamp rather than a food desert. The difference being that



Fig. 95 Gratiot Liquor Party Store

residents of Detroit, and similarly residents of HP and Hamtramck, have access to food, however it is most accessible at party stores and gas stations (Fig. 95). Thus, the quality shifts the definition to being a food swamp rather than desert. Dr. El-Sayed further discussed how the accessibility of food choices is highly determined by accessibility to transportation. The discussion detailed how residents of Detroit, HP, and Hamtramck are limited if they do not personally possess private transportation. This understanding of importance lead to the identification of quality food as an asset within proximity to the greenway.

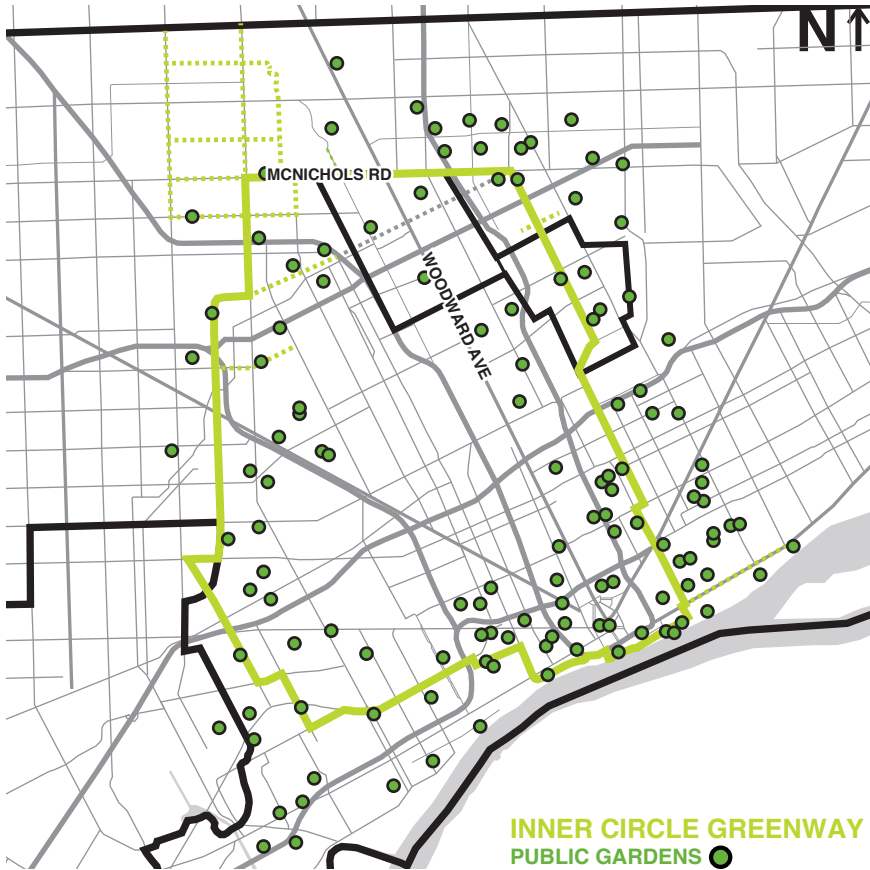


Fig. 96 Identified Public Gardens of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY PUBLIC GARDENS

Physically mapping the locations of parks and green spaces provides the opportunity to assess the connectivity between the spaces in the establishment of forming a network (Fig 96). Without scientific measure, a visual analysis indicates that many parks are within the one mile breadth of the ICG but very few are within the immediate proximity. Additionally there are a few areas along the greenway that lack accessibility to parks in particular. The trail system would be able to supplement particularly in the case of the rails to trails system.

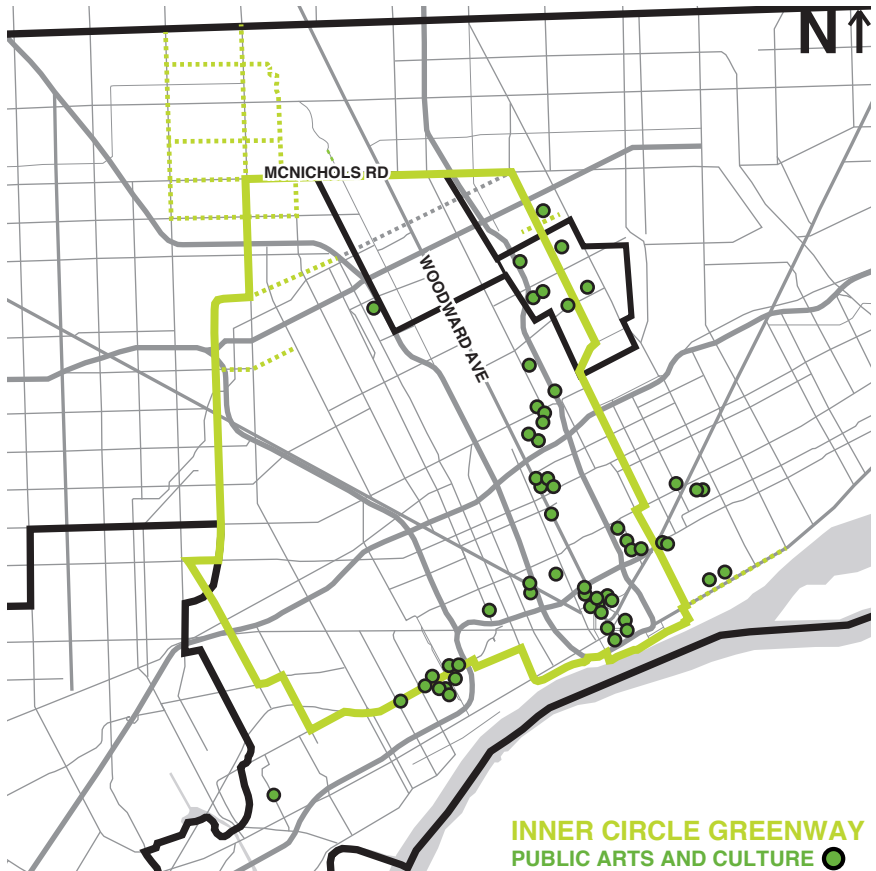


Fig. 97 Identified Public Arts and Cultural Assets of the 26 Mile Loop of the Inner Circle Greenway

+/- 26 MILE INNER CIRCLE GREENWAY PUBLIC ARTS + CULTURE

Public Arts and cultural assets mapped across the entire ICG illustrate the immense richness of the Cities of Detroit, HP, and Hamtramck with the highest concentration within the civic center and Midtown of Detroit (Fig. 97). Included in the mapping are institutions large and small that promote the arts or cultural activities. Additionally, known art installations, plazas with public art, and organizations that support cultural identity have been mapped. Notable assets such as Detroit Institute of Arts as well as historic landmarks/districts and architecture have also been mapped to show increased accessibility through the use of the ICG.

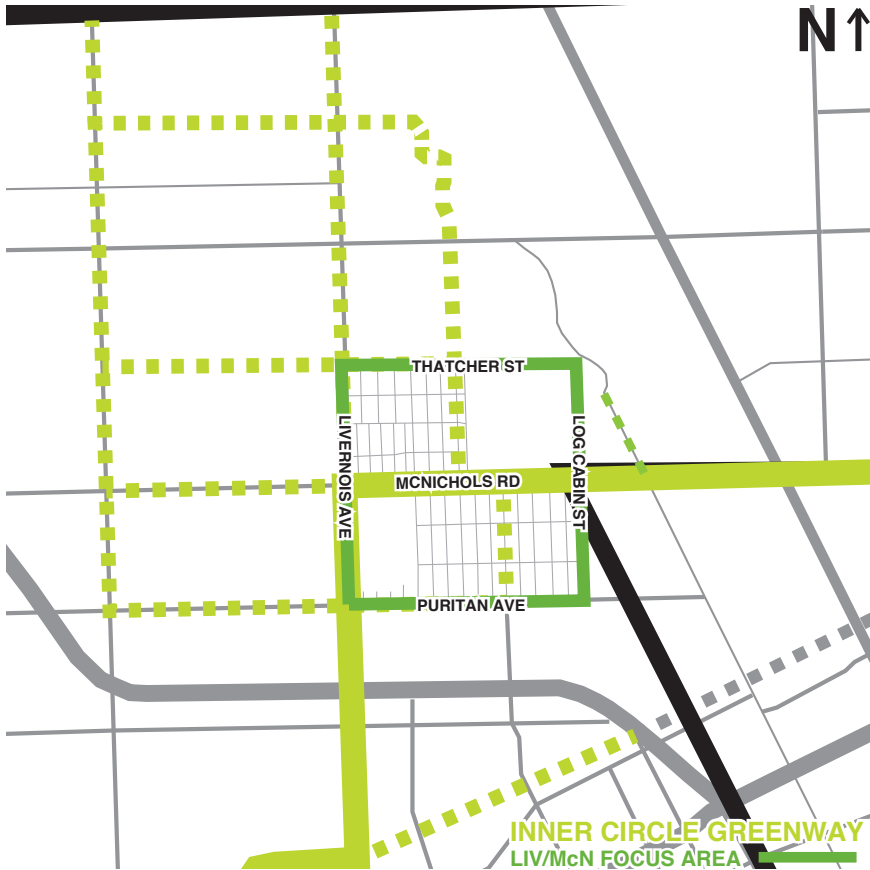


Fig. 98 Focus Area of Livernois Avenue and McNichols Road (Liv/McN)

LIV/MCN FOCUS AREA

The Liv/McN focus area evolved out of the rerouting of the greenway to encompass the UDM through on-street bike lanes to be installed on Livernois Avenue at McNichols Road. The one square mile area was positioned to include UDM on the western most portion and to be within the greatest proximity to HP (Fig. 98). The rerouting through HP has been phased and its construction will be determined by funding availability. Boundaries for this investigation include Thatcher Street to the north which extends through the Detroit Golf Club, Log Cabin Street on the east, Puritan Avenue on the south and Livernois Avenue on the west.

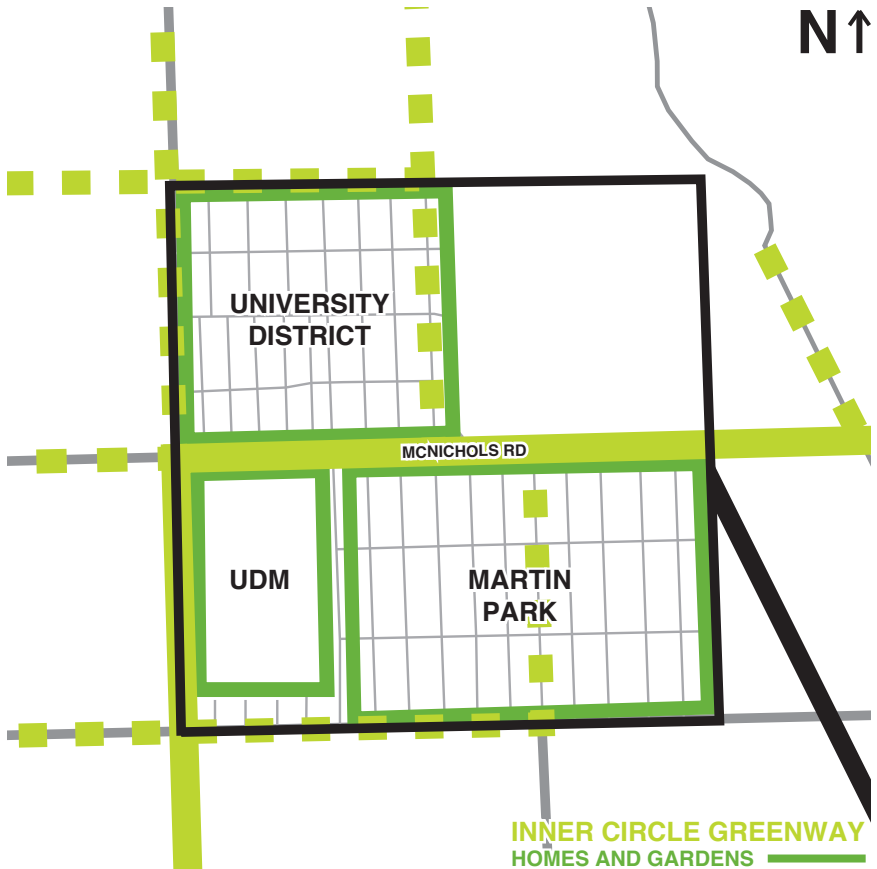


Fig. 99 Identified regions of Homes and Gardens within Liv/McN

LIV/MCN FOCUS AREA HOMES AND GARDENS

Homes and gardens within this geographic area of Liv/McN represent some of the largest disparities within the City of Detroit as the neighborhoods of the University District and Martin Park are economically very different from one another (Fig 99). The homes in the University district are typically larger and well maintained featuring landscaping and manicured lawns, whereas the homes in Martin park are in various levels of disrepair. Some of the homes in Martin Park need expected repairs due to age while others are in desperate need of repair from years of neglect, fires, and/or blighted conditions.

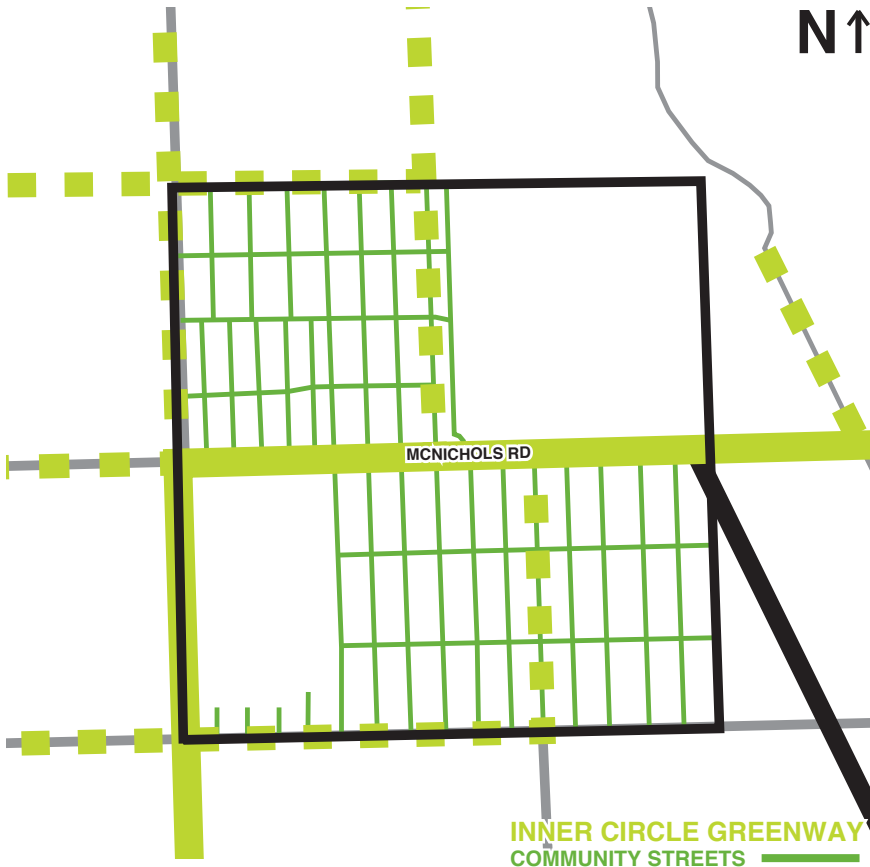


Fig. 100 Identified Community Streets within Liv/McN

LIV/MCN FOCUS AREA COMMUNITY STREETS

Community Streets are divided by McNichols Road separating University District and Martin Park which differ greatly from one another (Fig. 100). University District displays well groomed streets and sidewalks where people are frequently seen walking their dogs where as the streets in Martin Park are less maintained. The streets in Martin Park are occupied by parked cars and debris. However, despite the physical conditions of the community streets within each neighborhood, both provide opportunities for increased activation based on the presence of front porches and driveways.

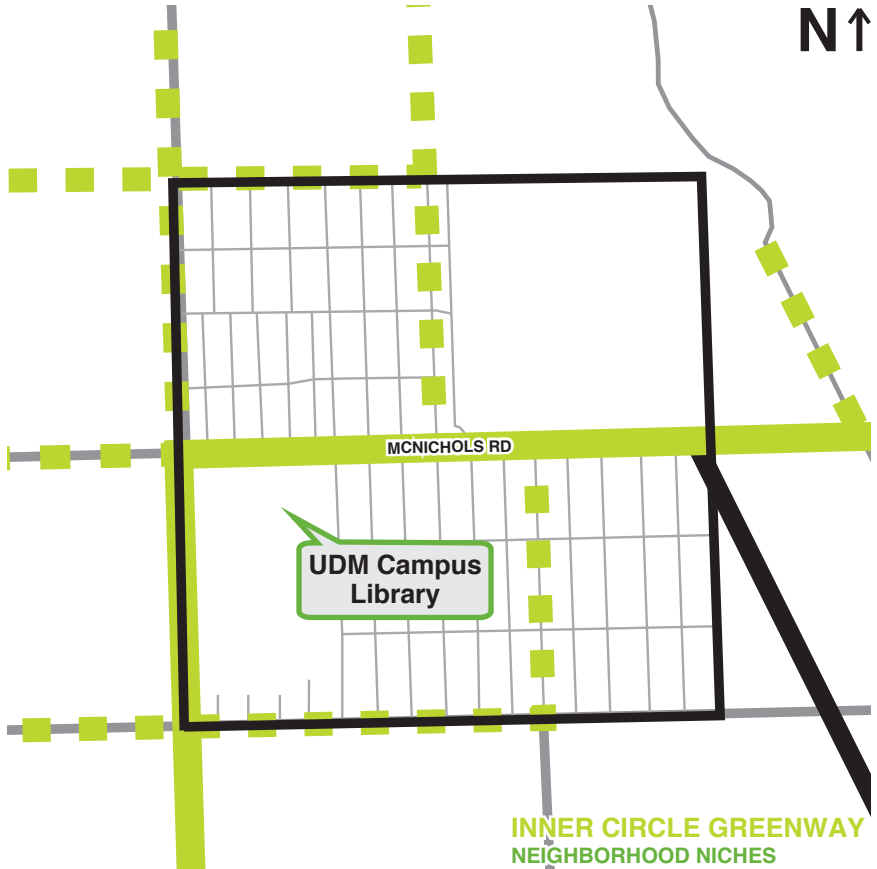


Fig. 101 Identified Neighborhood Niches within Liv/McN

LIV/MCN FOCUS AREA NEIGHBORHOOD NICHES

The potential of more identifiable niches may increase with the presence of the ICG. Currently, through observation only, the campus library at UDM is the only known neighborhood niche in the Liv/McN focus area (Fig. 101). The library serves as a place for students to complete assignments and work with classmates and is enclosed to the community at large. Near the Liv/McN focus area are restaurants and Good Cakes and Bakes that is also a coffee shop that possess the qualities of being a neighborhood niche as they are inviting and residentially scaled.

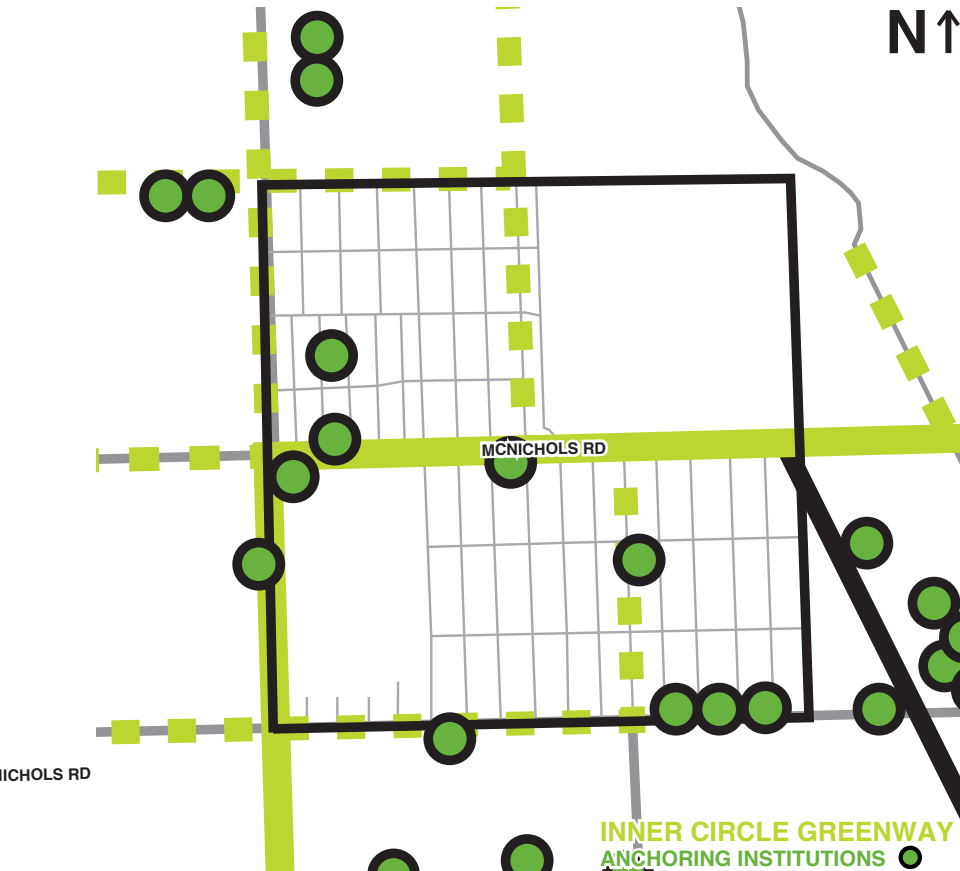


Fig. 102 Identified Anchoring Institutions within Liv/McN

LIV/MCN FOCUS AREA ANCHORING INSTITUTIONS

Anchoring institutions are defined to include faith based organizations, academic institutes, and other civic services. Within this geography, faith based institutions are predominantly located along Puritan Avenue with the inclusion of the University of Detroit Mercy and Gesu Catholic Church which are each both faith based and academic institutions (Fig. 102). An additional academic institution is Paul Robeson Malcolm X Academy which is part of the Detroit Public School system.

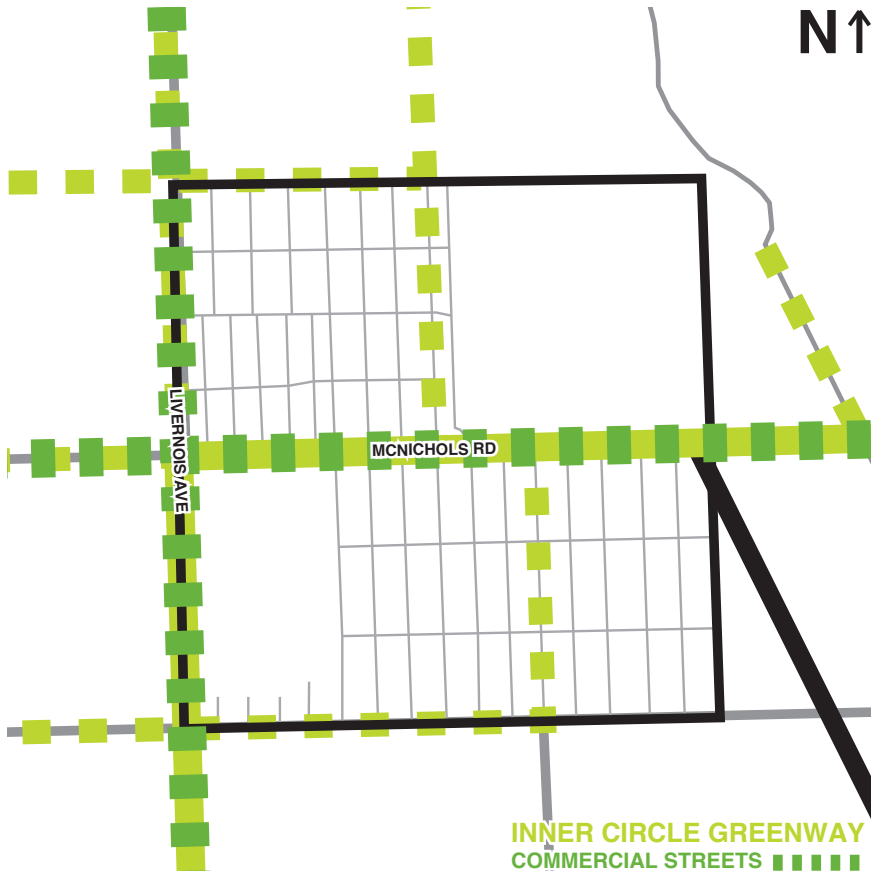


Fig. 103 Identified Commercial Streets within Liv/McN

LIV/MCN FOCUS AREA COMMERCIAL STREETS

The two primary commercial streets within Liv/McN are Livernois Avenue running north-south and McNichols Road running east-west (Fig. 103). The presence of Livernois Avenue is one of the greatest assets in this focus area as it has a long history of being the Avenue of Fashion. Current initiative to reactivate Livernois Avenue include the Build a Better Block program implemented in part by the Detroit Collaborative Design Center out of the University of Detroit Mercy. McNichols Road, though not as well recognized is similar in scale and traffic volume to McNichols Road and will benefit greatly from the installation of the ICG.

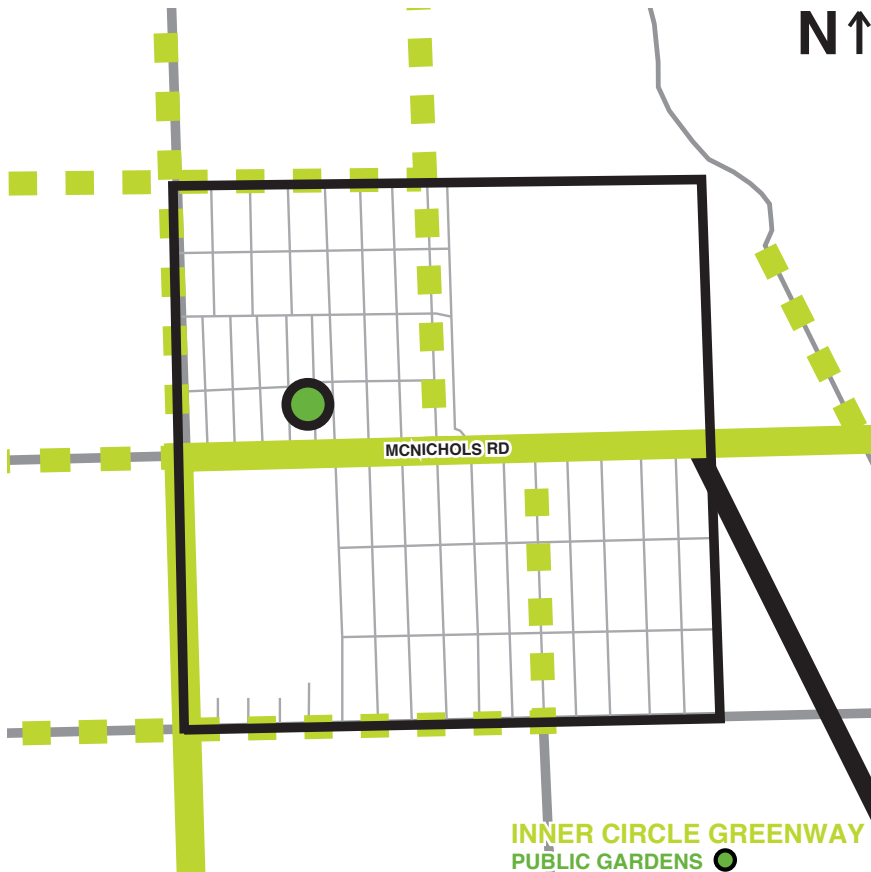


Fig. 104 Identified Public Gardens within Liv/McN

LIV/MCN FOCUS AREA PUBLIC GARDENS

The presence of Public Gardens in the form of parks and play fields throughout the Liv/McN are minimal (Fig. 104). Of note, a private golf course and a private university exist in this focus area and are each enclosed with fences to keep the community at large off of the properties. Public green spaces include the playfield associated with Paul Robeson Malcolm X Academy, the playground associated with Gesu School, and the Belden Tot Lot which is the only officially public garden.

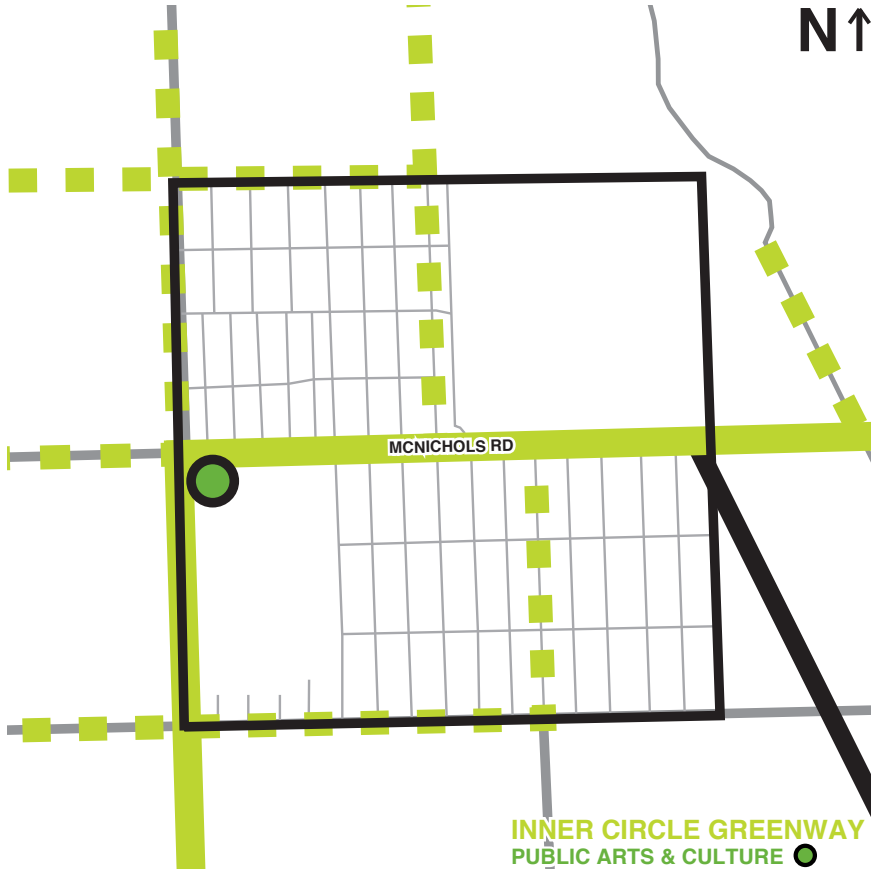


Fig. 105 Identified Public Arts and Cultural Assets within Liv/McN

LIV/MCN FOCUS AREA PUBLIC ARTS AND CULTURALS ASSETS

Public Arts and Cultural assets are underrepresented in Liv/McN with assets being centric to the university (Fig 105). Within the University are a performing arts department, religious studies programs, and an active cultural program. Each of these departments host a multitude of events and provide presentations throughout the academic year that contribute to arts and cultural exchanges. A higher prevalence of fine arts exists further to the north through the reprogramming of the Avenue of Fashion by businesses and galleries located near 7 Mile Road.

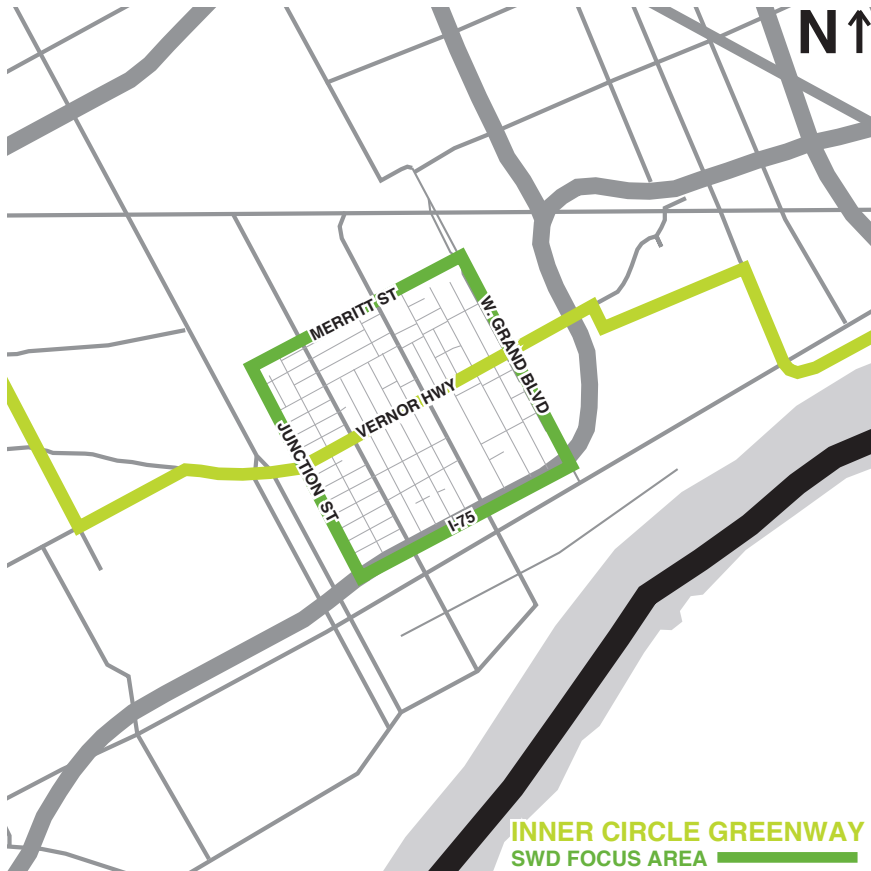


Fig. 106 Focus Area of Southwest Detroit (SWD)

SWD FOCUS AREA

The boundaries of the SWD focus area are one half mile North at the rail road, West Grand Boulevard to the east, Interstate 75 to the south and Junction Street to the west (Fig. 106). In comparison to the other focus areas, SWD shows evidence of strong cultural identities and is home to the largest grouping of arts and cultural institutions. Overall, the area is also highlighted by strengths in the assets of public gardens and anchoring institutions. Assets in this area present themselves as means of supporting young adult home owners who enjoy alternative housing as well as older residents who prefer the classic one-bedroom option.

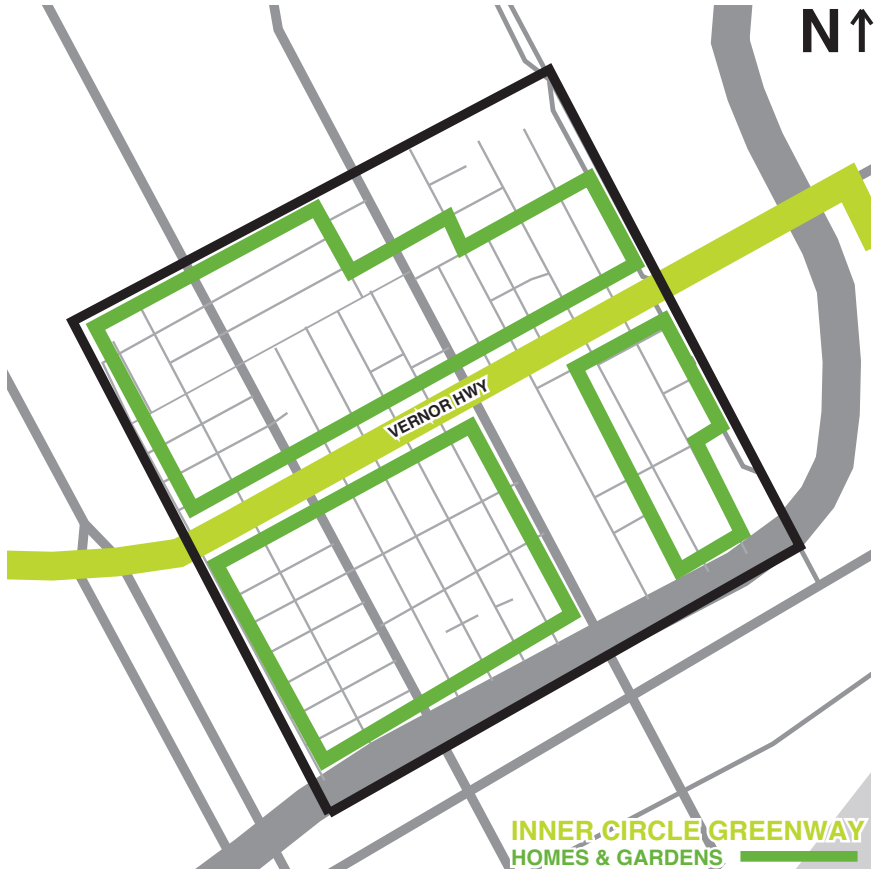


Fig. 107 Identified regions Homes and Gardens within SWD

SWD HOMES AND GARDENS

Homes and Gardens within SWD vary in size and condition though homogenous within the focus area and separated only by Vernor Highway and Clark Park (Fig. 107). Additionally, while SWD has not been immune to the blight and vacancy that has spread across the city of Detroit, the population has stayed more stabilized, as previous sections of this paper detail, which has led to a higher level of occupancy and stabilization. In general, much of the community is comprised of single family, two story houses that are maintained by their residents. Some of the art that is seen in yards of homes reflects Hispanic heritage.

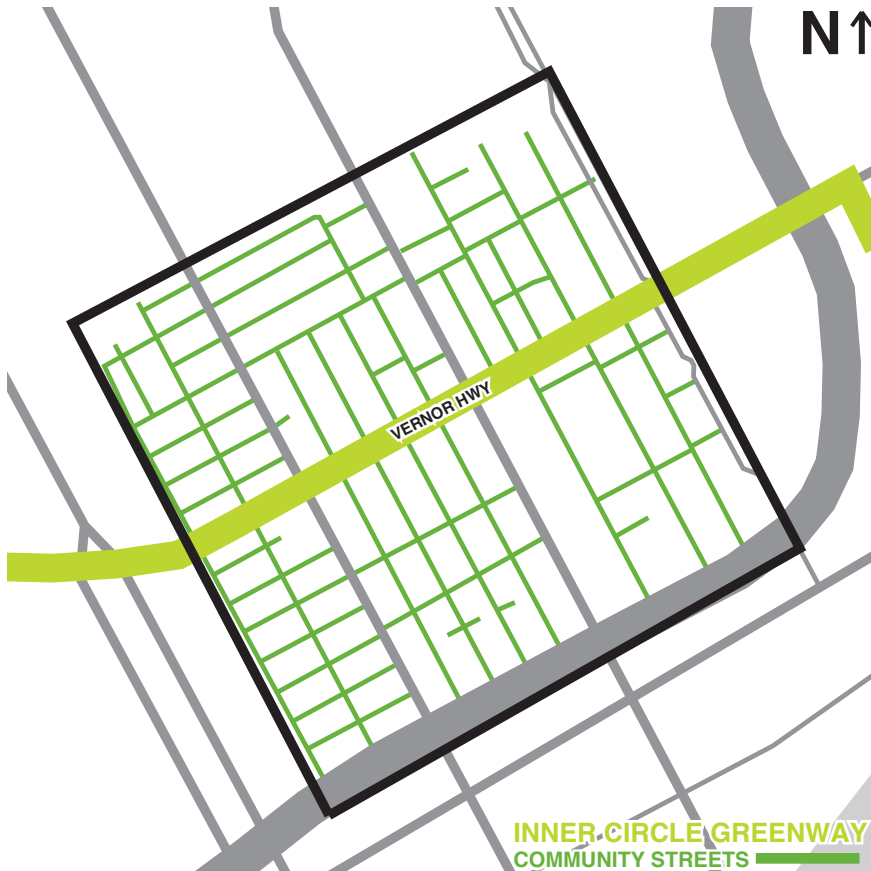


Fig. 108 Identified Community Streets within SWD

SWD COMMUNITY STREETS

Community Streets in SWD are prevalent within the focus area based on the amount of residential fabric (Fig. 108). They are fronted by homes with entrances off of the street and vehicles parked on the side of the road. These two features provide opportunities for residents to meet each other in casual exchanges. Throughout the whole region of Southwest Detroit, arts and cultural expressions are often exhibited at the pedestrian scale on the community streets in the form of personalization of yards and at the larger scale the installation of murals.

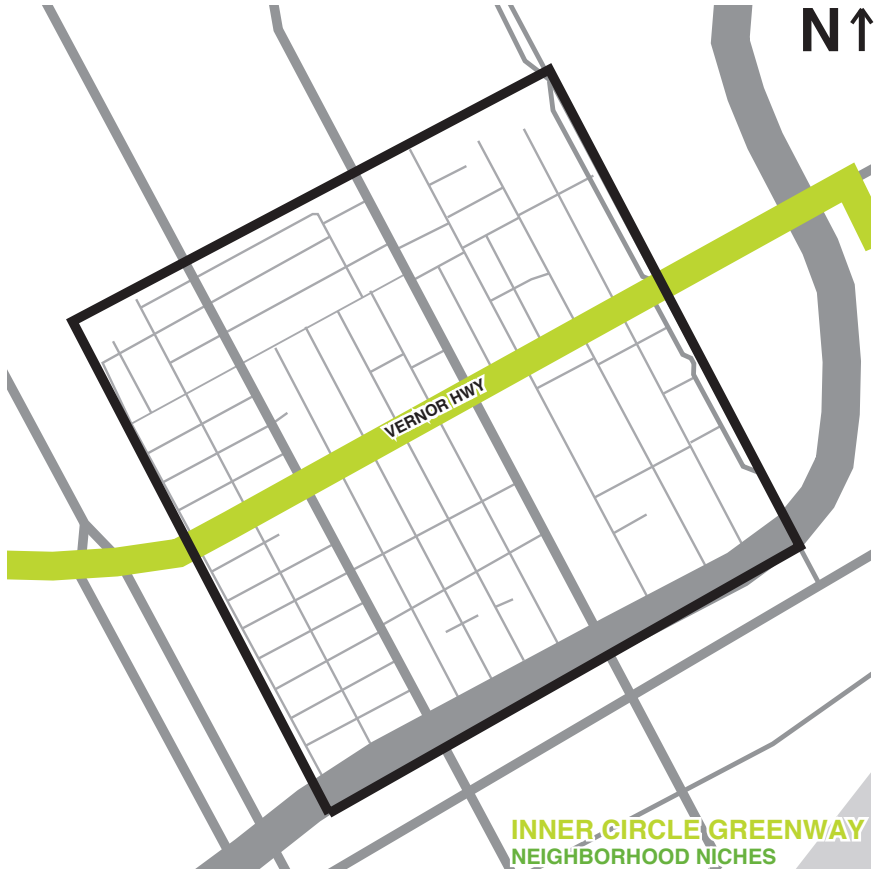


Fig. 109 Identified Neighborhood Niches within SWD

SWD NEIGHBORHOOD NICHES

The physical environment along Vernor Highway is conducive for forming Neighborhood Niches given the presence of Southwest Detroit Business Association (SDBA) investments and the activation of the streets by commercial properties such as grocery stores, restaurants and pharmacies. These places naturally provide opportunities for people to engage one another and are further supported by the activation of space with murals representing the cultural identity of SWD. The installation and support of the ICG may increase visibility to known niches by increasing connectivity and accessibility (Fig. 109).

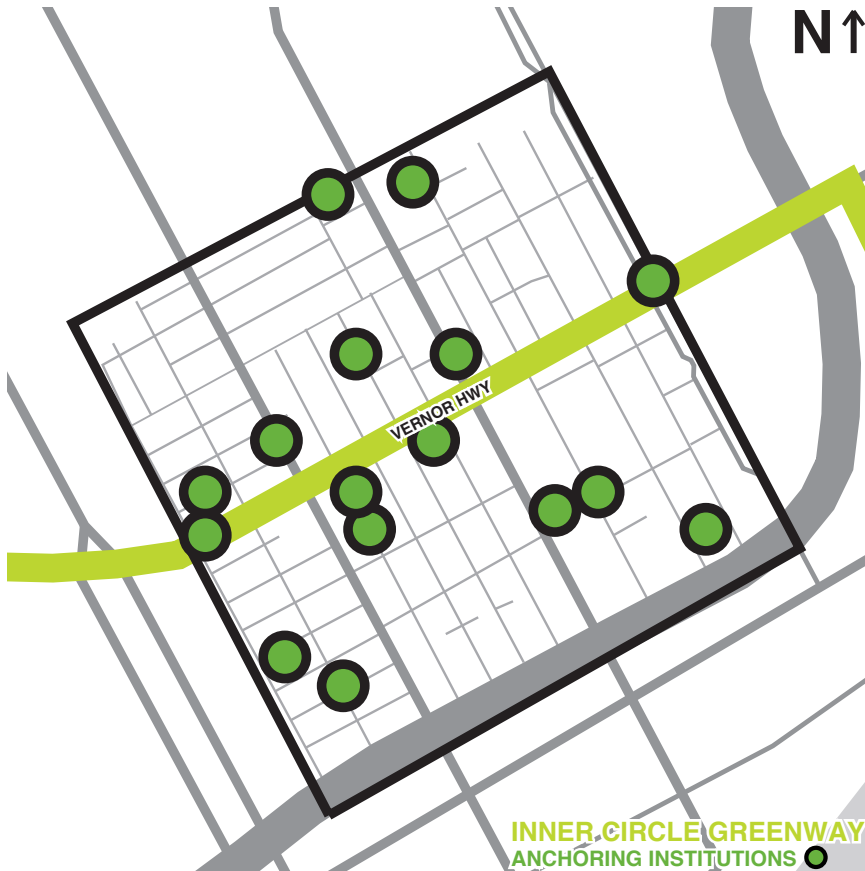


Fig. 110 Identified Anchoring Institutions within SWD

SWD ANCHORING INSTITUTIONS

Several predominant anchoring institutions can be found along Vernor Highway, while even more are located within the residential neighborhoods to the north and south (Fig. 110). One particularly important anchoring institution is Detroit Cristo Rey High School. Located along Vernor Highway, the building stands at the edge between the residential neighborhood and the thriving commercial corridor. Cristo Rey is a Catholic High School known regionally for providing superior college preparatory education to students from economically disadvantaged backgrounds ("About Us." Detroit Cristo Rey High School).

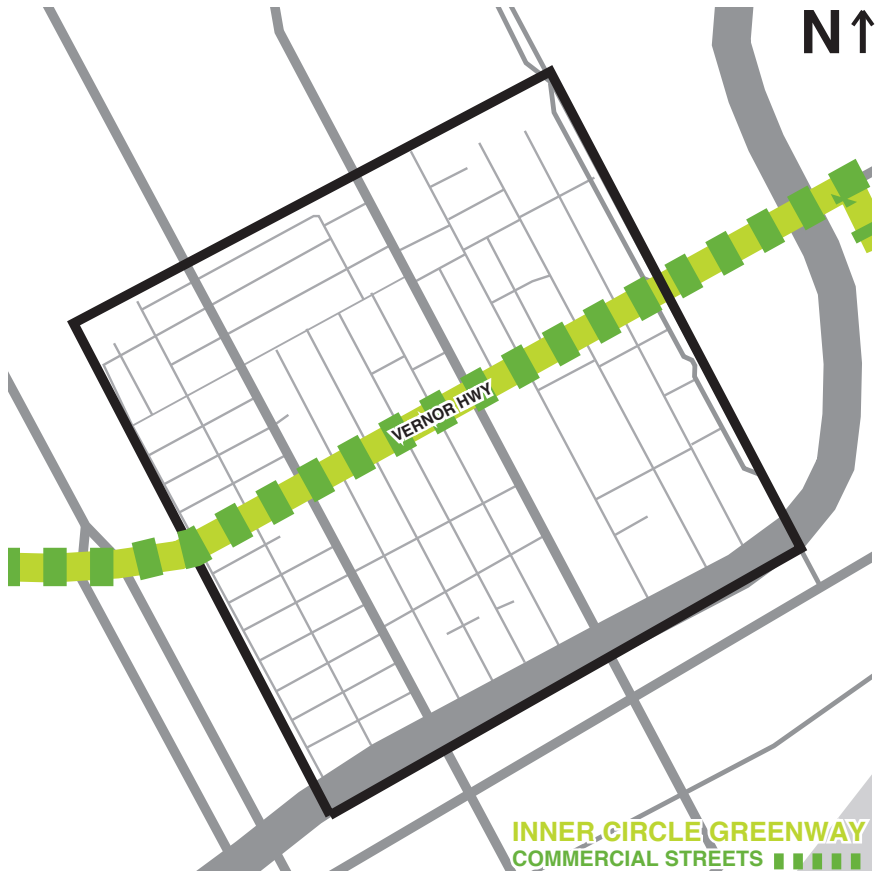


Fig. 111 Identified Commercial Streets within SWD

SWD COMMERCIAL STREETS

Vernor Highway transects the SWD focus area with a variety of small business to include grocery stores, restaurants, pharmacies and bakeries (Fig. 111). These commercial spaces are supported by the increased level of visibility as Vernor Highway is the predominate arterial road in the area connecting SWD to Mexican Town and into the Downtown of Detroit. Furthermore, the increase visibility and in turn viability is supported through the installation of the ICG which increases pedestrian presence to the commercial street that is currently difficult to find parking on for patronship of the small businesses.

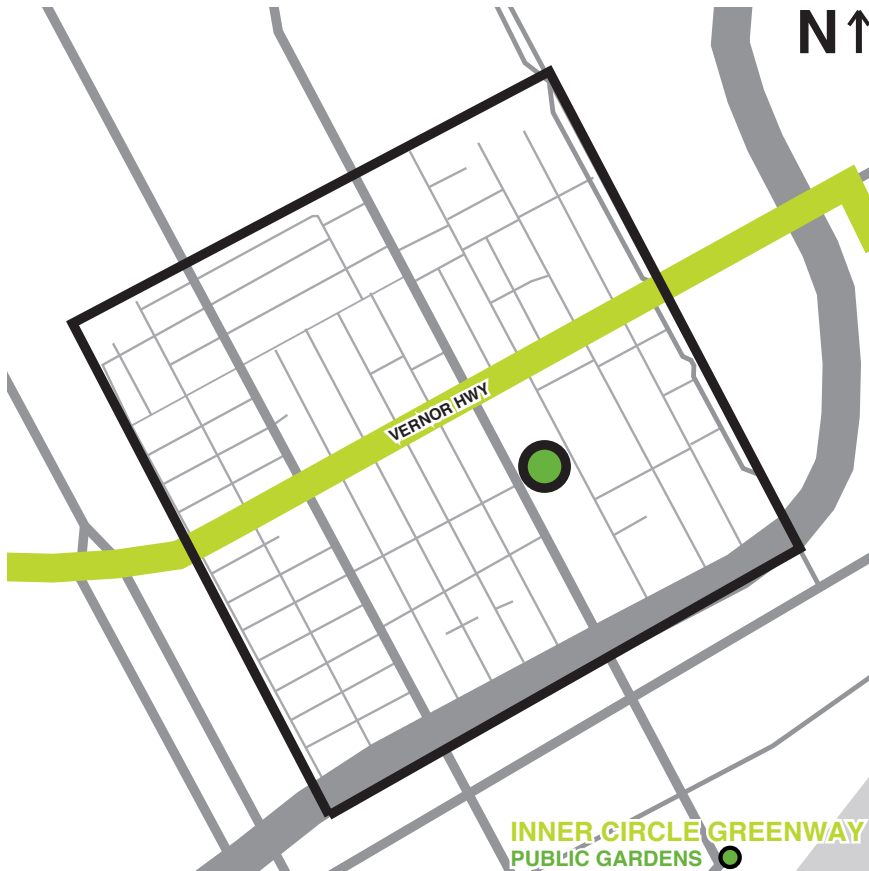


Fig. 112 Identified Public Gardens within SWD

SWD PUBLIC GARDENS

Clark Park is the primary public garden in SWD, and it is an example of an asset that connects the neighborhood to the commercial corridor. Clark Park is a significant greenspace that is well programmed and maintained (Fig 112). Clark Park Coalition strives tirelessly to maintain four seasons of programming for both youth and adult neighbors alike ("The Clark Park Story." Clark Park / Clark Park Coalition). Among the list of recreational activities provided at Clark Park are soccer, softball and baseball leagues as well as a hockey league that plays on the only regulation sized outdoor ice hockey rink in Metro Detroit.

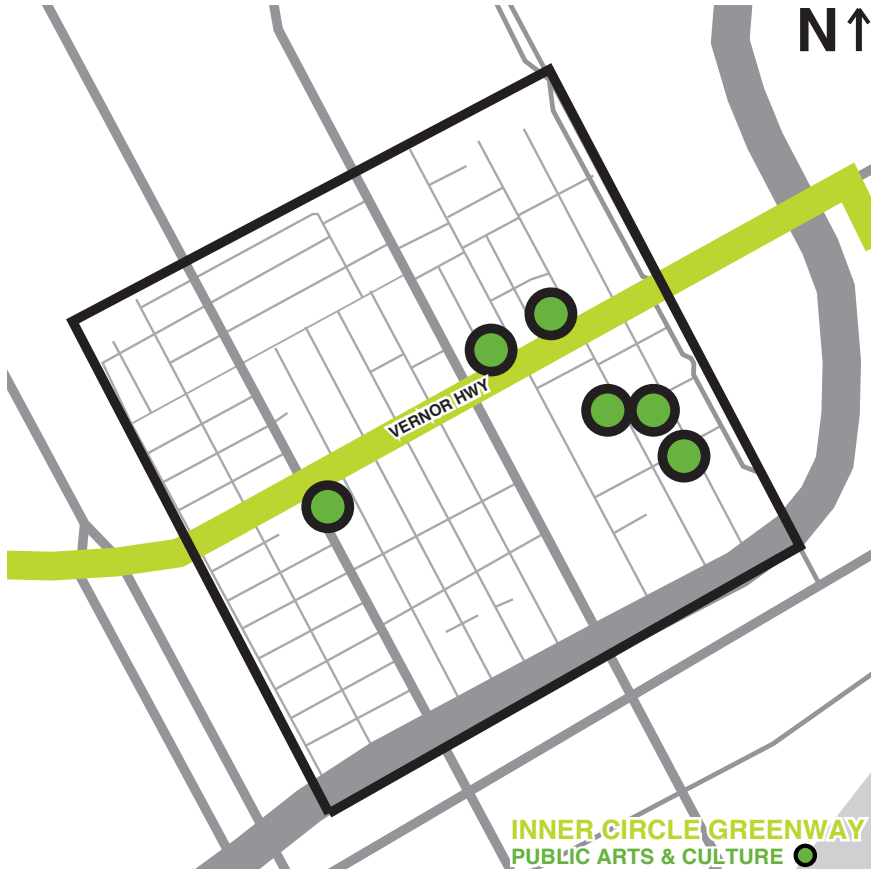


Fig. 113 Identified Public Arts and Cultural Assets within SWD

SWD PUBLIC ARTS AND CULTURAL ASSETS

Public art along Vernor Highway is one of the strongest indicators that one is in Southwest Detroit (Fig. 113). Murals reflect the Hispanic heritage of the community. This art has been fostered by organizations and business owners alike. “Mano de Obra Campesina (Hand of the Peasant Labor)” by Dasic Fernandez is just one of the many murals along Vernor Highway and throughout the surrounding neighborhoods that beautifully reflects the history of the surrounding community. It’s hard to quantify the importance of culturally significant art in a community, but without a doubt it is an asset.

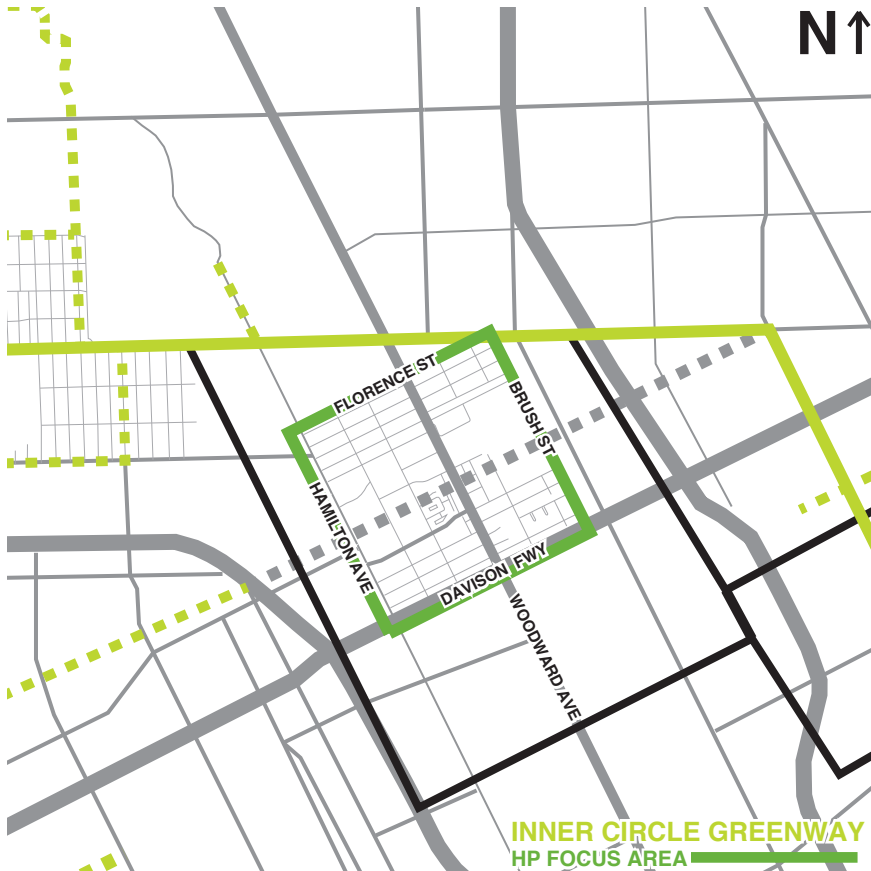


Fig. 114 Focus area of Highland Park (HP)

HP FOCUS AREA

The one square mile section of Highland Park for analysis is positioned around the rails to trails connection over Woodward Avenue near the Ford Model T building (Fig. 114). The approximate one square mile area is aligned with the streets in that area which are on an axis parallel and perpendicular to Woodward Avenue. Bounding streets for the one square mile analysis of Highland Park are Florence Street to the north, Brush Street to the east, West Grand to the south that is parallel with Davison North Service Drive and slightly past Hamilton Avenue to the west as the street grid morphs to geographic cardinal directional grid.

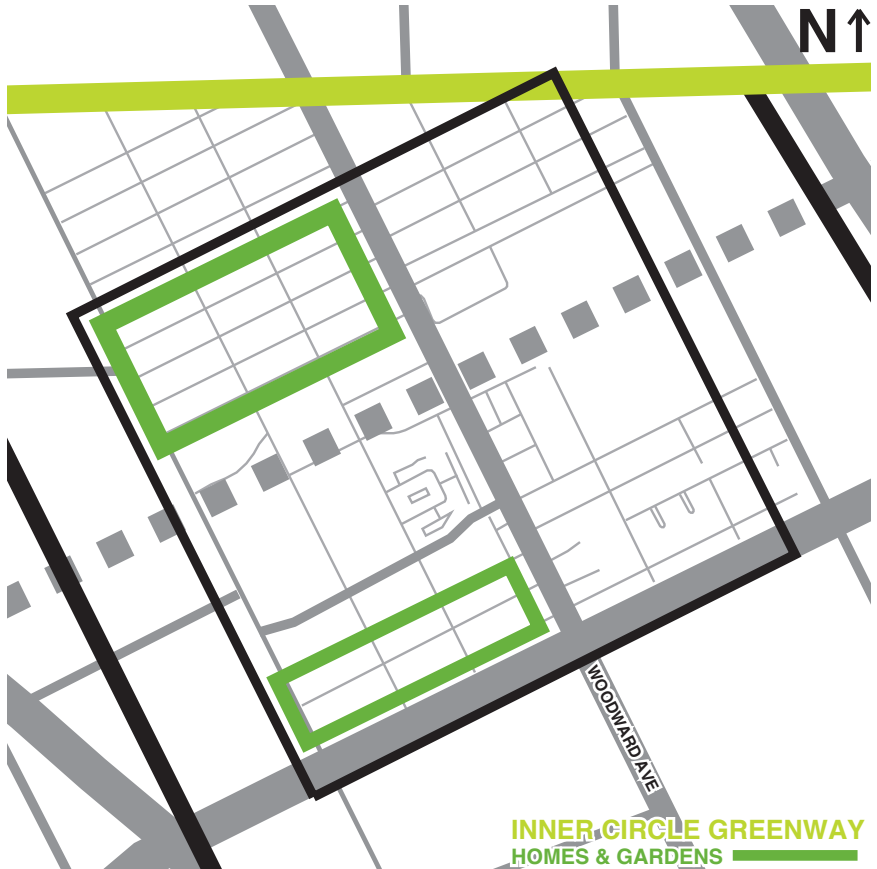


Fig. 115 Identified regions Homes and Gardens within HP

HP HOMES AND GARDENS

Homes and Gardens in HP predominantly single family houses (Fig. 115). These homes are two story with front porches and well established tree lines. In addition to the single family homes are a high concentration of multi-unit residential complexes. These include the assets of housing for aging populations such as LaBelle Towers Co-op Apartments, which are specifically programmed to accommodate residents 62 years of age and older. The concentration of multi-unit housing typologies is unevenly distributed and concentrated south of the ICG path near 2nd Avenue.

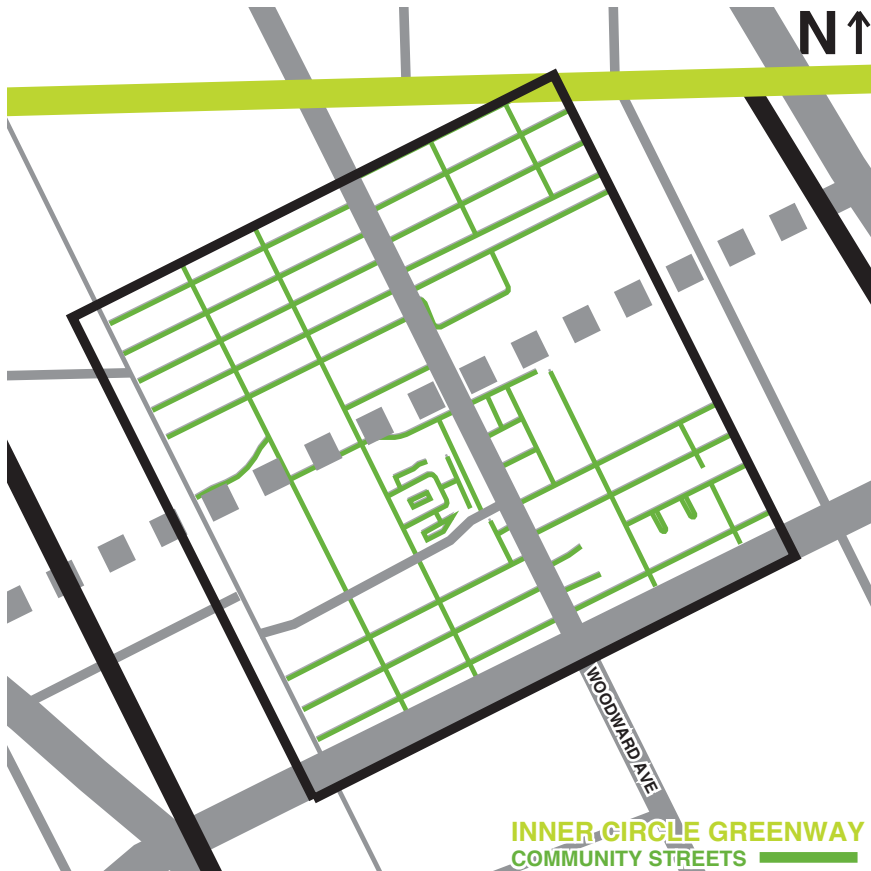


Fig. 116 Identified Community Streets within HP

HP COMMUNITY STREETS

The physical condition of many of the community scaled streets in HP epitomize the perceptions of neglected road with enormous potholes and debris throughout much of the northern neighborhood of the investigated area (Fig. 116). However, the streets near the multi-unit residential units are utilized by youth playing basketball and people congregating in conversation near parked cars on the edge of the street. Also seen on a regular bases throughout the streets of HP are people riding bikes, often carrying large amounts with them be it laundry bags or recycling.

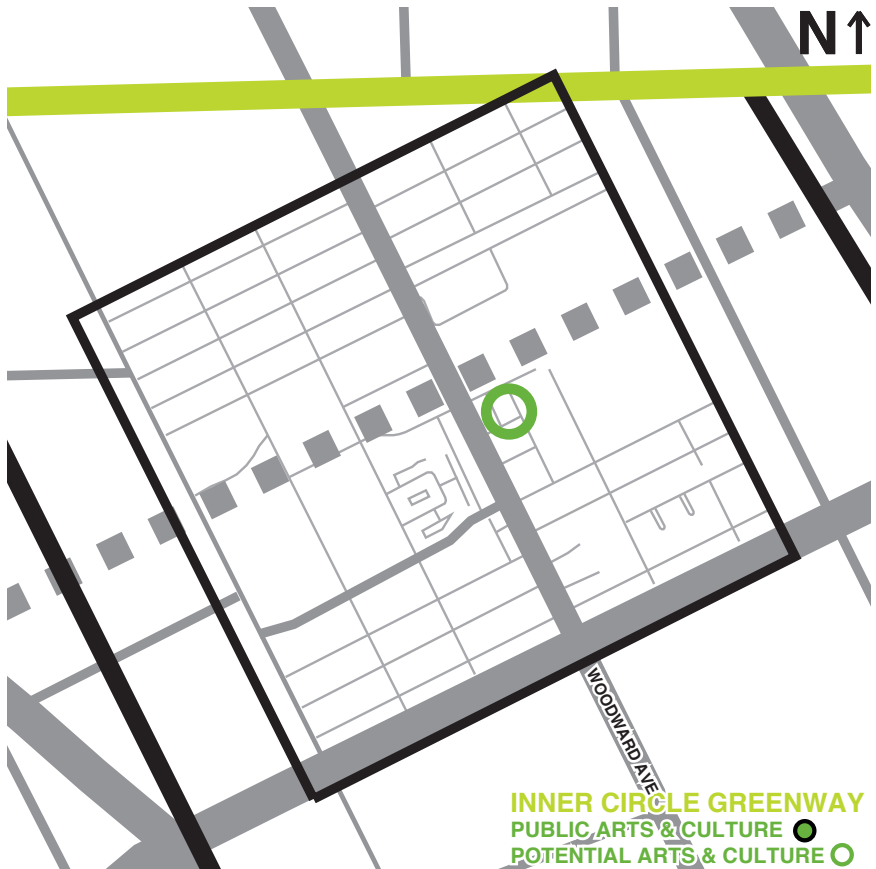


Fig. 117 Identified Neighborhood Niches within HP

HP NEIGHBORHOOD NICHES

Unlike the previous two focus areas of Liv/McN and SWD, the current physical conditions do not instinctively indicate neighborhood niches. This is impart to the scale of the commercial streets present and type of commercial entities (Fig. 117). The inclusion of the ICG as a rails-to-trails conversion will provide physical conditions, unlike those in Liv/McN and SWD to be cultivated at niches within the community as user defined. These new found neighborhood niches may include nodes along the greenway that people tend to gather.

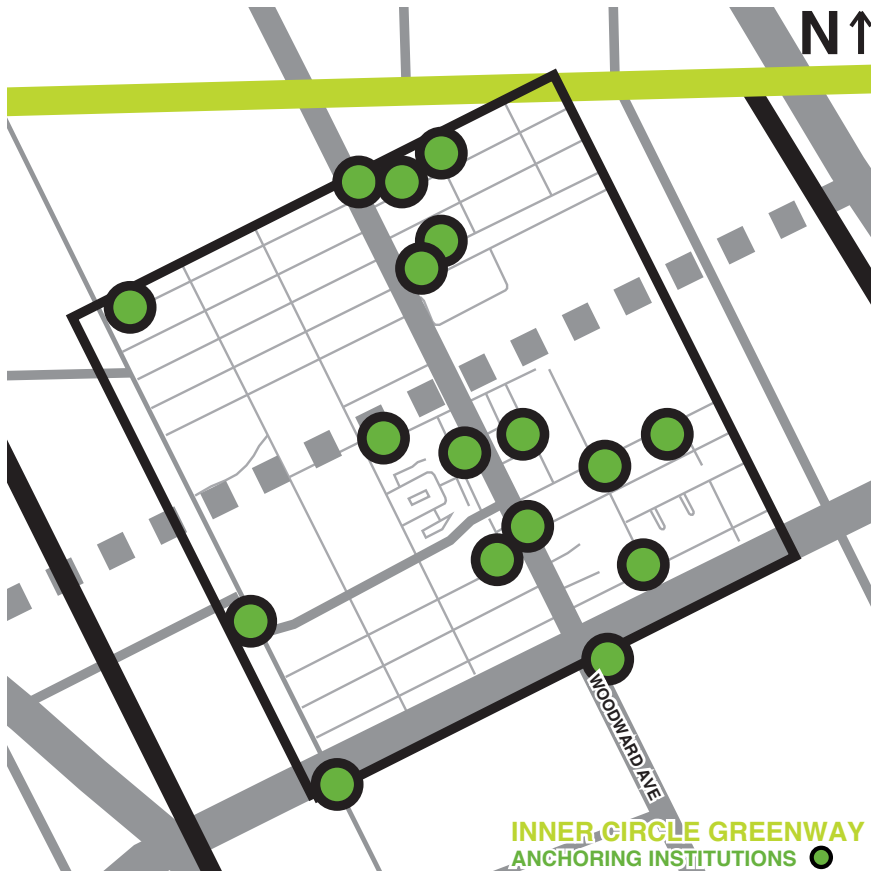


Fig. 118 Identified Anchoring Institutions within HP

HP ANCHORING INSTITUTIONS

Anchoring institutions in HP include faith based organizations, academic institutions, and civic services (Fig 118). The faith based and academic institutions are primarily located a half a mile away from the other anchoring institutions. Faith based institutions are concentrated along Hamilton Avenue, 7 Mile Road, and West Grand Street. Academic institutes include both public and private PK-8 schools including those that support Islamic studies. Additional anchoring institutions include The Ruth Ellis Center that serves the LGBTQ population of Detroit and Highland Park and the Boys and Girls Club of Southeastern Michigan.

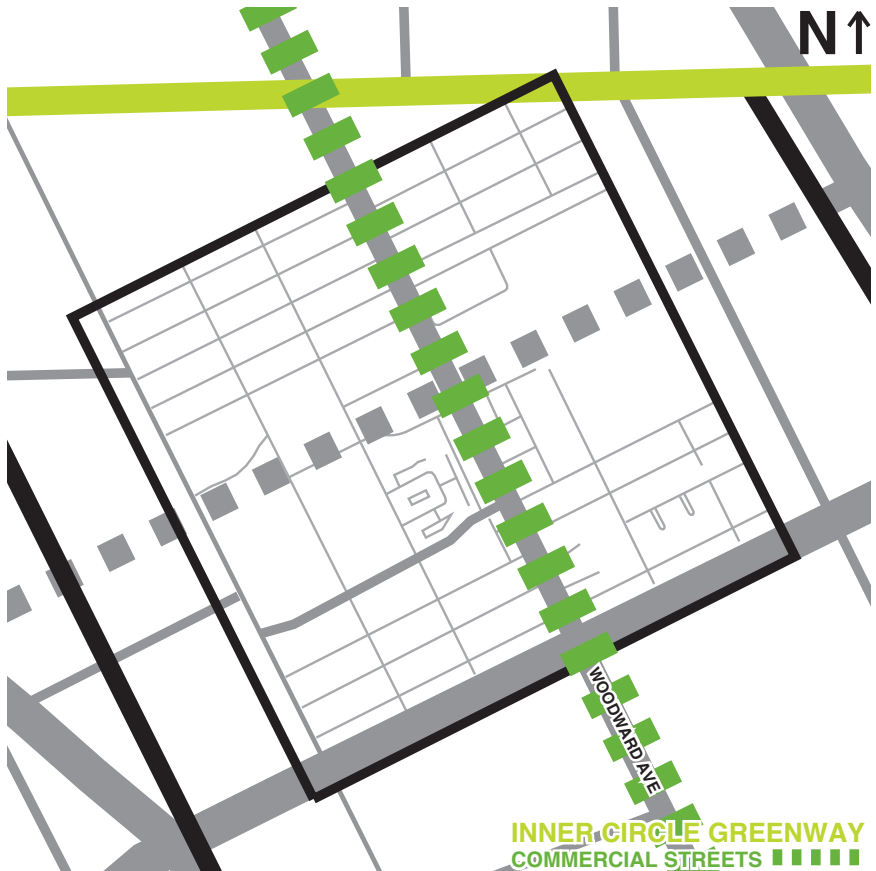


Fig. 119 Identified Commercial Streets within HP

HP COMMERCIAL STREETS

The ICG is separated from vehicular traffic in HP with the installation of the rails-to-trails conversion, the presence of commercial streets is of particular significant with the presence of Woodward Avenue (Fig. 119). Woodward Avenue is the largest arterial street in the City of Detroit and Highland Park with historical significance as mentioned in the historical context portion for being the first paved road in the United States. Present conditions of Woodward include an array of strip malls and fast food franchises and growing intermodal transit stops. The viaduct over Woodward Avenue provides opportunities for safe connectivity.

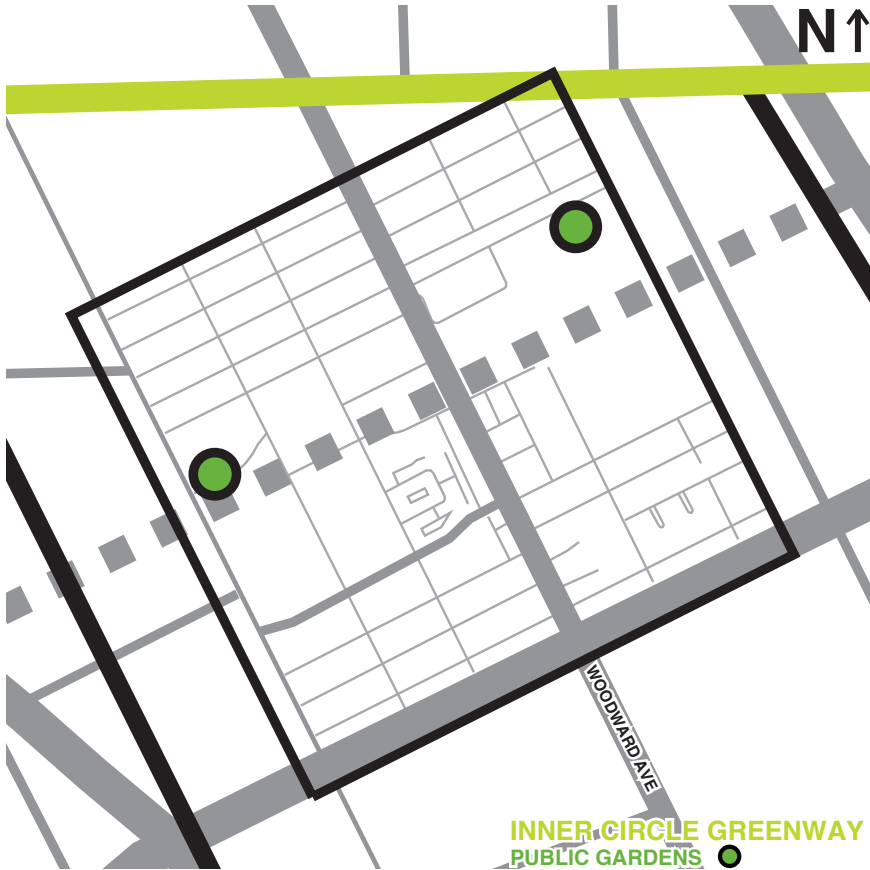


Fig. 120 Identified Public Gardens within HP

HP PUBLIC GARDENS

Public Gardens present in HP include Ives Field and Ford Park (Fig 120). These assets, although they are in different states of needed repair, are available for public use. Beyond the northern boundary of Highland Park is Palmer Park which is approximately one mile from the center of the area of interest which offers a wide variety of recreation opportunities. The rails to trails conversion of the ICG will generate more green space for the residents of HP and establish greater connections to additional parks and recreation facilities throughout the city.

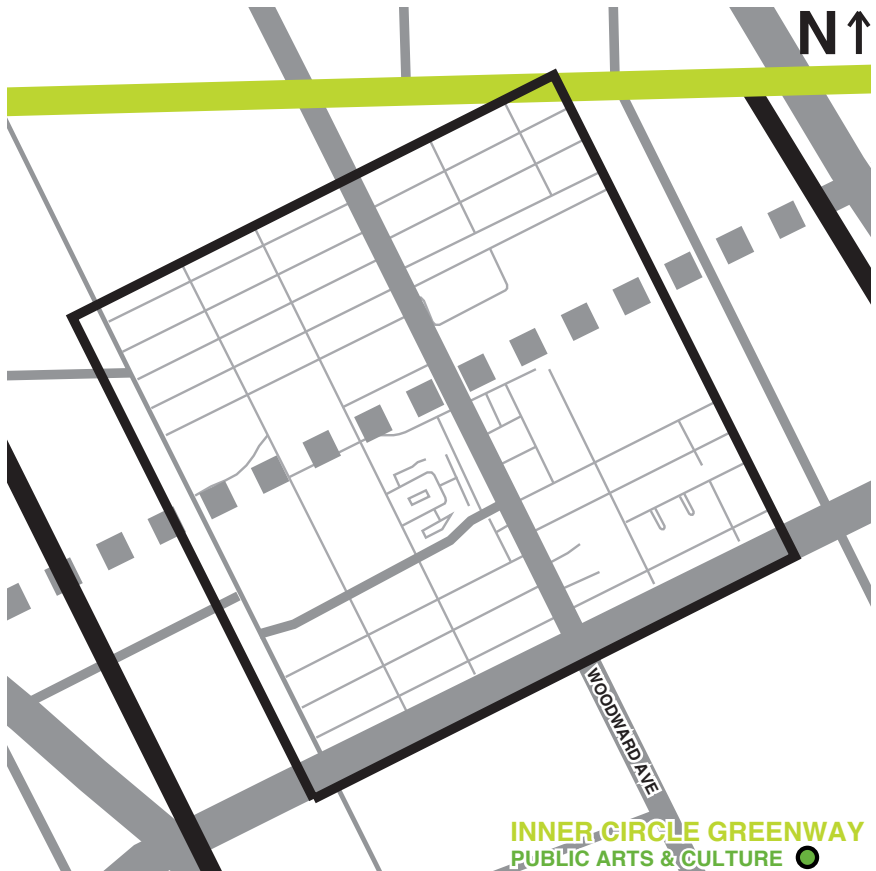


Fig. 121 Identified Public Arts and Cultural Assets within HP

HP ARTS AND CULTURAL ASSETS

The ICG passes within immediate proximity to the original Highland Park Model T Ford Plant. Additionally, just beyond the boundaries of investigation is the Michigan Bell and Western Electric Warehouse building. The Neighborhood Service Organization (NSO) operates out of that building, and is listed as protected under the National Trust for Historic Preservation as the Highland Park Model T Ford Plant should be (“NSO Bell Building.” Neighborhood Service Organization). These are elements of arts and culture within HP (Fig. 121).

CHAPTER SIX

S W O

A N A I L

Fig. 122 New bike lanes are being installed across Detroit



ANALYSIS

SWOT ANALYSIS

The information gathered through the investigative methods of driving tours, surveys, interview and observations have informed the content of the SWOT analysis. SWOT analysis examines strengths, weaknesses, threats and opportunities of the relationships of the assets, physical conditions and perceptions associated with the Inner Circle Greenway (ICG) bikeability of the cities (Fig. 123). A Matrix representation of the SWOT analysis was developed utilizing a strategy instilled through the University of Detroit Mercy (UDM) Master of Community Development (MCD) Program using the Planning to Stay method of metrics from Morrish and Brown that was introduced in the Physical Development course. This method combines the existing framework with the addition of Arts and Culture as a means of evaluating the city and focus areas at multiple scales ranging from private properties to civic infrastructure and public spaces of both recreation and economic activity. Each of these components of the framework contribute to the overall viability of the ICG as an asset to the communities in which it passes.

	Strengths	Weaknesses	Opportunities	Threats
Homes + Gardens				
Public Gardens				
Market + Commercial Streets				
Community Streets				
Neighborhood Niches				
Anchoring Institutions				
Arts + Culture				

Fig. 123 SWOT Matrix for Planning to Stay Method of Morrish and Brown

+/- 26 MILE: HOMES AND GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Passes through many neighborhoods • Includes dense neighborhoods ex: Hamtramck and Southwest Detroit • Many on the region's single family homes are built with front porches which contributes to safety • Proximity to multi-unit housing 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Passes through high vacancy areas
<p>Opportunities</p> <ul style="list-style-type: none"> • Increases visibility and viability to struggling neighborhoods 	<p>Threats</p> <ul style="list-style-type: none"> • Perception of gentrification

Fig. 124 SWOT Analysis +/- 26 Mile: Homes and Gardens

HOMES AND GARDENS

Over the entire geography in which the ICG passes, the strengths outweigh the weakness, opportunities and threats regarding homes and gardens (Fig. 124). The strength of the ICG location is that it passes through a number of neighborhoods, some of them being quite dense including Hamtramck and SWD. Many of the homes have front porches that promote “eyes on the street” and contribute to safety. The ICG will aid in increasing visibility to all areas. A weakness is that there are sections along the ICG that have high vacancy such as in HP where the overall density is much less compared to Detroit. A threat that has frequently been mentioned in the form of interviews and surveys is the concern of gentrification and being designed for people who have not historically been in Detroit. These concerns reinforce the perception that greenways are a “higher class” element that may contribute to higher living costs and more affluent people moving into their neighborhoods.

+/- 26 MILE: COMMUNITY STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • ICG passes through neighborhoods along primary arteries such as Joseph Campau, McNichols, Livernois, Oakman, Vernor and St. Aubin which are directly connected to the residential streets 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Passes through high vacancy areas • Industrious Areas • Heavy traffic flows
<p>Opportunities</p> <ul style="list-style-type: none"> • Greater connectivity • Greater activity, thus more “eyes on the street” increasing the safety of neighborhoods through that activation of space 	<p>Threats</p> <ul style="list-style-type: none"> • Perception of safety

Fig. 125 SWOT Analysis +/- 26 Mile: Community Streets

COMMUNITY STREETS

Much like the Homes and Gardens strengths, community streets have great potential to enhance the neighborhood experience by providing connectivity between residential and establishments both for recreation and transportation (Fig. 125). The greatest strength on increasing connectivity is that the ICG passes along or is in great proximity to major arterial roads throughout the cities. This will increase peoples ability to have more reliable forms of transportation and through increased patronship will mitigate concerns of safety. Weaknesses of the route are that the ICG does pass through areas of the city that are not perceived as the most safe or desirable but with the presence and further development of the greenway this will be greatly improved.

+/- 26 MILE: NEIGHBORHOOD NICHES	
Strengths <ul style="list-style-type: none"> • Increased accessibility 	Weaknesses <ul style="list-style-type: none"> • Currently lacking gathering places along sections of the trail
Opportunities <ul style="list-style-type: none"> • Increased patronship • Establishment of new Niches 	Threats <ul style="list-style-type: none"> • Perceptions of intrusion

Fig. 126 SWOT Analysis +/- 26 Mile: Neighborhood Niches

NEIGHBORHOOD NICHES

Identification of neighborhood niches, specifically those that are welcoming to all residents and users of the ICG are needed overall along the ICG as a means of contributing to the overall experience (Fig. 126). Potential locations, in addition to existing opportunities such as places like Good Cakes and Bakes along Livernois, include the establishment

of nodes along the greenway that provide opportunities to engage fellow users, exercise, appreciate art and to experience the city at large (Fig. 127). Niches create gathering places for the residents that are social exchanges or that can honor the historic and cultural attributes of the communities and cities. Ownership and identification of the niches and or nodes can develop over time creating cohesiveness with the communities or assets in which they are associated. However, there must be care when developing them so they are not intrusive or are perceived to be since some of the trail will be in close proximity to neighborhoods and homes.



Fig. 127 Good Cakes and Bake, Livernois Avenue Detroit

+/- 26 MILE: ANCHORING INSTITUTIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • Wide Variety: Faith Based, Educational, Non-profits and businesses • Increased visibility • Proximity to Focus:HOPE 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of unification around bikeability, transportation or greenways
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase dialogue between organizations about biking, transportation and greenways • Increase accessibility to patrons 	<p>Threats</p> <ul style="list-style-type: none"> • Perception of exclusion by organizations not in greatest proximity.

Fig. 128 SWOT Analysis +/- 26 Mile: Anchoring Institutions

ANCHORING INSTITUTIONS

There is a balance between the Strengths, Weaknesses, Opportunities and Threats when looking at anchoring institutions (Fig. 128). While there is a wide variety of faith based institutions located all along the ICG, the educational, nonprofit, and business anchoring institutions are more concentrated in specific areas like Eastern Market (Fig 129). There are also areas along the ICG that are more industrial and isolated. Currently there is not evidence of unification between the anchoring institutions around biking and transportation. This is where the ICG could provide an opportunity to improve connectivity.



Fig. 129 Eastern Market, Detroit

+/- 26 MILE: COMMERCIAL STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • Economic stimulus by increasing visibility at slower speed 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Passes through highly industrial areas where bikers and pedestrians have not historically been welcomed or encouraged • Heavy traffic areas
<p>Opportunities</p> <ul style="list-style-type: none"> • Motorized and non motorized user education 	<p>Threats</p> <ul style="list-style-type: none"> • Intimidating for bikers • Bike lanes compete with commercial parking

Fig. 130 SWOT Analysis +/- 26 Mile: Commercial Streets

COMMUNITY STREETS

The ICG will be located along several major arteries in the City of

Detroit which currently pose concerns of conflicting with businesses and more specifically parking (Fig. 130). However, case studies have shown that the inclusion of bikeable streets is an economic stimulus as it increases the presence of pedestrians. The rerouting of the greenway to encompass Joseph Campau is evidence of this belief as a means of supporting economic development (Fig. 131). Other primary commercial streets in which the ICG will pass include McNichols Road, Livernois Avenue, and Vernor Highway. Additionally Woodward Avenue will be much more accessible as the rails-to-trail conversion transects at HP.



Fig. 131 Joseph Campau Avenue, Hamtramck

+/- 26 MILE: PUBLIC GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Dequindre Cut and Riverfront serve as community recreation space • Educational features of the RiverWalk • Incorporation of existing parks along the RiverWalk such as Millikan State Park • Proximity to Belle Isle 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of signage for parks and greenspaces that are not directly connected to the ICG
<p>Opportunities</p> <ul style="list-style-type: none"> • Lack of signage for parks and greenspaces that are not directly connected to the ICG • Honor community identity 	<p>Threats</p> <ul style="list-style-type: none"> • Blighted neighborhood conditions along portions of the greenway

Fig. 132 SWOT Analysis +/- 26 Mile: Public Gardens

PUBLIC GARDENS

An important strength in the establishment of the ICG as an asset has been the construction of public gardens including the Riverwalk, Dequindre Cut and increased connectivity to Belle Isle (Fig. 132-133). These existing assets of designed and programmed greenspace provide benchmarks for other areas of the ICG to be further developed and installed. Additionally, there is the opportunity to implement signage and wayfinding along the ICG to inform users of the existing and proposed greenspaces which is currently a weakness.



Fig. 133 Belle Isle Conservatory

+/- 26 MILE: ARTS AND CULTURE	
<p>Strengths</p> <ul style="list-style-type: none"> • Passes through Areas like Southwest and Hamtramck that have strong cultural identities • Proximity to Midtown and Downtown and cultural entities such as the DIA and Museum district • Proximity to countless points of interest: historical districts, entertainment, architectural and cultural assets 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Currently isolated pockets of public art. Mainly located in SW and along the Dequindre Cut. • Lack of signage and awareness of assets
<p>Opportunities</p> <ul style="list-style-type: none"> • Greater visibility for cultural exhibits from Hamtramck, Highland Park and in underdeveloped areas of the rail to trail conversion • Improvements of public perception of safety through arts and culture placemaking • Representation of local artists and cultural identities that are place specific • Ownership and expression of collective identity • Placemaking • Maintenance of greenway • Economic stimulus • Measure of quality of life 	<p>Threats</p> <ul style="list-style-type: none"> • Concern for installation vandalism • Cost • Competition of identity with Southwest Detroit

Fig. 134 SWOT Analysis +/- 26 Mile: Arts and Culture

ARTS AND CULTURE

Building upon the arts and culture approach of development that has historically worked well in Detroit provides multitude of opportunities and contributes to existing strengths (Fig. 134). Many arts and cultural examples exist along very specific sections of the ICG or are in close proximity such as the murals located on the Dequindre Cut, throughout SWD and Hart Plaza which is the gateway to public art located in Downtown (Fig. 135). SWD and Hamtramck have strong cultural identities in which provide opportunities to exhibit with the presence of the ICG in the form of events, art, and increased accessibility. Additionally, the Detroit Institute of Arts (DIA) and other cultural institutions predominately located in Midtown are highly accessible through the application of appropriate wayfinding located along the ICG (Fig. 136).

An important reason for incorporating arts and culture amenities with the ICG is that they improve safety and the perception of safety by activating spaces. The presence of art very simply informs people that they are welcome in that space and that they are meant to be there. This phenomena is evident in the transformation of the Dequindre Cut.



Fig. 135 Hart Plaza near the Detroit RiverWalk and Downtown Detroit



Fig. 136 Detroit Institute of Art

+/- 26 MILE: CONCLUSIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • Number of and variety of Anchoring institutions. • Inclusion of business districts • Increased awareness and enthusiasm for biking in Detroit, Highland Park and Hamtramck 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Passes through areas unperceived for pedestrians and cyclists
<p>Opportunities</p> <ul style="list-style-type: none"> • Expand on the momentum of the arts and cultural assets • Placemaking initiatives by stakeholders • Economic stimulus • Improved quality of existing bike lanes & protected bike lane installations • Signage to support business, arts and cultural assets and points of interest. • Eco-tourism • Improved physical and mental health through green space and physical activity 	<p>Threats</p> <ul style="list-style-type: none"> • Motorized vehicles • Fear of Gentrification • Lack of adoption by residents • Maintenance

Fig. 137 SWOT Analysis +/- 26 Mile: Conclusions

Overall, the installation of the ICG provides many more strengths and opportunities than weaknesses or threats though they are significant (Fig. 137). Strengths and threats are centric to the existing assets and installations of the ICG which can be improved upon by the opportunities of building upon the momentum of bike culture taking root in Detroit and the greater metropolitan area. Most significant opportunities include the inclusion of residents as champions of the ICG.

LIV/McN: HOMES AND GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Affluent neighborhood north of McNichols Road • Brick homes near University of Detroit Mercy that are relatively in better condition. • Primarily front entrances, commonly with front porches. • Established trees 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of continuity across McNichols Road • Chain link fences along North side of street • Some of the housing stock is in poor condition • Minimal housing opportunities for students to live right off campus
<p>Opportunities</p> <ul style="list-style-type: none"> • Reinvestment in the neighborhoods from the universities to encourage faculty and students to live close to campus. 	<p>Threats</p> <ul style="list-style-type: none"> • Vacancy and blight south of McNichols Road towards Log Cabin Road.

Fig. 138 SWOT Analysis Liv/McN: Homes and Gardens

HOMES AND GARDENS

Within the Liv/McN focus area strengths and weakness outnumber the opportunities and threats (Fig. 138). One of the major strengths is the neighborhood to the north of McNichols Road, University District, as the homes are in great condition and there are established tree lines contributing to the aesthetics of the neighborhood. Contrasting sharply is the neighborhood south of McNichols Road, Martin Park, where many of the homes are in states of much needed maintenance. However, many of the homes in Martin Park do have front porches that promote “eyes on the street” and contribute to safety. Both of these neighborhoods are located within great proximity of the UDM to which most students live on campus or commute due to the lack of available and affordable student appropriate housing in proximity to campus.

LIV/McN: COMMUNITY STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • North of McNichols Road, streets are well maintained. • North of McNichols Road there is adequate street lighting. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • South of McNichols Road the streets lack sufficient lighting. • South of McNichols Road the streets are poorly maintained with limited or no garbage collection.
<p>Opportunities</p> <ul style="list-style-type: none"> • Improve lighting and signage to connect to the ICG • Improve walkways to connect residents to commercial district and neighborhood niches. 	<p>Threats</p> <ul style="list-style-type: none"> • Traffic speeds and disregard for traffic rules

Fig. 139 SWOT Analysis Liv/McN: Community Streets

COMMUNITY STREETS



Fig. 140 Residential neighborhood of University District

Similar to the differences between University District and Martin Park homes and gardens are the contrast in quality of community streets (Fig. 139). The community streets in University District are well maintained and have adequate street lighting (Fig. 140). In Martin Park community streets are not well maintained and lack sufficient lighting. Opportunities to improve the community streets with the ICG include lighting quality, resurfacing, signage and connectivity. These opportunities will decrease the severity of the differences between the two neighborhoods and contribute to the attractiveness of each.

LIV/McN: NEIGHBORHOOD NICHES	
<p>Strengths</p> <ul style="list-style-type: none"> • Gesu Catholic School and Church • Popularity of Commercial entities: Good Cakes and Bakes and Kuzzos 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of places where people can regularly meet up • Campus Library as primary UDM student location
<p>Opportunities</p> <ul style="list-style-type: none"> • Work with Detroit to develop retail establishments • Work with the community to see what kind of niches would be appealing to them 	<p>Threats</p> <ul style="list-style-type: none"> • The perception and reality of safety for UDM and Marygrove students

Fig. 141 SWOT Analysis Liv/McN: Neighborhood Niches

NEIGHBORHOOD NICHES

Existing economic conditions along Livernois Avenue primarily dictate the identifiable neighborhood niches with the results being that there are existing establishments that have potential to serve as niches and great opportunity to define many more with the installment of the ICG (Fig. 141). Existing establishments include Kuzzos Chicken and Waffles and Good Cakes and Bakes which are both located on Livernois Avenue and are inviting to the public (Fig 142). Comparatively, UDM students utilize the enclosed campus library as a primary location for meeting with classmates rather than off campus.



Fig. 142 Kuzzo's Chicken and Waffles

LIV/McN: ANCHORING INSTITUTIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • University of Detroit Mercy • Proximity to Marygrove College • Identity of the Avenue of Fashion 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Collective community identity • UDM and Marygrove college are fenced and gated universities which prevents public access
<p>Opportunities</p> <ul style="list-style-type: none"> • Bridge the economic differences between the neighborhoods north and south of McNichols Avenue. • Collaborate with neighboring communities on development projects • Collaborate with communities on improving quality of life for residents 	<p>Threats</p> <ul style="list-style-type: none"> • Perceptions of safety limit students from leaving UDM and Marygrove campuses • Universities act as silos within the community • Physical barrier of fences around campuses

Fig. 143 SWOT Analysis Liv/McN: Anchoring Institutions

ANCHORING INSTITUTIONS

With strong anchoring institutions and identity associated with Livernois Avenue as the Avenue of Fashion, the opportunities and insularly threats dominate the weakness within the focus area in regards to anchoring institutions (Fig. 143). The presence of the Avenue of Fashion is an atypical anchoring institution in that it is a historical identity associated with a commercial corridor that is experiencing a resurgence from economic development and programming. This strength can be built upon with collaboration from the two universities who currently act within their own academic silos. The outward expansion of the universities as community anchors accessible through utilization of the ICG would greatly improve the quality of life and opportunities for residents and students alike by being more integrated with each other.

LIV/McN: COMMERCIAL STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • Proximity to Avenue of Fashion • Access to John C. Lodge Freeway and Davison Freeway • Proximity to Anchoring Institutions 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lacks desirable commercial entities. Prevalence of 'party stores, gas stations and strip clubs in near proximity • Not well maintained • The poor communication and planning process about the median negatively influencing the installation of bike lanes without a community engagement process • Median on Livernois Avenue makes turning difficult • Limited parking available in commercial districts
<p>Opportunities</p> <ul style="list-style-type: none"> • Economic benefits of increased business at a slower pace to be able to see into store better and avoid parking limitations • Increase signage 	<p>Threats</p> <ul style="list-style-type: none"> • The perception on the road width on Livernois Avenue not being able to accommodate the on-street bike lanes with the median

Fig. 144 SWOT Analysis Liv/McN: Commercial Streets

COMMERCIAL STREETS

Though a predominate asset to the focus area and ICG, commercial streets provide a host of weaknesses that need to be mitigated by opportunities to contribute to the overall experience and assets of the ICG (Fig. 144) An opportunity to slow traffic by developing the greenway as a complete street installation would contribute to the economic, transportation and recreation value of the area as a conduit for more community activation.

LIV/McN: PUBLIC GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Two parks specifically for children north of McNichols Road • Redevelopment planned in near by Fritizgerald neighborhood 	<p>Weaknesses</p> <ul style="list-style-type: none"> • General lack of greenspace or parks • UDM and Marygrove College's green space is fenced off from the community or for public access
<p>Opportunities</p> <ul style="list-style-type: none"> • Inclusion of University of Detroit Mercy Greenspace and campus 	<p>Threats</p> <ul style="list-style-type: none"> • Blighted neighborhood conditions to along path to any parks

Fig. 145 SWOT Analysis Liv/McN: Public Gardens

PUBLIC GARDENS

The installation of the ICG will contribute significantly to the improvement of connectivity of public gardens by increasing the accessibility to greenspaces (Fig. 145). Currently in Liv/McN, there are few truly public gardens accessible as they are primarily privately controlled, namely the Detroit golf course, UDM campus and Marygrove campus. The only existing public greenspace is a tot lot which is specifically programmed for young children. It is located out of sight on a residential scaled street and appears to serve a small radius being that there is no signage on primary roads indicating its presence as a community asset.



Fig. 146 Tot Lot in University District Neighborhood

LIV/McN: ARTS AND CULTURE	
<p>Strengths</p> <ul style="list-style-type: none"> • Proximity to Avenue of Fashion • Art galleries located north on Livernois Avenue 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lacking amenities • Currently lacking locations for public art
<p>Opportunities</p> <ul style="list-style-type: none"> • University outreach • City of Detroit and nonprofit organizations in the area could organize community engagement projects 	<p>Threats</p> <ul style="list-style-type: none"> • “The Fence” physiologically and physically inhibiting the community access to assets at UDM

Fig. 147 SWOT Analysis Liv/McN: Arts and Cultural Assets

ARTS AND CULTURE

Prioritizing the inclusions of art and cultural assets with the installation of the ICG, particularly within the Liv/McN focus area would build upon strengths that have great growth potential (Fig. 147). These include the historic reputation of the Avenue of Fashion which is home to the gallery space, Detroit Fiber Works, an example of a business that is trying to increase visibility within the community (Fig. 148). Contradictory, are the lost opportunities of the universities which do not promote the assets of their arts and cultural programs within the community as publicly accessible. In doing so they would contribute to the community and cities as a whole through the connectivity of the ICG.



Fig. 148 Mandisa Smith, Detroit Fiber Works

LIV/McN: CONCLUSIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • Events like Livable Livernois Avenue with Pop-up bike lanes • Presence of existing bike shop 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Existing road conditions • Existing pedestrian and biking spaces • Limited lighting
<p>Opportunities</p> <ul style="list-style-type: none"> • Connects neighborhoods otherwise divided • Establish greater connections between the University, the community at large and the cities. • Increase economic viability of Livernois Avenue • Enhance the residential development plans 	<p>Threats</p> <ul style="list-style-type: none"> • Automobile Parking on Livernois Avenue • Traffic lack of concern for speed and adherence to laws • Safety or perception of safety

Fig. 149 SWOT Analysis Liv/McN: Conclusions

The stability of the Liv/McN focus area with the presence of strong anchoring institutions, insular neighborhoods and a commercial corridor that is experiencing a resurgence provide greater opportunities than posing threats or weaknesses (Fig. 149). With the installation of the greenway along McNichols Road and Livernois Avenue, the opportunities for improving the streetscape to be more supportive of economic development and user friendly are great, as has been the evidence of the pop-up installations of bike lanes and complete street orchestrated by the Build a Better Block initiative and supported by the Detroit Collaborative Design Center at UDM. Furthermore, the opportunities of the universities to contribute to the amenities of the ICG and enhancement of quality of life of residents, including students, include public accessibility of greenspace and greater expression of art and cultural assets which would better integrate the campuses with the community and cities as a whole.

SWD: HOMES AND GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Mix of Single Family and Multifamily units • Average 3,000 SQ FT lots 30x100 • Includes Senior Housing • Homes appear similar in value 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Aging homes needing average maintenance. • Proximity to heavy industry
<p>Opportunities</p> <ul style="list-style-type: none"> • Property value increase • Maintenance of aging homes to retain perception of safety 	<p>Threats</p> <ul style="list-style-type: none"> • Proximity to heavy industry • Gentrification • Existing air quality health concerns

Fig. 150 SWOT Analysis SWD: Homes and Gardens

HOMES AND GARDENS

The strengths of homes and gardens in the SWD focus area compete greatly with the weaknesses and threats given the proximity to the industrial landscape that epitomizes the southwest region of Detroit as a whole (Fig. 150-151). Despite the grave environmental and physical health concerns, SWD is thriving supported by the housing typology as it includes a mix of single family and multi family units and housing for seniors allowing them to age in place which is also a strength. The utilization of the ICG in SWD provides the opportunity of increased transportation sustainability amidst the heavy industrial traffic which is the perceived norm.

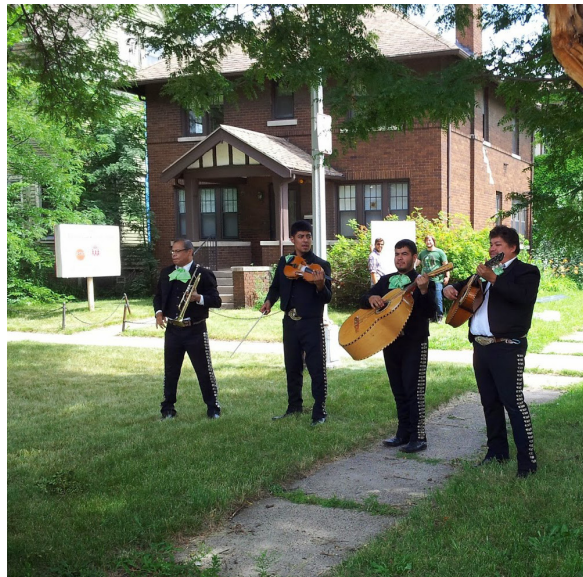


Fig. 151 A mariachi band playing in front of a home on West Grand Boulevard

SWD: COMMUNITY STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • Residential directly behind Commercial establishments • Sidewalks • Established trees • Walkability • Expression of culture 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Poor pedestrian lighting • Elevated traffic speeds on residential streets
<p>Opportunities</p> <ul style="list-style-type: none"> • Continued lighting initiative • Increase signage • Promote bikability with bike racks and complete streets 	<p>Threats</p> <ul style="list-style-type: none"> • Presence of truck traffic

Fig. 152 SWOT Analysis SWD: Community Streets

COMMUNITY STREETS

The strengths of the community streets in SWD outweigh the weaknesses and threats (Fig. 152). Contributing to the viability of the community streets is their proximity to the commercial corridor and the residential typology which includes front porches. The increased visual connectivity increases the safety and provides opportunities for the streets to become an extension of the homes and gardens activated by people (Fig. 153). A weakness to improve that is an orchestrated effort of the Southwest Detroit Business Association (SDBA) is to increase lighting to enhance safety and economic vitality. These initiatives in conjunction with signage would contribute to the experience of the ICG.



Fig. 153 Boys playing on Ogden Street in SWD

SWD: NEIGHBORHOOD NICHES	
<p>Strengths</p> <ul style="list-style-type: none"> • Establishments: Bowen Library, Lupe Barbershop, Mexicantown Bakery • Express cultural identity 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Few known locations • Hard to identify • Lack of bicycle parking
<p>Opportunities</p> <ul style="list-style-type: none"> • Work with Detroit and SDBA to create more opportunities • Placemaking/Nodes along ICG 	<p>Threats</p> <ul style="list-style-type: none"> • Commercialization • Feelings of intrusion by non-community members

Fig. 154 SWOT Analysis SWD: Neighborhood Niches

NEIGHBORHOOD NICHES

Identifiable neighborhood niches in SWD include a library, barber shops, bakeries, and restaurants. These places each embody the cultural identity of SWD and as an asset to the city risk being exploited for tourism in light of the opportunities to increase knowledge about Hispanic culture (Fig. 154-155). Specific ways to mitigate concerns of gentrification in SWD with programming of the ICG include an inclusive strategy of working with well respected community leadership such as Southwest Detroit Business Association (SDBA) and honoring the communities preferences of art and cultural expression of murals as reinforced with the survey information gathered.



Fig. 155 Runners participate in the annual Dia de los Muertos race in SWD

SWD: ANCHORING INSTITUTIONS	
Strengths <ul style="list-style-type: none"> • Mix of Organizations: Educational, Faith Based, Non-Profit and Commercial • Bilingual Businesses and Organizations 	Weaknesses <ul style="list-style-type: none"> • Lack of health care services
Opportunities <ul style="list-style-type: none"> • Greater sharing of information • Increase physical connectivity 	Threats <ul style="list-style-type: none"> • Insular tendencies of institutions

Fig. 156 SWOT Analysis SWD: Anchoring Institutions

ANCHORING INSTITUTIONS

Similarly to neighborhood niches in SWD, the anchoring institutions each possess qualities of cultural importance with a predominate strength

being bilingual services. These strengths exceed the weaknesses and threats in SWD (Fig. 156). Through the utilization of the ICG the accessibility to health care services outside the focus area are more attainable for residents who are in need of reliable modes of transportation. To support accessibility use of the ICG, multilingual signage is necessary for directing people to services throughout the city. SWD is an ideal location to pilot multilingual signage initiative as a means of cultural expression in conjunction with partnerships available and given that the greenway is installed as an on road bike lane. This contribution of signage will strengthen the existing anchoring institutions by increasing accessibility.



Fig. 157 Children and parents as English language learners together through the Toyota Family Learning Program

SWD: COMMERCIAL STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • Predominant Commercial Corridor for the region • Strong cultural identities in businesses 	<p>Weaknesses</p> <ul style="list-style-type: none"> • On street parking
<p>Opportunities</p> <ul style="list-style-type: none"> • Improve pedestrian experience • Improve signage and wayfinding 	<p>Threats</p> <ul style="list-style-type: none"> • Increased expenses contributing to gentrification

Fig. 158 SWOT Analysis SWD: Commercial Streets

COMMERCIAL STREETS

The commercial streets are well known in the region which contribute to the strong identities of the businesses in the area and significantly outweigh the weakness of available parking (Fig. 158). To improve this perceived weakness, the development of the bike lanes as complete streets would reinforce the pedestrian as the priority over the automobile and in turn support economic viability (Fig. 159). To increase the pedestrian and biker experience with the addition of bilingual signage and wayfinding, similar to the opportunities for anchoring institutions, it is important to evaluate design strategies as to not visually overwhelm pedestrians and to communicate clearly the assets of SWD.



Fig. 159 Typical storefront along Vernor Highway displaying signs prominently in both English and Spanish.

SWD: PUBLIC GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> Clark Park includes ball fields, tennis courts, open space and shaded areas with paths throughout. 	<p>Weaknesses</p> <ul style="list-style-type: none"> Only one primary park in the area, need additional green/public spaces Necessity to cross traffic to access park
<p>Opportunities</p> <ul style="list-style-type: none"> Proximity to Schools Implement additional park/greenspaces Connectivity to existing public gardens: RiverWalk, Dequindre Cut & Belle Isle 	<p>Threats</p> <ul style="list-style-type: none"> Existing air quality Accessibility limited to on-road bike lanes for children

Fig. 160 SWOT Analysis SWD: Public Gardens

PUBLIC GARDENS

Clark Park, as a the primary public garden in SWD provides many amenities at one location which is both a strength and weakness for residents (Fig. 160-161). The lack of additional public gardens is an opportunity for the ICG to increase accessibility for residents. The downfall is that the on-road bike lanes and heavy truck traffic through SWD are not conducive for youth to utilize independently. Additionally, the environmental concerns of air quality specifically in SWD inhibit the use of public gardens by individuals with respiratory diseases and asthma.



Fig. 161 A charity hockey game held in Clark Park in 2015

SWD: ARTS AND CULTURE	
<p>Strengths</p> <ul style="list-style-type: none"> • Strong existing identity • Predominance of Murals • Youth Engagement through public art • History of community engagement 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of wayfinding signage • Lack of information
<p>Opportunities</p> <ul style="list-style-type: none"> • Activation of vacant land • Promotion of existing installations 	<p>Threats</p> <ul style="list-style-type: none"> • Un-curriated street art (graffiti)

Fig. 162 SWOT Analysis SWD: Arts and Cultural Assets

ARTS AND CULTURE

Arts and Cultural expressions are prevalent in SWD which is one of the great strength despite minimal weaknesses and threats (Fig. 162). SWD has a strong history of community engagement centric to the inclusion of arts and culture, specifically inclusion of murals. This method of engagement is often used as an example for other neighborhoods throughout the cities to follow as it ensures social equity. An immense opportunity to exhibit the installations of murals and Hispanic heritage would be through signage and placemaking initiatives along the ICG. These initiative would in turn educate users and increase economic viability of the region through accessibility.



Fig. 163 A beautiful mural displaying Hispanic heritage in SWD

SWD: CONCLUSIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • Prevalence of anchoring institutes • Mix of housing typologies • Strong cultural identity • Installation of ICG 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Presence of truck traffic • Competition with parking and automobiles
<p>Opportunities</p> <ul style="list-style-type: none"> • Bilingual signage • Involvement of youth • Arts and Culture placemaking around existing assets 	<p>Threats</p> <ul style="list-style-type: none"> • Existing air quality

Fig. 164 SWOT Analysis SWD: Conclusions

The strengths and opportunities within SWD greatly outweigh weaknesses and threats (Fig. 164). Along Vernor Highway in Southwest, many people use non-motorized transportation to access businesses and other local establishments. Clark Park connects the residential with the commercial, and anchoring institutions have strengthened the community for decades. In interviews with residents who were biking along the greenway, they mentioned that they biked along the segment primarily to get to restaurants and businesses from their homes. This supports the connection between community and commercial streets. They also cited concern with traffic, parked and moving cars, as well as issues with the condition of the greenway as concerns and threats to increased usage from other residents.

HP: HOMES AND GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Higher density residential: apartments and co-ops • Infill single family homes • Primarily front entrances, commonly with front porches. • Established trees 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Some homes in poor condition • High vacancy • Open, empty spaces surround neighborhoods and individual homes
<p>Opportunities</p> <ul style="list-style-type: none"> • Increased property value with the installation of the greenway • Increased reinvestment with the installation of the greenway as a community amenity 	<p>Threats</p> <ul style="list-style-type: none"> • Concerns of gentrification • Homes in neighborhoods could continue to decline

Fig. 165 SWOT Analysis HP: Homes and Gardens

HOMES AND GARDENS

One of the great strengths in HP is the higher density residential apartments and co-ops, which provides alternative housing options within proximity to the ICG (Fig. 165). In contrast, the weaknesses are the highly vacant homes and gardens that are in poor condition. The implementation of the greenway could provide opportunities by increasing property values and reinvestment of the area. The threat could include the concerns of gentrification and homes may still decline.

HP: COMMUNITY STREETS	
Strengths <ul style="list-style-type: none"> • Gathering spot for youth to play basketball • Presence of Historic district 	Weaknesses <ul style="list-style-type: none"> • Physical condition of roads due to neglect
Opportunities <ul style="list-style-type: none"> • Provide connections to added amenities 	Threats <ul style="list-style-type: none"> • Presence of trash and debris in the street

Fig. 166 SWOT Analysis HP: Community Streets

COMMUNITY STREETS

In contrast to the focus areas of Liv/McN and SWD, HP community streets are used in this area as gathering spots to play basketball and other street games (Fig. 166-167). The use of streets for recreation and social exchanges may be in part to the lack of quality public gardens

and greenspaces which the installation of the rails-to-trails conversion will increase significantly. The weakness that many of the streets are in poor condition due to debris and broken down vehicles contribute negatively to the physical environment of the streets. The community streets will serve an important role for the connectivity to the ICG rails-to-trails installment as a safe means of connectivity to the greenway.



Fig. 167 Children playing in the streets in HP

HP: NEIGHBORHOOD NICHES	
<p>Strengths</p> <ul style="list-style-type: none"> • Red Hots Coney Island • Victor Bakery 	<p>Weaknesses</p> <ul style="list-style-type: none"> • There are few gathering places
<p>Opportunities</p> <ul style="list-style-type: none"> • Work with the community to determine gathering places • Develop establishments for people to gather • Development niches/nodes along the rails-to-trails conversion 	<p>Threats</p> <ul style="list-style-type: none"> • There are large areas of vacant buildings and land • Safety concerns

Fig. 168 SWOT Analysis HP: Neighborhood Niches

NEIGHBORHOOD NICHES

The opportunities of establishing more neighborhood niches greatly outweigh the strengths, weaknesses and threats (Fig. 168). Existing identified neighborhood niches include Red Hots Coney Island and Victor Bakery that serve as gathering spaces, however they are small in scale and have limited hours of operation where as neighborhood niches established as nodes along the ICG would provide opportunities for recreation and social exchanges through increased establishment of public gardens (Fig. 169). A strategy for increased ownership of the niches/nodes would be through strategies of arts and culture or historical identification.



Fig. 169 Fresh baked goods available at Victor Bakery in HP

HP: ANCHORING INSTITUTIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • Proximity to Highland Park schools, faith based institutions and commercial establishments • Inclusion of Boys & Girls Club of Southeast Michigan • Ruth Ellis Center 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Difficulty recognizing based on physical observations • Surrounded by vacancies and empty spaces
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase accessibility to services • Increased accessibility to connect to neighborhoods 	<p>Threats</p> <ul style="list-style-type: none"> • Safety or perception of safety • Vandalism

Fig. 170 SWOT Analysis HP: Anchoring Institutions

ANCHORING INSTITUTIONS

The number of anchoring institutions in HP contributes to the overall strengths compared to the weaknesses and threats (Fig. 170). The prime anchoring institutions serve those 65+ of age and youth, specifically at the Ruth Ellis Center (Fig. 171). These focuses reflect the age demographics and greatest needs of the community. The presence of the ICG will positively contribute to these organizations by aiding in transportation and recreation opportunities and connectivity.



Fig. 171 Youth at the Ruth Ellis Center in HP

HP: COMMERCIAL STREETS	
<p>Strengths</p> <ul style="list-style-type: none"> • Passes over Woodward Avenue creating greatest identified visibility location for promotion of the trail • Access to John C. Lodge and Davison Freeway 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Access would probably be off of side street from Woodward Ave.
<p>Opportunities</p> <ul style="list-style-type: none"> • Connectivity to mass transit rail system 	<p>Threats</p> <ul style="list-style-type: none"> • Woodward Avenue speed and volume do not depict bikeability though plenty wide • Traffic signal malfunction on Hamilton Avenue

Fig. 172 SWOT Analysis HP: Commercial Streets

COMMERCIAL STREETS

Woodward Avenue is the most significant commercial street throughout the city historically, and in the present, due to the scale and volume as the primary arterial road (Fig. 172). This strength in conjunction to the ICG rails-to-trail conversion is that the greenway transects Woodward Avenue with a viaduct adjacent commercial activity. The scale of Woodward Avenue is lined by mixed programming of storefronts and business two and three stories tall from Downtown Detroit and beyond towards Pontiac, MI. The threats and concerns regarding commercial streets and the ICG are centric to safety and automobiles.



Fig. 173 Streetscape of Woodward Avenue

HP: PUBLIC GARDENS	
<p>Strengths</p> <ul style="list-style-type: none"> • Proximity to Ford Park and Ives Field 	<p>Weaknesses</p> <ul style="list-style-type: none"> • General lack of greenspace or parks
<p>Opportunities</p> <ul style="list-style-type: none"> • Increased protected mobility with the inclusion of the greenway • Increase green space 	<p>Threats</p> <ul style="list-style-type: none"> • The time and money necessary to complete rail to rail conversion for the creation of greenway

Fig. 174SWOT Analysis HP: Public Gardens

PUBLIC GARDENS

Though limited in number of identified weaknesses, the lack of public gardens in the form of parks or greenspace is significant to the

opportunities of the ICG installation as a means of providing recreation opportunities to residents of HP (Fig. 174). The two current parks in HP are in distressed condition and will require investment and programming to reactivate as an asset to the community. The proximity of the ICG to the two existing parks provide the opportunity to program them as a destination along the ICG and contribute to the connectivity of greenspaces throughout the cities (Fig. 175).



Fig. 175 Park in HP

HP: ARTS AND CULTURE	
<p>Strengths</p> <ul style="list-style-type: none"> • Proximity to Historic Model T Ford Plant • Proximity to Woodward Avenue for visibility 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Not many cultural institutions or organizations in the area
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase arts and culture opportunities including public art, organizations • Tie to the history of HP 	<p>Threats</p> <ul style="list-style-type: none"> • Having the organizations or neighborhood interest • Securing funding

Fig. 176 SWOT Analysis HP: Arts and Cultural Assets

ARTS AND CULTURE

One of the greatest opportunities in HP is to build upon under utilized art and cultural assets within the community (Fig. 176). The proximity to the historic Model T Ford Plant and extended infrastructure is a strength for HP to celebrate the history (Fig. 177). The inclusion or arts and cultural nodes along the rails-to-trails segment of the ICG would be also an opportunity to revitalize the community. The weakness of being able to include art and cultural assets into the ICG is the lack of mobilizing entities to support art and cultural placemaking initiatives which other focus areas such as SWD excel.



Fig. 177 Part of the Ford operations in HP

HP: CONCLUSIONS	
<p>Strengths</p> <ul style="list-style-type: none"> • Visibility of rail line overpass on Woodward Avenue • Concentration of commercial entities 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Delay of installation due to phased funding • Lack of direct connection from Woodward Avenue to the ICG
<p>Opportunities</p> <ul style="list-style-type: none"> • Increased transportation options • Increased green space • Signage/promotion of the ICG on Woodward Avenue with overpass. • Design of connection to ICG from Woodward Avenue 	<p>Threats</p> <ul style="list-style-type: none"> • Physical condition of roads • High speed of traffic at Woodward Avenue • Safety

Fig. 178 SWOT Analysis HP: Conclusions

HP presents an unique set of circumstance for the development of the ICG compare to the other two focus areas in that this focus area has not yet been introduced to the ICG either through on-street bike lanes or pop-up installations and will be a protected rails-to-trails conversion. These set of circumstances provide many more opportunities than weaknesses or threats (Fig. 178).

Contributing to the opportunities of the ICG within this focus area are the homes and gardens, commercial streets, and lack of public gardens. The ICG will be able to positively impact each of these themes from the Planning to Stay framework and increase the overall economic viability and quality of life for residents. Being able to mitigate concerns of the presence and safety of automobiles associated with the commercial streets, mainly Woodward Avenue is attainable through community engagement and inclusive design strategies to establish niches/nodes along the ICG as a protected greenway.

CHAPTER SEVEN

NEEDS

ASSES



Fig. 179 Slow Roll Detroit

A woman with curly hair and sunglasses is riding a black bicycle. She is wearing a black t-shirt with a pink heart and the text "They Keep Me Busy" on it. A rolled-up mat is secured to the handlebars with a green strap. The background shows other cyclists and utility poles under a clear sky.

MOVEMENT

NEEDS ASSESSMENT

In order to increase community engagement between the Detroit Greenways Coalition (DGC) and Detroit neighborhoods along the Inner Circle Greenway (ICG), data was collected and evaluated to develop a comprehensive action plan. The needs assessment was influenced directly by observations from the windshield tour, the initial email inquiry, interviews with residents, business owners, and organizations, and the shortened survey conducted in the focus three areas.

The windshield tour reveals possible concerns for public use of the greenway, including poor visibility of the trail, high vehicle traffic alongside bike lanes, poorly maintained bike lanes, and a lack of placemaking along the route. The initial email inquiry survey findings address the lack of platforms used to inform non-bike cultured citizens about the DGC. The email inquiry results lead to the question, “how do people not currently involved with bike culture in Detroit hear about the DGC or the further expansion and development of ICG?” The use of media to expand knowledge of the greenway will assist in the efforts of disseminating information. The second major concern from the email inquiry is in the lack of cultural and community identities recognized in the overall experience of the greenway. Although safety on the route, alongside vehicles, will always be a concern, the route itself and the diverse communities it passes through were not addressed within any survey responses regarding an overall experience.

Interviews in SWD reflect the bike lanes along Vernor Highway are often taken over by parked cars or drivers. Often there is glass and debris in the bike lanes, and the proximity to drivers makes it dangerous to avoid debris. Bicyclists use this street with frequency though it is void of a designated bike lane. As a result, residents have identified a need for better safety along the route. Through several observations of greenway usage along Vernor Highway, it was noted that people of broad ages and backgrounds were utilizing the greenway. As several residents cited

growing concerns with gentrification in many areas of SWD, events that can leverage the greenway while supporting the art and culture of the existing community can support a conversation about inclusive growth. Business owners in SWD can benefit tremendously from increased ridership along the greenway. If business owners can be engaged to maintain the safety of the greenway, as well as support signage for bikers to identify which businesses are located near the path, there will be economic benefits for their business as well as improved conditions for riders.

In Highland Park, an anecdotal survey based on the shortened survey questions was accomplished at the Model T. Shopping Center on Woodward Avenue. It became apparent through conversation that respondents had priorities which were not addressed by survey elements. For example, issues of vehicle - to - cyclist safety, as well as lighting along the ICG were issues which came up unprompted. Conversely, aspects of art and beautification were not on the list of priorities. Observations yielded the reality of heavy traffic along Woodward Avenue, where vehicles often exceed the speed limit. These circumstances would inevitably make residents feel unsafe on a bicycle even on a path that is not on a main road. Observation of individuals also yielded that they were all people of color and presented as feminine. It is important to note, however, that identities of respondents were understood via observation alone. The Gathering of identifying characteristics are not based on self-identification of respondents, therefore, factors such as age, gender, and cultural identity are defined subjectively by survey initiators.

The completion and analysis of the shortened survey help direct paths for community engagement within the three focus areas. Results show that Liv/McN and SWD citizens may be more attracted to engagement geared towards aesthetics, art, and culture. HP survey results and conversations reflect that community engagement regarding safety may be more effective and relevant for the DGC to address.

The collected data from the windshield tour, email inquiry, interviews, and surveys collectively inform recommendations for the DGC on the importance of community awareness, safety, and community engagement. Regardless of the specific concern or need, having an acting liaison or ambassador between a neighborhood and the DGC would be beneficial and effective. This will aid in the networking of bike clubs, citizens, and the DGC. Safety concerns additionally recognize the need for more defined and designated bike lanes, better lighting, placemaking, and vehicle/ bike awareness on the road. Having an adaptable community engagement tool for the DGC is most favorable in catering to the needs and wants of each specific neighborhood.

CHAPTER EIGHT

ACTION

PROPOS



Fig. 180 Children on their bikes in Detroit

PLAN

SAIL



ACTION PLAN PROPOSAL

The Action Plan Proposal arises out of investigative methods utilized as well as contact with area organizations, and development of themes over time. Elements of the plan were cultivated with most effective means of development in mind, as well as future objectives of the partnering organization Detroit Greenway Coalition (DGC). A review of aspects of the Inner Circle Greenway (ICG) is included in this section before presentation of the Action Plan Proposal and sections connected to it.

The roles of existing contributing parties/entities is an ever evolving process. The DGC was formed because of the lack of a strong City of Detroit presence in the development of greenways. When the ICG was imagined, the DGC wanted to make sure there was a leader to ensure that the project was complete. Eventually the entity became an asset to the communities at large. The Detroit Public Works has evolved from a transportation standpoint and has an interest of increasing bike lanes across the city.

With the addition of Maurice Cox as Planning Director and the ever expanding department, the role of the Detroit Planning and Development Department is changing. The planning of the ICG and other greenways in the city is transitioning from the Public Works Department to Detroit Planning and Development Department. This will ensure the other important components including economic development and community engagement are included. It is supported by this change in policy that an Action Plan Proposal was created to identify means through which the ICG can effectively engage residents to use the greenway for recreation, to and through commercial corridors, as well as for transit to places of business.

The Action Plan Proposal is comprised of two main components: an Ambassadorship Program and Signage that together feature Detroit's historical, cultural, and artistic heritage. Both parts of the Action Plan

Proposal leverage community assets and stakeholder individuals and organizations.

For the success of the ICG being developed as community asset through an engagement process it is invaluable that a wide variety of stakeholders are a part of the collaborative efforts. These efforts include those of the community development corporations, business districts, corporations, institutes and planning agencies. Collaborative efforts could be focused in many areas.

Expanded opportunities beyond the scope of residential development include the involvement of the business, medical and education sectors within the cities. The development of the ICG as an asset to the cities for increasing transportation options, recreation and social involvement present opportunities for businesses and institutions for engagement and partnership to support a more equitable place to live for everyone. Involvement of the business sector would provide opportunities for increased visibility and marketing. Having a positive public presence is a strategy for marketability and building customer basis. Opportunities for business involvement exist at an array of scales to promote bikeability for customers and employees alike. Providing bike racks and including the ability to bike via the ICG is on the smaller scale of efforts to be initiated and is most feasible to any size of company. Increasing in scale, employers could promote ridership through providing locker rooms for employees and/or allow for office dress code to be more supportive of bikeability. More creative promotion of bikeability within the workplace could include company owned bikes for employees to take to meetings. Lastly, employers could encourage bikeability thought incentivising employees to do so with competitions or financial incentives. These efforts would contribute to employee satisfaction and productivity based on increased physical activity.

External benefits and ways for businesses and corporations to engage in promotion of the ICG include signage and placemaking initiatives. These too are scaleable from signs promoting business to and from the ICG

to large scale opportunities such as adoption of nodes or segments of the ICG for maintenance or place making such as benches, lighting or a pavilion. The contribution of maintenance or investment in infrastructure is accompanied with self promotion. Additionally, the companies or businesses that promote bikeability are able to market themselves as being a more sustainably minded entity with evidence of such.

Medical institutions have the unique opportunity to align their unique efforts of promoting bikeability with health and wellness benefits in addition to increasing employee satisfaction, public presence and marketability. Like corporate and small business establishments, medical institutions could make biking more accessible through bike racks, showers, signage and incentives. Additionally, they have the opportunity to build upon healthy lifestyle campaigns through having a greater presence within the community through signage and placemaking. Currently, Henry Ford Health Systems has sponsored a blue zone fitness station along the Dequindre Cut that could be replicated in a multitude of places along the ICG to promote physical activity through the use of public gym equipment. Additionally, events such as walks or bike rides, hosted along the ICG or at specific nodes could increase community awareness for health initiatives led by medical institutions.

Academic institutions such as the K-12 school system and higher education both have opportunities for collaboration and promotion of the ICG and bikeability. K-12 students could be encouraged to bike to school through incentives and the installation of bike racks. This initiative of supporting students to bike to school could reduce transportation cost and would promote physical activity. Keys to success within the K-12 academic system include ensuring the safety to which students could be engaged on safe riding etiquette and organization of “walking” school buses. Walking school buses is a strategy for organizing that students walk to school in groups which would be highly transferable to biking to school together in small groups.

Higher levels of education such as colleges and universities have

a multitude of ways for collaboration with the ICG and promotion of bikeability within the cities for the students and faculty. In addition to the previously mentioned strategies of bike racks, locker rooms and incentives, universities would be able to promote themselves as more sustainable and connected to the community. Promotion of bikeability to local establishments increases the appeal to university students for an expanded academic experience by having accessibility to places of interest.

Establishing a more public presence also helps to bridge the relationship of universities with the community. By adoption of nodes or placemaking initiatives universities have the opportunity to engage students in the community through service learning and involvement in the community which strengthens the relationship of the university.

There are a myriad of other opportunities through which the ICG can engage with businesses, organizations and city-departments to better serve the citizens of the metro-Detroit area. An integral component of that engagement strategy must be with physical tools to draw people onto the ICG itself. An Ambassadorship Program is a strategy to engage residents and business owners in becoming more involved with the ICG. Signage options have been explored to bring attention to the the greenway as well as promote historical, artistic and cultural significance.

AMBASSADORS

A new goal held by key members of City of Detroit Administration to make Detroit “America’s best city for biking” through increasing safety and ensuring that it is user friendly (Gerdes, Chris. Department of Transportation). With these two key factors in mind, the Ambassador Program is critical to the Action Plan Proposal. The objectives of a bike ambassador program are to encourage residents of Detroit, Highland Park and Hamtramck to:

1. EMBRACE CYCLING FOR RECREATION AND TRANSPORTATION
2. INCREASE SAFETY FOR CYCLISTS AND PEDESTRIANS
3. PROMOTE THE ICG AND THE DGC
4. FEATURE COMMUNITIES AND AMENITIES OF THE CITIES

TYPES OF AMBASSADORS

Safety: teaching and advocating bike safety for cyclists and motorists

Commuter: coordinated rides from residential to employment centers

Tourism: using the environment as a local attraction.

Event: promotion of city wide celebrations, festivals and acknowledgement of ambassadors

Fine Arts: feature public art, graffiti tours, working in conjunction with arts based organizations

Maintenance / stewardship: individuals or businesses to maintain path in their neighborhood, adopt a path program

Historical: music, industrial, religious and civil rights

Entertainment and Dining: promotion of local businesses and events

Youth Ambassadors: engagement to promote safety, recreation and connectivity to the community

Parks & Recreation: combined programming a promotion

Automotive Safety: advocating for bike safety and shared roadways

Business: promotion, wayfinding, and accessibility

AMBASSADOR PROGRAM STRUCTURE

A Detroit Bike Ambassador is someone who champions for bikeability and pedestrian utilization of the cities and communities in conjunction with the ICG through exhibiting safety and knowledge about the communities through which the ICG passes.

The Bike Ambassador Program is modeled heavily off of Northern Colorado's successful Bicycle Ambassador Program. In the 9th year, the Bicycle Ambassador Program of Northern Colorado has been successful at engaging cyclists regarding issues of safety as well as helping its primary city of focus, Fort Collins, become the first in the nation in bike-friendly businesses (Fort Collins...Bicycle Ambassador Program). The three tiered approach to an Ambassador Program is a successful way to engage people with different time commitments and skill levels ("Be a Bike Ambassador..." Bicycle Ambassador Program). Included in the Detroit Ambassador Program is the component of potentially different focuses for Ambassadors. Despite the different types of Ambassador Programs, all Detroit Bike Ambassadors start at the same beginning level and utilize tiers. Below is an outline of a suggested tiered system for Ambassadors involved in the program:

BRONZE

Requirements: Bronze Level Ambassadors would be required to read and pass certain safety criteria deemed necessary by DGC. They should agree to a Code of Conduct, and sign a Liability Release and Volunteer Agreement form all defined by the DGC. The focus for bronze members requirements will be safety.

Responsibilities: Are determined based on which "type" of Ambassador they want to be. Bronze Level Ambassadors will be responsible for committing one hour a month or 12 hours a year to their particular Ambassadorship Program. They will take direction from a Gold Level Ambassador and/or the Volunteer Coordinator of the DGC, and will be

required to participate in at least one group ride (unless solely interested in Maintenance or Business Ambassadorship Programs). Hours participated on group ride will count toward yearly requirement for hours. Compensation: For their time, effort and commitment to the cause, Bronze Level Ambassadors will receive ICG/DGC t-shirt to wear when biking or at ICG related events. DGC could look to Slow Roll or Tour de Troit to see where they produce the t-shirts they give away and sell to get local options. The design of shirts and branding materials could be a social campaign leveraging social media to get others involved with the design of marketed materials. By leveraging social media in this way, DGC would be effectively engaging current and potential members and spreading the word about the Ambassador Program.

SILVER

Requirements: Silver Level Ambassador's will have "graduated" from Bronze Level; therefore have passed the previous level's requirements. Silver Level Ambassador's will also need to complete an additional level of training that focuses on leading group tours.

Responsibilities: As determined upon which "type" of Ambassador they want to be. Silver Level Ambassadors will be responsible for committing two hours a month or 24 hours a year to their particular Ambassadorship program. They will take direction from a Gold Level Ambassador and/ or the Volunteer Coordinator of the DGC. They will be required to participate in at least three group rides (unless solely interested in Maintenance or Business Ambassadorship Programs). Hours on group ride will count toward participants yearly requirement of volunteer hours.

Compensation: For their time, effort and commitment to the cause, Bronze Level Ambassadors will receive an ICG/DGC cycling jersey to wear when biking or at ICG related events.

GOLD

Requirements: Gold Level Ambassador's will have "graduated" from Silver Level; therefore have passed the previous level's requirements. Gold Level Ambassador's will also need to complete a guided tour under the direct supervision of a Gold Level Ambassador/Volunteer Coordinator

Responsibilities: As determined upon which "type" of Ambassador they want to be. Gold Level Ambassadors will be responsible for committing four hours a month or 48 hours a year to their particular Ambassadorship program. They will conduct tours designed for their specific Ambassador Program and/or take direction from the Volunteer Coordinator. They will be required to participate in at least three group ride (unless solely interested in Maintenance or Business Ambassadorship Programs), and lead group rides as needed. Hours on group ride will count toward participants yearly requirement of volunteer hours.

Compensation: For their time, effort and commitment to the cause, Bronze Level Ambassadors will receive an ICG/DGC cycling jersey to wear when biking or at ICG related events. Additionally, Gold Level Ambassadors will be acknowledged at community events, and the DGC will work towards partnerships with companies like Shinola or Detroit Bikes to have give aways as a thank you for their support.

ROLES OF AMBASSADORS

Provided below are detailed descriptions regarding each of the potential "types" of Ambassador Programs that could be supported by Detroit Greenway Coalition. For stability of the program, it is recommended that these "types" of Ambassadors be introduced once a committee of several volunteers has committed to leading the efforts and there are enough resources within the organization for it to be successful. It is recommended that before a new "type" of Ambassador be introduced, the Board of Directors should vote on whether it is allowable. It is advisable that each of the Ambassador Programs have a board member



Fig. 181 Safety Ambassador Report for Chicago Complete Streets



Fig. 182 Bike Long Beach holds Beach Street Event

on the committee to ensure the board has a full understanding of the program.

Community Members: Anyone who wishes to be recognized as approachable by other people and will speak and act positively on behalf of the DGC through providing information, safety, and know about activities and opportunities to be involved. Community Member Ambassadors would be provided a t-shirt and be on a newsletter email list. The newsletter would include important safety tips and reminders of events.

Safety Ambassadors: Are people who have gone through a basic CPR course and are recognized as trustworthy individuals based on a background check to be universally approachable in the event that a user of the ICG needs assistance either medically or mechanically such as a flat tire or disconnect chain. Their role will also be to report back to the DGC of unsafe areas be it road conditions or an area that is overgrown and pose situations of danger (Fig. 181).

Institutional Safety Ambassadors: Businesses or places could post signage that they are bike friendly and provide assistance to cyclists and pedestrians if they are in need such as seeking shelter

if caught in rain, have a flat tire or need water (Fig. 182).

Safety Courses: Could be developed into teaching (youth) how to ride a bike - potential partnership with Back Alley Bikes, existing bike clubs that participate in slow roll and could be conducted at schools as part of Physical Education. Safety courses for all ages should include proper road rules, advocacy of helmets and lights on bikes as well as minimal maintenance of bikes (Fig. 183).

Motorist Safety would be taught for all automotive users targeting block club meeting, faith based institutions, school board meeting and business lunch and learns as a platform for deliverance. By doing so it increased awareness for cyclists and pedestrians and works as a public relations between motorist and cyclists. Important topics would be how to respect bike lanes and acknowledgement of cyclists who visual contact and potentially through a system of one short honk to let the cyclist know that the motorist sees them.

Commuter Ambassadors: this could include the organization of more experienced cyclists mentoring individuals who are less familiar with bike commuting to share insights and



Fig. 183 Safety Courses example Learning to ride a bike in Albany Park, Summer 2015



Fig. 184 Commuter Ambassadors passing out Salt Lake City Greenway Maps



Fig. 185 Institutional Commuter Ambassadors Support Bike to Work Week in Salt Lake City

safety knowledge as they acclimate individuals to becoming comfortable with biking with traffic (Fig. 184).

Institutional Commuter Ambassadors: this could be done through incentivising employees to bike to work and providing bike racks, showers and relaxed dress codes to accommodate cyclists (Fig. 185).

Tourism Ambassadors: Will be individuals who wish to promote any specific interest within the Cities be it geographical, historical, points of interest: entertainment, arts & culture, food, etc. These people, to be associated with the ICG and DGC will need a background check, know basic bike safety and provide evidence of their knowledge on specific topic. Recommended means of proving knowledge include references and interview format tour such as being accompanied by a small group of board members on a tour of their topic. For example someone who is interested in historic districts of the city would lead a small interview tour of board members through the historic districts that they would potentially share as an ambassador and exhibit their knowledge of those sites (Fig. 186).



Fig. 186 Tourism Ambassadors in Chittenango, New York

Event Ambassadors: Is a two prong approach of designating ambassadors of existing bike events as well as promoting bikeability at non bike centric events throughout the cities as a way of increasing awareness. Those who wish to specifically participate in seeing that events such as those similar to Slow Roll or organized rides operate smoothly would exhibit familiarity with biking and posses strengths of organizing and hospitality (Fig. 187). For cross ambassador involvement, Community Member Ambassadors would be applicable to be more active as Event Ambassadors without extensive time commitments. Event Ambassadors who are serving as a positive voice for the ICG at non bike centric events may promote bikeability through event support to increase accessibility or provide a positive presence on behalf of the DGC.

Cultural Ambassadors: These would be people much like the Tourism Ambassadors who are particularly aware of the location in which public art (graffiti, murals and art installations) are displayed. Being able to share knowledge about the artist and or organization would be important as they lead tours in addition to general bike safety (Fig. 188). Evaluation of the tours and guide would be important for quality



Fig. 187 Event Ambassadors at a Great Rivers Greenway event in St. Louis, MO



Fig. 188 Cultural Ambassadors giving a tour of the greenway providing information about the local history and cultural



Fig. 189 Stewardship Ambassadors maintaining the Anne Springs Close Greenway Fort Mill, South Carolina



Fig. 190 Entertainment/Dining Ambassadors, a Trail Town Example by the Progress Fund

assurance from participants.

Stewardship Ambassadors: These are the residents and stakeholders who see to the general upkeep of the ICG (Fig. 189). They may adopt sections of the trail to ensure that it is well maintained. Signage being provided in the recognition of their time and commitment. This could be promoted to block clubs, business districts, and faith based institutions alike to take ownership and pride in the greenway. An important role would be for the ambassadors to also notify the DGC of more major maintenance issues such as road repair, overgrown trees and lighting concerns.

Entertainment + Dining Ambassador: These would be organized tours around specific themes that promote the patronship of amenities along the ICG such as bars, restaurants and entertainment venues (Fig. 190). This would start to forge a relationship with establishments to support bikeability and serve as an element of economic development. Ambassadors would need to be well versed in bike safety and knowledge of attractions. Recommended individuals for this type of ambassador include representatives of business associations and business owners in addition individuals who

are champions of supporting local businesses.

Age Specific Ambassadors: The intention of having ambassadors within specific age ranges is to encourage all people regardless of age to realize that the greenway has something to offer for everyone (Fig. 191). By organizing them around ages it will illustrate that the intentions are to support universal usage. Age Specific Ambassadors would work closely with existing organizations to ensure appropriately and desired programming to encourage users of all ages.

Youth Ambassadors: Are an important component to the Ambassador program and programming of the greenway overall as it builds capacity and longevity of patronship and begins to reprioritize modes of transportation throughout the cities and region. Actively engaging youth can be accomplished through instilling safe practices of biking, safe routes to school, summer programs, incentives for miles accumulated, and providing a platform such as the Ambassador program for youth to be recognized as safety and tour leaders (Fig. 192). Building leadership skills of youth around transportation, civic engagement and environmental awareness are a few



Fig. 191 The Wheel Girls



Fig. 192 Youth Ambassadors enjoying ice cream after riding to 3rd and Grand Street from East High School in Kansas City, MO



Fig. 193 65+ Ambassadors: CAPS program in Fremont, California

of the many benefits.

65+ Age Ambassadors: The retired demographic provides many opportunities for active participation and utilization of the ICG. As a primarily retired demographic, time and availability to be ambassadors is increased as well as the institutional knowledge of the cities that serve as an asset when shared with other residents and guest (Fig. 193). Designing with intentions of inclusion of aging demographics ensures that the widest range of abilities and needs are met which contributes to principles of universal design.



Fig. 194 Parks and Recreation Ambassadors Bike Squad in Lancaster, Illinois

Parks & Recreation Ambassadors: Are those who promote the connectivity of parks, greenways and recreation facilities through increased awareness and maintenance of placemaking initiatives (Fig. 194). As an example a Parks and Recreation Ambassador may contribute the facilitation of an event at a park in proximity to the ICG which is mutually promoted or be a person or organization that increased the placemaking initiatives through the inclusion of recreational amenities as part of the ICG. Likewise promoting the bikeability to major sporting and recreation institutions within the cities would also be appropriate as a means

of promotion of the ICG.

Business Ambassadors: Are those who support cyclist through the inclusion of bike racks, maintaining the bike lanes near their businesses or adopting a segment in exchange for promotional signage to their business (Fig. 195).

Coordination of an Ambassadorship Program utilizing volunteers would require significant organizational oversight. This oversight would likely need a dedicated staff person both to ensure that the Ambassador Program is phased so that it can successfully launch, as will be discussed in a later segment, as well as the maintenance

to ensure it can retain and grow a strong base of Ambassadors.

Review of this program would be important for quality assurance.

Annual application and participant feedback would help to measure the effectiveness of each specific tour and ensure individuals, businesses and organizations feel valued in the partnership. Organizational partners, specifically non-profit and faith-based organizations across Detroit, Hamtramck and Highland Park, will be integral to the success of the Ambassador Program. As such, a mockup pamphlet has been created to emphasize the Ambassador Program for Anchoring Institutions to pass out to interested individuals in neighborhoods and at events.



Fig. 195 Business Ambassadors: The Rose Kennedy Greenway creating pocket park for bikers and business patrons in Boston, MA

SIGNAGE

DIRECTIONAL

Directional signage is used to help residents navigate to their destinations as easily as possible and it increases the functionality of wayfinding in and around the community or city. Directional signage can be used to assist in identifying neighborhoods, business districts, key regions, landmarks, and destinations (196). The City of Detroit in collaboration with Tour de Troit, the Detroit Greenway Coalition, Wayne County Road Commission, Michigan Department of Transportation (MDOT), and Living Lab has prepared “The City of Detroit Bicycle Wayfinding Guidelines” that can be utilized along the greenway. This signage follows AASHTO, NACTO, and MUTCD standards for sign design and can be implemented in the road right-of-way (197-198).

These guidelines will provide a standard for anyone developing bike lanes or greenways in the city. The guidelines are intended to:



Fig. 196 A Sign Spotted on Polk Street in San Francisco, CA



Fig. 197 Sign types allowed in road right-of-way for the City of Detroit

- Familiarize users with the bicycle network
- Assist in identifying routes to destinations
- Assist in increasing the comfort level of and encouraging infrequent bicyclists to bike more often
- Develop a signage package that includes distance to destinations to help minimize the tendency to overestimate how faraway places
- Market the bicycle network by providing consistent imagery

(“Background”, City of Detroit Bicycle Wayfinding Guidelines).

Other signage can then be added to highlight additional elements along the greenway. This signage can be gateway icons, maps, and interpretive and special points of interest signs or panels. An example that shows how signage can be tied to together in a variety of sign types is the Razorback Greenway Sign system (Fig 199). This example shows how trailhead, interpretive, community guides, maps, directional signs,

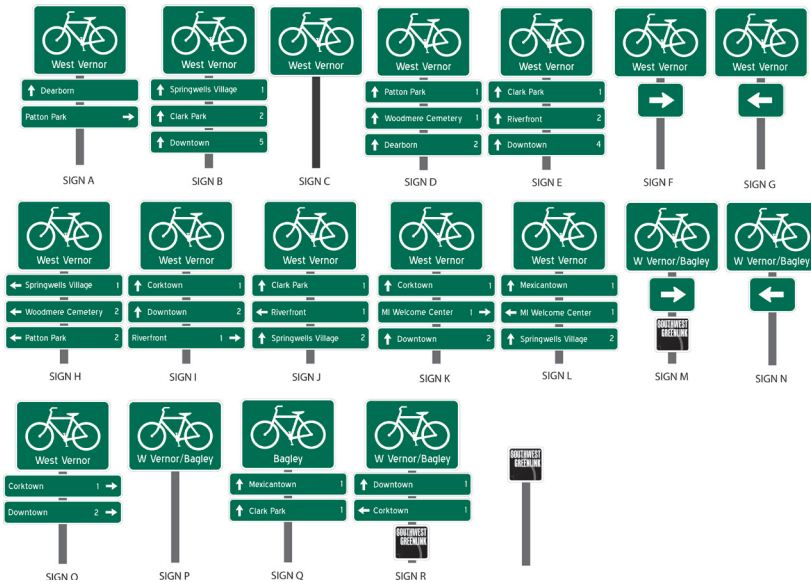


Fig. 198 Southwest Detroit Pilot Project

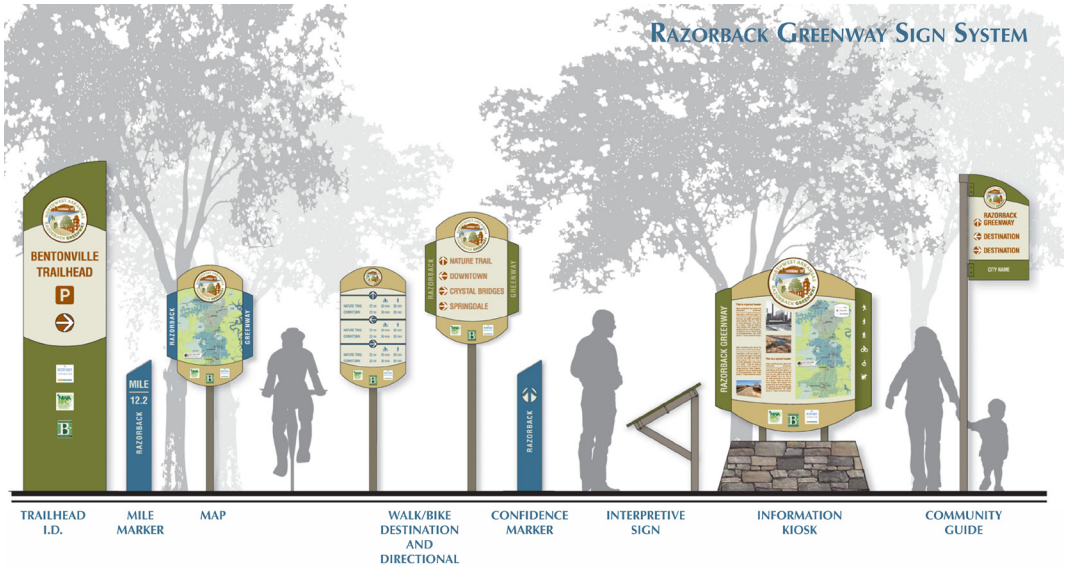


Fig. 199 Razorback Greenway Signage

and information markers can be tied together to help identify the trail as people move through it.

This system was designed by Alta Planning + Design. This firm has designed a number of signage and wayfinding systems specifically aimed at the needs of pedestrians and cyclists. They utilize experience focusing on active transportation as a core specialty (“Bicycle Wayfinding and Design.” Alta Planning + Design).

ARTS AND CULTURE

One of the requests regarding signage of the DGC was to review signage in regards to arts and culture. There is a wealth of cultural opportunities in the areas that connect to the ICG such as Southwest Detroit and Hamtramck to name a few. An example of how arts and culture was incorporated with another greenway system is the

Indianapolis Cultural Trail. Leaders in the city of Indianapolis, Indiana, wanted to make it easier for people to visit the city's cultural districts, which were disconnected from the heart of downtown and did not get the attention they merited. In a city with a successful linear park and trail system, but no on-street bicycle facilities, one leader envisioned a bicycle and pedestrian trail through the heart of downtown Indianapolis.

Twelve years later, the city, through a public-private partnership, completed the construction of an eight-mile, separated facility that forms a loop around downtown with spurs to connect five cultural districts and neighborhoods, as well as the city's greenway system (Fig. 200-201) (Payne, Brian. et al., "Indianapolis Cultural Trail.").

The Indianapolis Cultural Trail is managed by a nonprofit, Indianapolis Cultural Trail, Inc. (ICT, Inc.). ICT, Inc. works to thoughtfully manage, maintain and promote the trail to ensure it continues to exist as a world-class public space for residents and visitor of Indianapolis ("About." Indianapolis Cultural Trail).



Fig. 200 Indianapolis Cultural Trail Tour



Fig. 201 Indianapolis Cultural Trail Tour



Fig. 202 Highland Park Ford Plant

HISTORICAL CONNECTIONS

Detroit, Highland Park, and Hamtramck are full of history and the area along the greenway is no exception. Like arts and culture, history can tie communities together by providing connections to the past and help residents gain an appreciation of who came before them.

Some of the history stories can be told along the greenway include the automotive plants including the Highland Park Ford Plant in Highland Park, Dodge Main in Hamtramck, and Cadillac Clark Street Assembly Plant.

“Probably no factory changed life in 20th century America as much as the Highland Park Ford Plant (Fig 202).” It was here, that Henry Ford and his engineers developed many of the crucial principles of modern mass production. (“Highland Park Ford Plant”, Detroit: A National Register of Historic Places Travel Itinerary).

One organization that has been providing funding for historic interpretive signage through a grant program is The MotorCities National Heritage Area. The MotorCities National Heritage Area Challenge Grant Program is designed to support organizations located within the MotorCities National Heritage Area as defined by the Secretary of the Interior (H.R. 3910 Nov 6, 1998 Public law 105-355, 105th Congress). The program provides limited funding to member organizations for initiatives that support or further the MotorCities National Heritage Area mission which focuses on 3 elements. To develop and deploy educational programs, to encourage revitalization through conservation, and to increase tourism. Projects must be largely automobile and/or labor heritage related and focus on at least one of the following three topics.

The first one is the revitalization of our historic automotive and labor structures through preservation. The second is interpretation efforts which attempt to tell the story to a broad audience and the third is education activities which engage a specific audience and create increased appreciation of our heritage and Tourism projects which promote the region and its heritage activities. (“Our Activities and Programs.” MotorCities National Heritage Area)

The Clarkston Community Historical Society has taken part in the program and has utilized it to relate the City of Clarkston’s automotive stories and unify the related sites using interpretive signage (Fig 203). These signs are set strategically in places where people walk and gather: in parks, along greenways and sidewalks, in downtown commercial areas, and in other community locations. (“MotorCities Wayside Exhibit Program.” Clarkston Community Historical Society.)

PUBLIC RELATIONS, MARKETING, AND PROGRAMMING

Greenways can benefit from signage that promotes public relations, marketing, and programming. An example of how signage can be used



Fig. 203 Clarkston Motor Cities Historical Signage

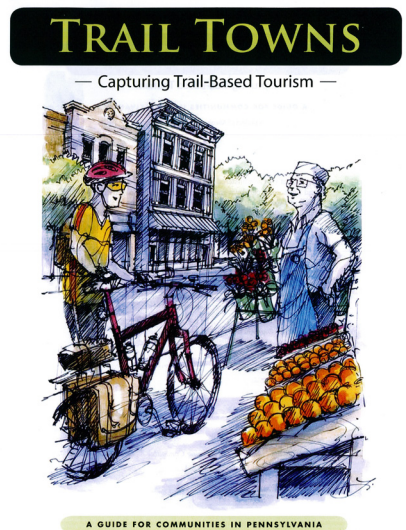


Fig. 204 Trail Town Manual Cover



Fig. 205 Midtown Greenway Glow Arts Festival



Fig. 206 Harringay Bridge in the London Borough of Haringey in north London, United Kingdom

for marketing and public relations is the Trail Town concept (Fig). This was developed by the Allegheny Trail Alliance and is used as a means to spur economic development by tying communities and greenways and more recently blueways together through signage. Their definition of a Trail Town is a destination along a long-distance trail. Whether on a rail trail, towpath, water trail, or hiking trail—trail users can venture off the trail to enjoy the scenery, services, and heritage of the nearby community with its own character and charm. It is a safe place where both town residents and trail users can walk, find the goods and services they need, and easily access both trail and town by foot or vehicle. In such a town, the trail is an integral and important part of the community. A Trail Town is a vibrant place where people come together. It may have a bike shop, an ice cream parlor, casual restaurants, a grocery store, and quaint local shops. It has wide sidewalks, clean streets, bike racks, and benches at convenient locations. (“Trail Towns”, Capturing Trail-Based Tourism)

Many communities utilize their greenways for events and programs which also help tie communities together. An example of a greenway organizations that is doing this is the

Midtown Greenway Coalition in Minneapolis Minnesota. They combine an arts festival, run and bike ride event called the “Greenway Glow Arts Festival, 5K Fun Run, and 10-Mile Bike Ride” every year in June (Fig. 205)(“Upcoming Events.” Midtown Greenway Coalition).

In regards to the ICG, one future location that could be utilized to promote events and share information is the section of trail that will go over Woodward Avenue near the Highland Park Ford Plant. Below is an example of others utilizing a similar space and the impact it makes in regards to visibility (Fig. 206).

ECONOMIC OPPORTUNITIES

The DGC and officials in the city administration are identifying potential funding resources to support the ICG. In April of 2016, they applied for a Transportation Investment Generating Economic Recovery (TIGER) grant to support the implementation of the Inner Circle Greenway. The infrastructural needs to implement the greenway are high, but also important is funding to support community engagement, placemaking and awareness of the ICG. Several opportunities were identified by Ernest Zachary, principal of Zachary and Associates, a Detroit-based economic development firm, and Adjunct Professor of the Master of Community Development Program at University of Detroit Mercy.

Opportunities for Infrastructure Support:

U.S. Economic Development Administration (EDA): Several EDA programs may support the ICG including Public Works, Economic Adjustments and University Centers. More information can be found at <https://www.eda.gov/programs/eda-programs/>

Michigan Department of Transportation (MDOT) Transportation Alternative Program (TAP):

This program funds projects that use “federal transportation funds designated by Congress for specific activities that enhance the intermodal transportation system and provide safe alternative transportation options.” More information can be found at http://www.michigan.gov/documents/mdot/MDOT_TEA_Overview_175763_7.pdf

Opportunities for Community Engagement/Placemaking:

Community Development Block Grant (CDBG): Entitlement Communities and Neighborhood Stabilization Program dollars could be applicable to ongoing engagement and placemaking, specifically as it relates to the ICG as an alternative transit opportunity. More information can be found at http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

MotorCities National Heritage Area Challenge Grant Program: As was discussed in the previous Signage and Criteria section, Motor Cities Grants have been a successful way for many local municipalities to fund signage to encourage revitalization.

Knight Foundation: culturally representative installations around the greenway could attract Knight Foundation dollars, and the organization emphasizes engagement as a key to success. More information can be found at <http://www.knightfoundation.org/what-we-fund/engaging-communities>

Community Foundation for Southeast Michigan (CFSEM): Through its GreenWays Initiative, CFSEM has supported Detroit non-motorized initiatives. Engagement, specifically around safety and youth access, may be ways to streamline funding into engagement and awareness opportunities for the ICG. More information can be found at <https://cfsem.org/initiative/greenways-initiative/>

CONCEPTUAL BUDGET

Conceptual budgets for the Ambassadorship Program and Signage are outlined below. Budgets for these elements range in price depending on scale. The Ambassadorship/Community Engagement programs can vary widely and could include a community cleanup, mural painting, volunteer appreciation event, and a bike safety event to name few. The signage section also includes program event elements such as banners, t-shirts, and swag.

EXAMPLES

General Community Cleanup Costs: 25 attendees

Trash bags: \$30

Gloves: \$125

Bottled water: \$15

Advertisement: free through social media

Total Costs: \$170+/-

General Mural Painting Costs (10x10): 10 attendees

Gloves: \$50

Brushes: \$30

Pint of Paint 5 at \$10/each: \$50

Gallon of Paint: \$30

Paint cups: \$20

Total Costs: \$180+/-

General Bike Safety Event Costs: 50 attendees

Bike Rentals \$10/bike: \$500

Bottled water Water: \$30

Chalk: \$20

New helmets \$20/each: \$1,000

Total Costs: \$1,500+/-

General Volunteer Appreciation Event Costs: 50 attendees

Food: \$500+/-

Beverages: \$100

Awards: \$50

General Gift (per person) \$15/each: \$750

Total Costs: \$1,400+/-

Pamphlets

60 Pamphlets design and print cost: \$40+/-

100 Pamphlets design and print cost: \$60+/-

Signage Components including programs/events:

Information provided by Studio Graphique, except otherwise noted

Primary Signs: Develop Design Intent drawing for primary signs.

Design Cost: \$3500

Production Cost: \$4,000 - \$6,000 for a double-post and panel, depending on material

Production Cost: \$2,500 - \$4,000 for an Enviropoly material

Informational Kiosk: \$3,500

Longer-lasting signage for a street-side

Production Costs: \$300-\$600

("Signage Cost." Small Business.)

Event Items: Banner, Flyer and Poster

Design Cost: \$1,000 per item

Banner Production Cost: \$50 - \$100 [4x2ft]

Banner Production Cost: \$175 - \$200 [8x5ft]

Flyer Production Cost: \$85 - \$175 [500]

Poster Production Cost: \$300 [250]

Event Swag: Water bottles, Frisbees with Logo

Design Cost: \$500

Water Bottle Production Cost: \$400 - \$600 [500]

Frisbee Production Cost: \$250 - \$500 [500]

Event T-shirt with Logo:

Design Cost: \$500 - \$1,500

Crew Neck T-Shirt Screen Print: \$6 - \$15 per shirt

Polo Shirt Embroidery: \$12 - \$25 per shirt

Digital Components

Email Blast Template: Assumes client will use an email program like Mail Chimp; client to manage database and send email. General Brand Template may be used multiple times.

Design Cost: \$2,500 - \$3,500

Production Cost: based on model from site used, typically \$5-10 per campaign, .01 cent per email, or a monthly cost based on subscribers (free - \$35 per month)

Website Re-skin: Update current website with new brand look.

Cost: \$5,000 - \$10,000

Website Re-design: Website Design and programming of a website that carries forward the new brand look, and connects to social media and basic search engine optimization.

Cost: \$15,000 - \$30,000

As conceptual budgets can vary based on resources, It is important to recognize the importance of community partnerships, collaborations, and networking as a majority of the events and supplied listed below can be obtained through fundraising and donations.

PHASING OF IMPLEMENTATION

Timeline and phasing will depend heavily on the overall project as well as the numerous moving parts involved. Below is a projected timeline, complete with optimal phasing for completion of action plan elements. As an example for initiation of programming in focus areas, a great reference book is *The Creative Community Builder's Handbook* by Tom Borrup. This tool can be used to review strategies that can be utilized including creating the strategy and getting started, as well as possible funding sources.

An important aspect of planning for the future lies in the possibility of the DGC collaborating with organizations such as the Detroit Riverfront Conservancy and Focus:Hope. These organizations already have volunteers and ambassador programs which can be utilized to enhance phasing along the ICG. Of note, the DGC is aware of the need for a full time staff for the role of volunteer and ambassador lead and have added it to their business plan as they seek funding to support it. It is recommended that tapping into fellowship programs connected to community initiatives and local college institutions be a priority in the initial stages of phasing. In addition to the possibility of the W.K. Kellogg Fellowship program connected to the University of Detroit Mercy, the placement of a intermediary staff position through Wayne State is an alternative if the position cannot be funded directly.

In regard to signage in particular, the first phase could incorporate directional signage. This signage is what is recommended from the City of Detroit Bicycle Wayfinding Guidelines. This signage will add an element of safety and it is the less expensive than other types of signage. The DGC could work with the City of Detroit on effective means of implementation. As people utilize the ICG, they then will know where they are going, what is near the greenway and that they are on the greenway. Phases of signage implementation including arts and culture and history signage could be added as various Ambassador Groups are formed. The signage could be part of an ambassador project, or the

ambassadors can work with the community on what they would like to see represented in these areas. Furthermore, marketing, public relations, and event signage can be ongoing based on events, new sections of the greenway being added, and collaborations with local organizations and businesses.

PHASE 1. AUGUST 2016-AUGUST 2017

- Connect with Detroit Bike clubs in order to initiate primary ambassadorship elements
- Identify 3 focus areas, as well as nodes within the areas to connect with
- Begin planning engagement sessions in focus areas throughout Detroit
- Review resource list for possible funding opportunities
- Identify top priority in signage needs according to residents in focus areas develop signage choices

PHASE 2. AUGUST 2017-AUGUST 2018

- Initiate ambassadorship program along focus areas or nodes on the ICG focused on bike culture
- Assess success and challenges with ambassadorship program
- Continue engagement sessions in focus areas throughout Detroit. Begin connecting with community members who show interest in the ICG
- Identify which “types” of the Ambassador Program have the most interest (i.e. safety, history, maintenance)
- Execute specific signage surveying in order to determine best choices for focus areas
- Create budget for future
- Assess resource list in order to initiate funding opportunities. Initiate grant proposals in order to cover ambassadorship and signage elements
-

PHASE 3. SPRING 2018

- Sustain ambassadorship program along focus areas or nodes on the ICG focused on bike culture utilizing assessment of program thus far
- Continue engagement sessions in focus areas throughout Detroit. Organically develop ambassadorship programming in focus areas according to resident interest and availability
- Grow “types” of Ambassador Programs as need/interest of volunteer base grows
- Utilize funding in order to install signage in focus areas along ICG
- Develop budget
- Sustain grant funding relationships

3 YEARS IN THE FUTURE:

- Sustain programming in original focus areas. Aid in development of CDCs and other nonprofits along the ICG to handle programming in original focus areas.
- Select 3 more focus areas
- As aspects of the ICG become complete, initiate ambassadorship and engagement programming in those areas.
- Continue to assess ambassadorship programming
- Assess signage effectiveness
- Develop signage elements and execute surveying elements to determine best choices for focus areas
- Continue to develop budgeting.
- As DGC in particular grows and strengthens, add staff that can aid in steering planning for the future

5 YEARS IN THE FUTURE:

- Continue model for completed sections of the ICG utilizing template provided as well as fresh ideas.

CHAPTER NINE

OUTC



Fig. 207 Slow Roll Detroit

ONTIES



EXPECTED OUTCOMES

Expected outcomes of the execution of action plan elements outlined in the Summer 2016 Capstone include impacts on residents (human development), organizations (organizational development), the physical environment (physical development) and the economy (economic development). These elements, also known as the HOPE model, are outlined in the University of Detroit Mercy (UDM) Master of Community Development (MCD) program. The utilization of these aspects gives opportunity for specified programming and holistic improvement of geographical areas as well as quality of life for residents therein.

Overall, outcomes are connected with the short and long term goals developed via investigative methods. These include greater opportunities for people to interact, potentially across socioeconomic and racial backgrounds. Additionally goals include more sustainable cities which are more cost effective for residents. One specific projected outcome of this Capstone project is the support of reduced dependency on the automobile. Increased opportunity via transportation for getting to jobs and education are major outcomes expected from this project. Further, goals and outcomes of this project include the establishment of safer communities due to increased presence of people, as well as increased property values which residents can benefit from. Increased awareness of environmental issues among residents and visitors alike are projected goals, as well as increased awareness of historic context and districts. Capacity building around cycling and pedestrian advocacy with the ambassador program is yet another projected outcome.

HUMAN DEVELOPMENT

From a Human aspect, it is expected that there will be frustration as both bikers and drivers learn to share the road along the ICG. Additionally, the challenge of fostering community engagement may become overwhelming at times. Through promotion and increased awareness of the benefits, as well as prioritization of resident opinion, these elements can be eased. Activation of the neighborhoods in addition to downtown and midtown, is an expected outcome. Positive expected outcomes therefore include improved community investment in the neighborhoods resulting in greater community interaction. Furthermore, expected positive outcomes lead to neighbors building stronger relationships. This leads to stronger community identity, which then increases community viability, and increases property values.

ORGANIZATIONAL DEVELOPMENT

Expected organizational outcomes are critically important to consider in regards to the DGC. As it has been mentioned, the DGC was formed in part at the request of the larger foundations that want to see greenways be successful in the City of Detroit, but weren't always comfortable with the numbers of small groups working to implement them. They wanted a nonprofit to oversee all of the greenway implementation and be the clearinghouse for best practices and advocacy. An impactful example nonprofit in the Detroit area to consider is the Detroit Riverfront Conservancy. Recognizing catalyzing effects of the Detroit Riverwalk and Dequindre Cut is important to review and study how the DGC will build on their momentum.

The DGC has the opportunity to be the organization to organize and provide the tool kits to help communities and other nonprofits collaborate on greenway and other green space projects. The DGC can also assist in helping organizations to work together on increasing transportation accessibility without large capital investments. From a neighborhood standpoint, the DGC can utilize the community engagement

strategies outlined in this book and other resources to make sure the neighborhoods and residents are involved with the development of the ICG.

PHYSICAL DEVELOPMENT

When speaking about the physical outcomes from the ICG, one could again look to what the Detroit Riverwalk Conservancy has done with the success of the Detroit Riverwalk and the Dequindre Cut. These two greenways within the City of Detroit are two great examples of catalysts for greenway development. These two projects among many have mobilized people around attractive greenways and green assets. They have attracted people to the Detroit Riverfront, established placemaking, and exhibited the city's art and cultural assets. They have brought attention to biking and the growing bike culture in Detroit. Similar to the potential of the ICG they have activated previously vacant spaces and shown how derelict conditions can be enhanced and transformed to community assets. One example of this is the activation of underutilized land (railway). Both the Dequindre Cut and the ICG have similar conditions in that abandoned or unused railway has been and can become greenways and public space.

Housing development is an area that could be positively impacted through partnership between housing based organizations and DGC. Success of the greenway will mean a benefit to Detroit's de-stabilized housing market, which is seen as one of the major barriers to the economic stability of the city of Detroit. In 2015, Detroit's population was just above 700,000, and it is predicted that it will dip below the 700,000 mark in 2016 ("Population Of..." USA Population 2016 States And City). That coupled with Wayne County ranking second in population loss, Detroit is looking for a network of ways to keep residents in the city ("Wayne County Had ..." Detroit Free Press). If Detroit takes advice from programs such as the Atlanta Beltline, they will look toward partnerships between housing agencies and organizations to build and support housing around the greenway for success. A large component of Atlanta

Beltline's equitable economic development program focused on housing. As has been identified in the previous case study, new housing projects as well as incentives to rehab homes within proximity of the greenway have proven to be successful.

The current administration has created and bolstered two agencies that can be potential partners for this type of future project. Firstly, Detroit Land Bank Authority was created to help disperse publicly owned residentially zoned land within Detroit back to residents. Detroit Land Bank Authority programs including: a daily Auction, Own It Now, Community Partners, and Side Lot Programs, have successfully dispersed over 5,000 parcels to individuals, but public ownership still soars close to 100,000 parcels across the city ("DLBA Quarterly Report-April 2016." Buildingdetroit.org). This continued surplus of under utilized unused and often blighted land is certainly a weakness that, but coupled with programs strategically located near the greenway, could be a great potential opportunity. Large scale high-density residential housing development projects around the greenway and commercial corridors may be a way of supporting neighborhood-level development. Secondly, The Department of Housing and Revitalization, which strategizes how to best allocate federal Housing and Urban Development (HUD) and Community Development Block Grant (CDBG) dollars with, is fully staffed with nationally renowned and practices developers who are primed to support these type of projects. Additionally, the Department of Housing and Revitalization is working closely with the Planning and Development Department (P&DD), to ensure that these developments fit within the overarching plans and strategies for Detroit. These agencies can all work together to facilitate rehabilitation and new development build projects near the ICG, which furthers the economic stability and equitable development of neighborhood outside the core downtown area.

These projects need to focus on equitable practices, which can be supported by long-standing and new Community Development Housing Organizations (CHDO's), within the city. Non-profits organizations such as Southwest Housing Solutions, Focus:HOPE, Grandmont Rosedale

Development Corporation, and Central Detroit Christian Community Development Corporation to name a few are a few among this list of organizations that have historically and continue to supported low-income and mixed income residential development projects over the past decades. New organizations, like Develop Detroit, continue to emerge, focusing on neighborhood-level stabilization, rather than on downtown. Continued engagement and usage of the ICG will help promote market neighborhoods for increased development opportunities, creating an alignment and partnership that will be beneficial for all parties involved.

Overall physical outcomes will include improved transportation solutions of increased viability of cycling for commuting, increased awareness of cycling, increased connectivity of parks, and increased connectivity of cities. There is the potential that the ICG will become a catalyst for more greenways and increase bikeability and even possibly assist in the establishment of more park space. This will will create the potential of a number of healthier people as a result of increased physical activity by providing numerous options for biking and other outdoor activities. There will be challenges to this type of development. One such challenge would be people's frustration in the narrowing of streets even though the roadway will be more appropriately sized. And there will most likely be a time lag for motorists to understand the rules of on street biking lanes. A strong public bike education program would assist with these concerns.

ECONOMIC DEVELOPMENT

In its core mission, DGC indicates that projects such as the ICG hope to stimulate neighborhood-level economic development, among other benefits. The ICG travels through many of the stable and stabilizing neighborhood commercial corridors in the city. Vernor Highway in Southwest is a prime example of a strong commercial corridor that can be directly impacted by the greenway. Changes in the design of the ICG indicate that city planners also see the economic benefits of a ICG on commercial corridors. Previously, the greenway cut through Highland Park and Northwest Detroit along an unexposed expired rail line. With

the support of Detroit's Planning and Development Department, the ICG expanded to continue west along McNichols Road to Livernois Avenue, and then to continue to cut down Livernois Avenue toward southwest. They have also indicated that the bike path will continue north up Livernois Avenue, connecting into Ferndale at 8 mile. This stretch is a burgeoning commercial corridor. The change in planning reflects a desire to connect the path as an economic development tool to support new and existing businesses along this neighborhood-level commercial corridor.

The economic benefits of trails affect residents, businesses and neighborhoods alike. In Apex, North Carolina, the addition of a greenway increased housing prices of 40 homes by \$5,000, and in Seattle, Washington, homes within close proximity to the 12-mile Burke-Gilman trail sold for 6 percent more than comparable homes ("Benefits of Greenways." Greenways, Inc). The economic benefits of greenway and trail placement directly support those who own property in the vicinity; consequently, this increases the value for incoming individuals looking to purchase.

The Atlanta Beltline is working to acknowledges that its presence will impact housing affordability in the future by creating diverse programming that supports affordable housing projects. For example, Atlanta Beltline has designed a way so that 15% of the tax-allocation dollar (TAD) bond proceeds, that are used for used in Atlanta Beltline development, are reserved for workforce and affordable housing. Furthermore, Atlanta's City Council created the Atlanta Beltline Affordable Housing Trust Fund (ABAHTF) to ensure this funding is used exclusively for affordable housing. Atlanta Beltline has incorporated affordable housing projects into the master plan its development for this reason. With the goal of creating 5,600 units of affordable housing over twenty-five years, Atlanta Beltline is working with Invest Atlanta, a regional development authority that supports the city's equitable economic development. These entities together have created 985 affordable housing units along the Beltline ("Atlanta Beltline Living Made

Easier.” Atlanta BeltLine Affordable Housing).

The Atlanta Beltline Housing Initiative Program “is designed to give qualified families the opportunity to buy or renovate homes along the trails, parks and future transit of the Atlanta Beltline (“Atlanta Beltline Living Made Easier.” Atlanta BeltLine Affordable Housing).” Eligible homebuyers can receive different incentives including discounted purchase price, down payment assistance, or funding for repairs and renovations.

Just as housing prices are affected by the presence of trails and greenways, businesses experience similar benefits. Furman University, in Greenville South Carolina, studied the economic and health impacts of the Greenville Hospital System Rabbit Tram Trail. After interviewing 9 managers at businesses near the trail, it was reported that sales/ revenues increased between 30-85% since the completion of the trail (Web, “What Economic Impact Do Trails Have In Our Communities?”). In this same study, several businesses chose to open in locations near the trail based on potential added revenue that the trail system supported. Since breaking ground in 2005, there has been more than \$1 billion in new private development around the Atlanta Beltline (“What Economic Impact Do Trails Have In Our Communities?”The Carolina Thread Trail). The Atlanta Beltline anticipated that private development would demand a capable workforce, and as such created a program to train residents within the Beltline route adjacencies footprint.

An important tool to support equitable economic development is to connect builders of Atlanta Beltline projects with job seekers in neighborhoods adjacent to the Beltline. By partnering with Atlanta Workforce Development Agency, the Atlanta Beltline implements a training program for these residents. In its 2010 inaugural class, 100% of the graduates were placed into jobs within construction and other industries. The diversity of economic development programming has earned Atlanta Beltline national and international recognition. In 2015, the International Economic Development Council (IEDC) awarded the

organization with Gold Excellence in Economic Development Award in the category of Neighborhood Development (“Atlanta Beltline 2015 A Year in Review.” Atlanta BeltLine).

DIVERSITY AND MULTICULTURALISM

Recommendations for engagement strategies along the ICG will allow communities to more easily represent the diversity and traditions of their area into the greenway. Proposed engagement tactics allow for communities to implement involvement as necessary, tailoring to each community’s specific needs for community engagement. As previously stated, the current condition of the greenway reflects minimal neighborhood identity. Utilizing community assets, such community organizations and stakeholder input and participation, will help in representing multiculturalism and diversity. The installation of a mural, religious quotes along a fence, signage recognizing an area’s historic value, organizing bike safety lessons or a weekly slow roll; these are simplified and realistic engagement tools that can bring communities together. Doing so would help establish or strengthen bike culture in the area. The implementation of community engagement tactics has the capability of jump-starting or increasing community solidarity, increasing perceptions of safety through placemaking, and providing avenues for communities to imprint their cultures and traditions along the greenway.

REGIONAL DEVELOPMENT

The expected regional outcomes from the ICG are many. Many cities are using greenways as catalysts for economic development and this includes a regional perspective. Greenways and green spaces attract people to an area, which in turn create jobs and housing. This all helps a region and not just the city in which they are located. The ICG is projected to become the catalyst to spur the development of other greenways, that will then connect to each other, spanning cities and neighborhoods outside of the Detroit border. This would be the ultimate regional success. Much is being done all over the state of Michigan with

different greenway trails including the Iron Belle Trail to connect people statewide. The ICG can also be utilized from a tourism perspective. More and more people are interested in learning about local history and enjoying the museums and restaurants in their own backyard. The ICG could play a role in connecting these people traveling around the city from beyond it's borders looking for new things to explore. It is healthier for both the environment through air quality and the users both physical and mental health. The peripheral benefits include connectivity of community, recreational elements, and image of the city.

PUBLIC POLICY AND EXTERNAL FORCES

Policy affecting bike laws and regulations in Detroit must be analyzed on a myriad of levels. Firstly, bike law in Detroit is indicative of national policy trends regarding transportation, specifically automotive transportation. By comparing historical transportation policy between the US and Amsterdam, it can be illustrated how divergent these policies can be. In recent years, there has been a strong push to support non-automotive means of travel in the United States. Detroit too began to identify supporting safe biking policy as a positive change for the city after its economic decline. These policy changes will be illustrated to understand how grassroots initiatives and local drivers influenced policy change in Detroit since the early 2000's.

The article "How Amsterdam Became the Bicycle Capital of the World" illustrates, automotive transportation bloomed across the United States and Europe alike in the 1950's and 1960's. In both regions, urban planners identified cars as the primary form of transportation of the future. In Amsterdam, just as the United States, demolition of strong neighborhoods took place to make way for new highways. ("How Amsterdam Became the Bicycle Capital of the World." The Guardian). New traffic compositions led to higher rates of traffic fatalities, and in Amsterdam, these fatalities led to concern over a continued focus on high-speed, automotive transportation by a mobilized group of protesters. These protesters demanded people friendly streets, or

“woonerf”, which slowed down the speed of cars. This policy change spawned decades of policy and planning devoted to supporting bike safety and accessibility over motorized transit. Today, “more than a quarter of all trips are made by bicycle” and that cycle paths and lanes are “so safe and comfortable that even toddlers and elderly people use bikes as the easiest mode of transport.” (“How Amsterdam Became the Bicycle Capital of the World.” The Guardian) Policy focused on non-motorized transit has been a decades long battle in Amsterdam. “The propensity of urban planners to give priority to cars is still persistent. It is easy to understand: an extra tunnel for cyclists means you have to spend extra money on the project. We’ve come a long way, but we can never lower our guard.” The constant policy push to keep Amsterdam a city “owned by cyclists” stands in stark contrast to policy in the United States.

In the past decade, there has been a push to make cities friendlier to alternative transit options. Partially due to the influx of people to cities and the negative environmental and safety concerns associated with automotive transit, many have identified biking as an ideal alternative in urban areas. Many in Detroit began pushing for stronger policy and action associated with biking safety, and under Council President Ken Cockrel Jr.’s Green Task Force, a Non-Motorized Master Plan was passed in September 2008. The master plan touted the myriad of benefits that come from non-motorized transit, indicating that “there is broad recognition of the health, economic development, environmental and social benefits, bicycle lanes, related facilities and improved pedestrian infrastructure generate” (Detroit (Michigan). Resolution Endorsing the Non-Motorized Master Plan for the City of Detroit). This policy change has been supported by the continuation of a Green Task Force. The Green Task Force, now led by Councilman Scott Benson, is involved with Detroit Greenway Coalition and is actively involved with the ICG. This evidence coupled with the shift in bike culture referenced earlier in this text give good indication that policy supporting non-motorized transit, and specifically bicycle-centric legislation will be supported by the public and policymakers alike.

SOCIAL JUSTICE

Equitable engagement of project elements has been divided into two main themes: examination and application. Case studies were examined which addressed similar audiences to those in Detroit, or otherwise reflected many aspects of societal realities in Detroit. To address or mitigate potential barriers in the surveying process, alternative means of gathering information have been employed. First, the avenue of assembling information already gleaned from established and trusted community organizations as well as previous capstone groups was utilized. Second, partnering with a third party who is a familiar or trusted member of the cultural, language, or social group was applied when in-person surveying was necessary. Finally, trusted members of the community, including organizations within these communities, were invited to participate in surveying respondents. The possibility of aspects such as perception of residents on outsiders soliciting personal information has thusly been addressed.

In application, the social justice opportunities have been identified out of examined conclusions. First, the importance of community engagement in all regions along the ICG is recognized as integral to the success of the greenway overall. The ambassadorship program idea was born out of the understanding that connectivity of residents as neighbors is crucial. Second, a continued focus on the proposed route through Highland Park is woven into the overarching theme of this work. Partnership between the cities of Detroit and Highland Park is of utmost importance, and respecting the agency of the residents in each city is key to fostering a strong relationship between the two municipalities going forward. Finally, approaching elements such as safety with an understanding of the creative force that drives innovation applies to elements of the proposed action plan. For instance, the Heidelberg Project was cited as an example of grassroots support of regional communities' ideas surrounding art as a manifestation of safety. According to Todd Scott, "A block outside of Heidelberg, people are on guard. Once the project is approached, bikes are dropped, people are

taking pictures, enjoying the art, and safety is not a concern.” (Scott, Todd. Class Discussion.) Focus on art as a facet of safety is therefore recognized.

ASSESSMENT

Project assessment methods are included as a tool for the DGC going forward. The elements included provide a template for measuring the efficacy of project aspects in order to change or sustain into the future. First, contacting organizations, residents, and ambassadors on a regular basis to gather survey information on success or failure of project aspects is of importance. The development of several follow up surveys would provide a measurable means of gathering information. Additionally, frequent dialogues between the DGC and the ambassadors would provide with point-by-point understanding of the development of programming.

Regarding the aspect of signage, measuring efficacy of programming would include talking to business owners as well as residents along the route and in focus areas to gather feedback. Taking stock of signage along the ICG at every phase will provide a tabular understanding of presence.

Providing open lines of communication for partners working together along the route will be necessary in order to continue to assess efficacy of action plan elements. Following the projected phasing and timeline, as well as documenting how things shift as the process unfolds, will also be of importance.

CHAPTER TEN

CONCILI



Fig. 208 Mural along the Dequindre Cut

VISIONS

ARTISTS

CONCLUSIONS

The construction and implementation of the Inner Circle Greenway (ICG) has and will continue to reshape Detroit's urban landscape and communities. As a result, it is critical that community driven ownership of the ICG be implemented through community engagement strategies by the Detroit Greenway Coalition (DGC). The Master of Community Development (MCD) core principles and ideologies assert sustainable community development is contingent on effective community engagement.

The ICG is an opportunity to engage residents on new developments that tie their communities together with many other neighborhoods. Biking awareness and stakeholder inclusion is an important measure of the greenway's future success. This was further contextualized with five separate case studies which proved that there are a myriad of ways to implement a greenway. Houston Parks and Recreation Phase II Master Plan specifically proved that engagement and understanding those impacted within communities that a greenway impacts was key.

As such, investigative methods were sought out to better understand the context of three focus areas: the intersection of Livernois Avenue and McNichols Road.(Liv/McN), Highland Park (HP), and Southwest Detroit near Clark Park (SWD). The differences in demographics, commercial structure as well as the presence of a greenway allowed for a deeper understanding of what type of engagement would be necessary and supported.

Through the investigative methods of observation, surveys and interviews, an understanding of how residents and individuals used the space in and around the greenway was developed. An initial inquiry to individuals who were involved in some way with the biking community supported a further understanding of what knowledge is held about ICG. Interviews with organizations impacted by the ICG helped deepen an

understanding about potential partnerships between DGC and other organizations along the greenway. A survey furthered data collection regarding how individuals may choose to support the greenway. These investigative methods lead to an in depth Asset Map, SWOT Analysis and Needs Assessment of the three focus areas and the greenway loop as a whole. Months of investigative research brought about an Action Plan focused on engagement of communities along the ICG. This plan focused on two key functions of engagement: an Ambassador Program that engages volunteers through individual and community interests in combination with Signage that fosters understanding of historical, cultural and community-based assets.

This Action Plan, based on research supported by the MCD HOPE Model of Community Development, is meant to serve as a blueprint and guideline as the ICG and network of greenways across the city is built to ensure the usage of these community assets by residents themselves for purposes of recreation and transportation. All in a hope of supporting a more connected and equitable future for Detroit.

TERMIN



Fig. 209 Cyclist in Detroit

NOLOGY



Accessible (all other trail types): Trailheads and access routes leading to the entry point of the trail or scramble area comply with ADAAG standards. A trailhead contains accessible parking spaces and access routes that have blacktop, concrete, boardwalk, or firm gravel, limestone, slag or soil surfacing. If provided, sanitary facilities and drinking water source are compliant with ADAAG standards.

Accessible (hiking): Trailhead (parking for trail users) complies with ADA Accessibility Guidelines (ADAAG). Trail slopes and widths are in compliance with proposed Recommendations for Accessibility Guidelines - Outdoor Developed Areas for hiking trails. Surfacing materials are blacktop, concrete, boardwalk, or firm gravel, limestone, slag or soils. If provided, sanitary facilities and drinking water source are compliant with ADAAG standards.

Biking: A developed trail of varied widths, surfaced with blacktop or compacted stone, on flat to rolling terrain.

BIKE LANE TYPES

Buffered Bike Lanes: have more space than a stripe between bikes and cars, but no vertical separation element.

Complete Streets: are roadways planned, designed and constructed for everyone's safety. On these streets, pedestrians, bicyclists, motorists and transit riders of all ages and abilities are able to safely move along and across streets. There is no one design for all Complete Streets but they often include such things as good sidewalks, crosswalks, mid-block pedestrian lighting, bus shelters, public lighting, and bike lanes ("Complete Streets." Detroit Greenway Coalition).

Conventional Bike Lanes: used to describe standard U.S. bike lanes, which consist of only a painted stripe on the road. It's been the standard "one-size-fits-all" approach for nearly 50 years in the U.S., and it's been largely unsuccessful in making trips on big, busy streets comfortable for the majority of the population. The NACTO guide uses "conventional" to describe these lanes ("Green Lane Project." People for Bikes).

Protected Bike Lanes

- **Exclusively for people on bikes:** Protected bike lanes must define and allocate space exclusively for people on bikes, not shared with pedestrians or motorized traffic except for brief mixing zones where necessary and at intersections. If the designs are sidewalk level, there must be separate, identified space for people on bikes and people on foot in order for the facility to be considered a protected bike lane.
- **On or adjacent to the roadway:** Protected bike lanes are part of the street grid. In some instances, a protected lane may be separated from the road by landscaping or other features, but it runs parallel and proximate to the roadway. This distinguishes protected bike lanes from off-street pathways that follow waterways or rail corridors.
- **Physical separation:** Protected bike lanes have some sort of physical, stationary, vertical separation between moving motor vehicle traffic and the bike lane. Examples of vertical separation include plastic posts, bollards, curbs, planters, raised bumps or parked cars. Protected bike lanes can be at street level or raised, either to sidewalk level or a level in between street and sidewalk level. Paint alone does not create a protected bike lane.

Unprotected Bike Lanes

- **Buffered bike lanes:** there must be some type of vertical object delineating the space at least once per block.
- **Unprotected Bike Lanes:** Multi-use or shared paths; space must be designed and designated exclusively for bicycles.

Greenway: is a network of open space, trails, and bike lanes for walking, jogging, biking and roller-blading that links neighborhoods and destinations such as parks, schools, libraries and shopping areas (“What is a Greenway?” Detroit Eastside Community Collaborative Conner Creek Greenway).

Hiking: Natural or hard-surfaced trails or pathways of varying widths that provide a variety of hiking challenges.

Mountain biking: A designated, rugged, natural-surfaced, single-track trail that offers a range of riding opportunities.

Multiple-use trails (multi-use trails): Trail opportunities consist of both designated non-motorized trail activities such as hiking, mountain biking, jogging, rollerblading, horseback riding and cross-country skiing, and motorized trail uses, such as snowmobiling and off-road vehicles. While many trails in Michigan are specific to one type of activity, multiple-use trails offer a broad range of activity (“Defining Trails and Pathways.” Michigan Department of Natural Resources).

Off-road vehicle trails/routes/areas: A designated trail or scramble area that offer riding opportunities for motorcycles, ATVs and 4x4 vehicles.

Pathways: A pathway is a non-motorized trail which might be less than one-quarter of a mile, leading to a scenic overlook, or might stretch hundreds of miles, providing opportunities for biking, hiking and skiing. Michigan contains 66 state forest pathways, with a total of 880 miles.



Fig 210 Slow Roll Detroit Featuring Everybody



INDIXX

Organizational Contacts

LIV/MCN

FAITH-BASED ORGANIZATIONS

Gesu Catholic Church

Phone: (313) 862-4400

Website: <http://www.gesudetroit.com>

University of Detroit Mercy

Phone: (313) 993-1245

Website: <http://www.udmercy.edu>

NONPROFIT WITH ARTS & CULTURAL PROGRAMMING

Live6 Alliance

Phone: N/A

Website: <http://live6detroit.org>

Contact: Lauren Hood, Acting Director,

LIVE6 Alliance

Contact Email: info@live6detroit.org

University District Community

Association

Phone: N/A

Website: <https://www.udca.info/about-us/contact/>

NONPROFIT SERVING RESIDENTS 65 AND OLDER

Visiting Angels Living Assistance
Services

Phone: (313) 272-8282

Website: <http://visitingangelslakeorion.calls.net/senior-care.php?gclid=CJK4x9KG8c0CFZKGaQodEmcEmw>

SOUTHWEST DETROIT FAITH-BASED ORGANIZATIONS

Most Holy Redeemer Church

Phone: (313) 842-3450

Website: <http://www.holyredeemer.comcastbiz.net>

St Anne's Detroit

Phone: (313) 496-1701

Website: <http://www.ste-anne.org>

St Gabriel Church & Rectory

Phone: (313) 841-0753

Website: <http://www.archangel-gabriel.org>

NONPROFIT WITH ARTS & CULTURAL PROGRAMMING

Ford Resource and Engagement Center (FREC)

Phone: (313) 962-4888

Website: <http://www.frec-detroit.org>

Contact: Carmen Mattia, Senior Executive Director

Contact Email: cmattia@gcfb.org

Matrix Theatre Company

Phone: (313) 967-0999

Website: <http://www.matrixtheatre.org>

Contact: Megan Buckley-Ball - Artistic Director

Mosaic Youth Theater

Phone: 313-872-6910 x4015

Website: <http://www.matrixtheatre.org>

Contact: DeLashea Mya Strawder

Contact Email: delashea@mosaicdetroit.org

Southwest Detroit Business Association

Phone: 313.842.0986

Website: <http://www.southwestdetroit.com>

Contact: Theresa Zajac, President

Contact Email: theresaz@southwestdetroit.com

Urban Neighborhoods Initiative

Phone: (313) 841-4447

Website: <http://unidetroit.org>

Contact: Tiffany Tononi, Program Manager, Building Sustainable Communities

Young Nation

Phone: N/A

Website: <http://youngnation.us/index.html>

Contact: Erik Howard, Executive Director

NONPROFIT SERVING RESIDENTS 65 AND OLDER

American Indian Health & Family Services

Phone: (313) 846-3718

Website: <http://www.aihfs.org>

Contact: Nikole Fox, Health Education & Prevention Director

Contact Email: nfox@aihfs.org

Bridging Communities

Phone: (313) 361-6377

Website: <http://www.bridgingcommunities.org/>

Contact: Phyllis Edwards, Executive Director

Contact Email: phyllisedwards@bridgingcommunities.org

**HIGHLAND PARK
FAITH-BASED ORGANIZATIONS**

Greater St Matthew Baptist Church

Phone: (313) 867-6527

Website: <http://www.greaterstmatthew.org>

Healing Spring Missionary Baptist Church

Phone: (313) 868-8028

Website: <https://sites.google.com/site/healingspringmbc/our-history>

Highland Park Community Outreach

Phone: (313) 883-1502

Website: <http://www.hpco.org>

Soul Harvest Ministries

Phone:(313) 869-7685

Website: <http://soulharvestministry.com/aboutus.html>

**NONPROFIT WITH ARTS &
CULTURAL PROGRAMMING**

Galapagos Art Space-Robert Elmes

Phone: N/A

Website: <http://www.galapagosdetroit.com/team/>

**NONPROFIT SERVING RESIDENTS
65 AND OLDER**

LaBelle Towers co-op-Apartments for seniors 62+

Phone: (313) 883-7733

Website: <http://csi.coop/en/locations/MI/highland-park/12>

Luella Hannan Memorial Foundation

Phone: (313) 833-1300

Website: <http://www.hannan.org/>

Contact: Vincent Tilford, Executive Director

City of Highland Park

Phone: 313-252-0050

Website: <http://highlandparkcity.org/>

Contact: Yvette Robinson, Community and Economic Development Director

Detroit Area Agency on Aging-all of Detroit and area

Phone: (313) 446-4444

Website: <http://detroit seniors solution.com/programs/>

Highland Park Business Association

Phone: (313) 868-2886

Website: <http://highlandparkbusinessassociation.org>

OTHER

Michigan Department of Natural
Resources

Phone: N/A

Website: <http://www.michigan.gov/dnr/>

WORKS



Fig. 211 Spring Biking in Detroit

S CITED



PREFACE

Project for Public Spaces. "What is Placemaking." Project for Public Spaces. PageLines, n.d. Web. 1 July 2016.

CHAPTER 1 ACADEMIC FRAMEWORK

"About Mosaic Youth Theatre Detroit." Mosaic Detroit. Web. 21 Feb. 2016.

"About." Greater St. Matthew Baptist Church. Web. 21 Feb. 2016.

"About Us." South Harvest Ministry. Web. 21 Feb. 2016.

"About Us." University District Community Association. UDCA Online, 2016. Web. 30 June 2016.

"About." Detroit Senior Solution. Web. 21 Feb. 2016.

"About." University District Community Associations. Web. 15. June. 2016.

"History of St. Joseph Church." Mother of Divine Mercy Parish. N.p., n.d. Web. 26 Feb. 2016.

"Census Data 48203." Loveland Technologies. Web. 18. June. 2016

"Census Data 48217." Loveland Technologies. Web. 18. June. 2016.

"Census Data 48221." Loveland Technologies. Web. 18. June. 2016.

"Christian Services." Gesu Detroit. Web. 15. June. 2016.

"Community." University of Detroit Mercy. Web. 15. June. 2016.

"The History of University of Detroit Mercy." University of Detroit Mercy. Web. 15. June. 2016.

"History of Hannan." Luella Hannan Memorial Foundation. Web. 15. June. 2016.

"History of the Globe Building." Outdoor Adventure Center. N.p., n.d. Web. 26 Feb. 2016.

"History." Young Nation. Web. 21 Feb. 2016.

"Home Page." Ste. Anne De Detroit Catholic Church. Web. 21 Feb. 2016.

"Home." Frec-Detroit. Web. 21 Feb. 2016.

"Home." Live6. Web. 21 Feb. 2016.

"LaBelle Towers Co-Op Senior Apartments." Michigan State Housing Development Authority. Web. 21 Feb. 2016.

"Matrix Theatre Company History." Matrix Theatre Company. Web. 21 Feb. 2016.

"Mission." Luella Hannan Memorial Foundation. Web. 15. June. 2016.

"Mission." Detroit Greenway Coalition. Web. 15. June. 2016.

"Mission." Southwest Detroit. Web. 21 Feb. 2016.

"Mosaic Youth Theatre – The Mosaic Model." Mosaic Detroit. Web. 21 Feb. 2016.

“New Community Organization to Drive Revitalization in Northwest Detroit.” The Kresge Foundation. N.p., 31 Aug. 2015. Web. 15 June 2016.

“Our History.” Visiting Angels Living Assistance Services. Web. 15. June. 2016.

“Page Info.” Greater St. Matthew Baptist Church Facebook Page. Web. 21 Feb. 2016.

“Page Info.” Healing Spring MB Church Facebook Page. Web. 21 Feb. 2016.

“Programs & Focus.” Live6. Web. 21 Feb. 2016.

“Our Mission & History.” Urban Neighborhood Initiatives. Web. 21 Feb. 2016.

“Our Mission.” University District Community Associations. Web. 15. June. 2016.

“Programs.” Young Nation. Web. 21 Feb. 2016.

“Religious Education.” Holy Redeemer. Web. 21 Feb. 2016.

“The History of University of Detroit Mercy.” University of Detroit Mercy. N.p., n.d. Web. 30 June 2016.

“University District Neighborhood in Detroit, Michigan (MI), 48221 Detailed Profile.” University District Neighborhood in Detroit, Michigan (MI), 48221 Subdivision Profile. Urban Mapping Incorporated, 2011. Web. 30 June 2016.

“Vision.” American Indian Health and Family. Web. 21 Feb. 2016.

“What We Do.” Detroit Senior Solution. Web. 21 Feb. 2016.

“Who We Are.” Bridging Communities, Inc. Web. 21 Feb. 2016.

“Who We Are.” Matrix Theatre Company. Web. 21 Feb. 2016.

Board, Shaundra, Jeff Henze, LaToya Mobley, and Karen Thurman. Highland Park Connections: Facilitating Access to Youth Resources. Detroit: n.p., 2015. Print.

Gornik, Mark R. To Live in Peace: Biblical Faith and the Changing Inner City. Grand Rapids, MI: W.B. Eerdmans Pub., 2002. Print.

CHAPTER 2 CONTEXT

“Bicycle Commuting Data.” League of American Bicyclists. N.p., 2013. Web. 07 May 2016.

“Bike and Pedestrian Funding Survives- Again!” M-bike. N.p., 1 Nov. 2011. Web. 13 June 2016.

“Scott Benson Talks Transit, Bikes, Advocacy.” Mode Shift. N.p., 21 Aug. 2014. Web. 09 June 2016.

“WHAT IS SLOW ROLL?” Slow Roll. N.p., n.d. Web. 13 June 2016.

“Community Development.” Midtown Detroit, Inc. N.p., n.d. Web. 22 February,

2016.

“Conner Creek Greenway.” Detroit Eastside Community Collaborative.

WordPress. n.d. Web. 22 February 2016.

Battagello, Dave. “Detroit River Rail Tunnel Project Shelved Indefinitely.” Windsor Star. Windsor Star. 29 June 2015. Web. 2 June 2016.

Diodati, Monica. “Mobility vs. Safety: Better Block Detroit Confronts The City’s Perception Problem.” The Better Block. N.p., 11 May 2016. Web. 13 June 2016.

Gallagher, John. “Cities Protected Bike Lanes Almost Here.” Detroit Free Press. 31 October 2015. Web. 18 July 2016.

Giffels Webster. “Non-motorized Urban Transportation Master Plan, Detroit, MI”. 2006. Print.

Scott, Todd. “Detroit Repeals Archaic Bike Ordinances.” Detroit Food Fitness Collaborative. N.p., 11 Nov. 2015. Web. 07 July 2016.

Scott, Todd. “Detroit Will Be America’s Best City for Bicycling” Detroit Greenway Coalition Archives. Detroit Greenway Coalition, 11 Apr. 2016. Web. 17 June 2016.

Scott, Todd. “Greenways.” Detroit Greenways Coalition. N.p., n.d. Web. 22 February 2016.

Scott, Todd. “History.” Detroit Greenways Coalition. N.p., n.d. Web. 25 February 2016.

Szewczyk, Paul. “Corktown History.” Corktown History. N.p., April 2013. Web. 2 June 2016.

Woiwode, Tom. “Greenways Initiative.” Community Foundation of Southeast Michigan. N.p., n.d. Web. 25 February 2016.

CHAPTER 3 CASE STUDIES

CHAPTER 4 INVESTIGATIVE METHODS

“About.” Copenhagenize Design Team.

“About.” Detroit SOUP. N.p., 2015. Web. 10 July 2016.

“Aerial Calculator.” Brae. Watts Water Technologies, n.d. Web. 26 Feb. 2016.

“The Dequindre Cut as it passes under Lafayette St.” Detroit Riverfront COnservancy. N.p., n.d. Web. 4 June 2016.

“History of St. Joseph Church.” Mother of Divine Mercy Parish. N.p., n.d. Web. 26 Feb. 2016.

"History of the Globe Building." Outdoor Adventure Center. N.p., n.d. Web. 26 Feb. 2016.

"Join DPSCD for a Fun Filled S.T.E.A.M.y Summer." Detroit Public Schools. N.p., n.d. Web. 03 Aug. 2016.

"Religious Education." Holy Redeemer. Web. 21 Feb. 2016.

"St. Gabriel Catholic Church in Detroit, Mi." St. Gabriel Catholic Church. Web. 21 Feb. 2016.

2016

El-Sayed, Abdule, Dr. "Environmental Health." University of Michigan Extension. Detroit. 20 Apr. 2016.

Fisher, Debra. "Focus Hope." Telephone interview. 30 Mar. 2016.

Focus:HOPE. "Community Revitalization." Focus:HOPE. N.p., n.d. Web. 10 July 2016.

Gallagher, John. "Crews have recently lain the blacktop for the Dequindre Cut extension." Detroit Free Press. N.p., 4 June 2015. Web. 4 June

Gilmore, Scott. "Several Denver Parks Get New Outdoor Exercise Equipment." CBS Denver. N.p., 21 Aug. 2013. Web. 16 May 2016.

Inner Circle Greenway Community Engagement Team, "Initial Email Inquiry Survey." Survey. 25 February 2016.

Nolish, Jeffrey. "City of Detroit Planning and Development Department." Personal Interview. 8 June 2016.

CHAPTER 5 ASSET MAPPING

"About Us." Detroit Cristo Rey High School. N.p., n.d. Web. 13 Apr. 2016.

"Activity Schedule." Clark Park / Clark Park Coalition. N.p., n.d. Web. 16 Apr. 2016.

"Detroit Cristo Rey High School." Detroit Cristo Rey High School. N.p., n.d. Web. 14 Apr. 2016.

"Detroit's Murals Offer Perspectives on America." Detroit Metro Times. N.p., 1 July 2014. Web. 14 Apr. 2016.

"Lefarge Wholecim Foundation International Symposium on Infrastructural Space." Gleaners. Detroit, Mi. 8 Apr. 2016. Tour and Presentation.

"Mano De Obra Campesina - Detroit Metro Times Galleries." Detroit Metro Times Galleries. N.p., 15 July 2015. Web. 15 Apr. 2016.

"NSO Bell Building." Neighborhood Service Organization. N.p., n.d. Web. 27 Apr.

2016.

“The Clark Park Story.” Clark Park / Clark Park Coalition. N.p., n.d. Web. 14 Apr. 2016.

CHAPTER 6 SWOT ANALYSIS

“Gentrification.” Webster’s Dictionary. Web. 12. July, 2016.

CHAPTER 7 NEEDS ASSESSMENT

CHAPTER 8 ACTION PLAN PROPOSAL

“Be a Bike Ambassador | Bicycle Ambassador Program.” Bicycle Ambassador Program. N.p., n.d. Web. 28 June 2016.

“Fort Collins No. 1 in Nation in Bike-friendly Businesses | Bicycle Ambassador Program.” Bicycle Ambassador Program. N.p., 15 June 2016. Web. 1 July 2016.

Gerdes, Chris. “#TechTuesday: Apollo 11 Launch a Blueprint for Innovators.” Department of Transportation. N.p., 12 July 2016. Web. 12 July 2016.

“Population Of Detroit In 2016.” USA Population 2016 States And City. N.p., 1 Jan. 2016. Web. 12 May 2016.

Tanner, Kristi. “Wayne County Had Nation’s Second Largest Population Loss Last Year.” Detroit Free Press. N.p., 28 Mar. 2016. Web. 12 May 2016.

“About.” Indianapolis Cultural Trail. Foxio. n.d., Web. 8 July 2016.

“Background.” City of Detroit Bicycle Wayfinding Guidelines. Tour de Troit. 30 December 2014. Print.

“Bicycle Wayfinding and Design.” Services. Complete Streets. Alta Planning + Design. n.p., n.d., Web. 8 July 2016.

“DLBA Quarterly Report- April 2016.” Buildingdetroit.org, 14 Apr. 2016. Web. 15 June 2016.

“Highland Park Ford Plant”, Detroit: A National Register of Historic Places Travel Itinerary. National Park Service. n.d. Web. 30 June 2016.

“Our Activities and Programs.” MotorCities National Heritage Area. n.p., n.d. Web. 30 June 2016.

“MotorCities Wayside Exhibit Program.” Clarkston Community Historical Society. 15 January 2014. WordPress and Oxygen. Web. 30 June 2016.

“Trail Towns, Capturing Trail-Based Tourism.” Allegheny Trail Alliance. 2005. n.p., Print.

“Upcoming Events.” Midtown Greenway Coalition. Ignitr. N.d., web. 14 July 2016.

“Signage Cost.” Small Business. Web. 17 June 2016.

Deutsch, Erica. “Wayne County Brand Implementation”. Studio Graphique. 5 November 2015. Report.

Payne, Brian. et al.,”Indianapolis Cultural Trail.” Pedestrian and Bicycle Information Center. n.d., Web. 10 July 2016.

CHAPTER 9 OUTCOMES

“Atlanta Beltline 2015 A Year in Review.” Atlanta BeltLine. N.p., n.d. Web. 21 Feb. 2016.

“Atlanta Beltline Living Made Easier.” Atlanta BeltLine Affordable Housing. Atlanta Beltline, n.d. Web. 21 Feb. 2016.

“Benefits of Greenways.” Greenways, Inc. N.p., n.d. Web. 21 Feb. 2016.

Bray, C. “What Economic Impact Do Trails Have In Our Communities?”The Carolina Thread Trail. N.p., 2 July 2012. Web. 21 Feb. 2016.

Detroit (Michigan). Resolution Endorsing the Non-Motorized Master Plan for the City of Detroit. [Detroit, Mi.:] City Council [2008] Print.

Scott, Todd. Class Discussion. 27 July 2016. Open Forum Capstone Advising Meeting. UDM Architecture Building, Detroit.

Zee, Renate Van Der. “How Amsterdam Became the Bicycle Capital of the World.” The Guardian. Guardian News and Media, 05 May 2015. Web. 21 May 2016.

CHAPTER 10 CONCLUSIONS

TERMINOLOGY

“What is a Greenway?” Detroit Eastside Community Collaborative Conner Creek Greenway, n.d., Web. 16 May 2016.

“Defining Trails and Pathways.” Michigan Department of Natural Resources. n.d. Web. 16 May 2016.

“Green Lane Project.” People for Bikes. July 2014. Web. 16 May 2016.

“Complete Streets.” Detroit Greenway Coalition, n.d. Web. 16 May 2016.

APPENDIX



Fig. 212 Bikers on Detroit RiverWalk



FIGURE INDEX

COVER

Figure 1 Brown, James A., Slow Roll 2015. Freeface Photography. 2015. Web. 28 July 2016.

TABLE OF CONTENTS

Figure 2 “The Riverfront.” Home. n.p., n.d. Web. 09 Aug. 2016.

PREFACE

Figure 3 Inner Circle Greenway Map. Author, 2016.

CHAPTER 1

Figure 4 Getuiza, Cheryl. “Oakland introduces color to bike lanes to increase safety”. California Economic Summit. 25 September 2013. Web. 10 August 2016.

Figure 5 Wittig, William. “Three Circles of Sustainability”. MCD Program. Presentation. August 2014.

Figure 6 Thibodeau, Ian. “Private College Police Could Get More Authority as Detroit Mercy Seeks to Improve Neighborhood.” MLive.com. N.p., 2016. Web. 09 Aug. 2016..

Figure 7 Allen, E.B. “Detroit Unspun.” Detroit Unspun. Wordpress, 21 Feb. 2016. Web. 17 July 2016.

Figure 8 “Vacant Mexicantown Buildings Part of Larger Area Redevelopment Plan.” Crain’s Detroit Business. N.p., 2016. Web. 09 Aug. 2016.

Figure 9 M., Eugene. “Hands-On Folktales.” HandsOn Folktales. Wordpress, 21 Dec. 2015. Web. 17 July 2016.

Figure 10 “Hamilton Avenue | Mapio.net.” Hamilton Avenue | Mapio.net. N.p., n.d. Web. 19 July 2016.

- Figure 11 Racial Demographics of Liv/McN. Author, 2016.
 Figure 12 Racial Demographics of SWD. Author, 2016.
 Figure 13 Racial Demographics of HP. Author, 2016.

CHAPTER 2

- Figure 14 Oberholtzer, Michele. "Joy Ride." Huffington Post. N.p., 13 Oct. 2014. Web. 1 July 2016.
 Figure 15 May's Creek Greenway Map. Author, 2016.
 Figure 16 Conner Creek Greenway Map. Author, 2016.
 Figure 17 Midtown Loop Map. Author, 2016.
 Figure 18 Greater Riverfront East District Map. Author, 2016.
 Figure 19 Jefferson Avenue Protected Bike Lanes Map. Author, 2016.
 Figure 20 Beltline Greenway. Author, 2016.
 Figure 21 Underground Railroad Route. Author, 2016.
 Figure 22 Beach, Greg. "Bike Commuting." Inhabitat. 29 October 2015. Web. 11 August 2016.

CHAPTER 3

- Figure 23 Brown, James A., Slow Roll 2015. Freeface Photography. 2015. Web. 28 July 2016.
 Figure 24 Map of the U.S. Showing the geographic locations of case studies. Author, 2016.
 Figure 25 "Let's Build An Urban Trail in Denver." Indiegogo. 303Artway, n.d. Web.
 Figure 26 "Creational Trails 2013." Defining "placemaking" for Creational Trails. N.p., n.d. Web. 23 July 2016.
 Figure 27 "Travel Oregon." Downtown Historic Shopping District. N.p., n.d. Web. 23 July 2016.
 Figure 28 "The Massive Project That's Using Old Rail Lines To Revolutionize Atlanta." Dwell. N.p., n.d. Web. 09 July 2016.
 Figure 29 "Create, Recreate and Celebrate at Buffalo Bayou Park's Grand Opening". Houston Press. 3 October 2015. Web. 28 July 2016.
 Figure 30 "2016 Chevron Houston Marathon." Buffalo Bayou Partnership. n.p.,

17 January 2016. Web. 28 July 2016.

Figure 31 “Bayou City By Bike”. Visit Houston. Greater Houston Convention and Visitors Bureau, n.d. Web. 28 July 2016.

CHAPTER 4

Figure 32 Spitz, Scott. “Apple and Slow Roll.” Urban Velo. N.p., 10 Sept. 2014. Web. 11 July 2016.

Figure 33 Inner Circle Greenway Map. Author, 2016.

Figure 34 View to Windsor, Canada from Detroit along the RiverWalk. Author, 2016.

Figure 35 Goldbaum, Karen Cassin, “Expanding Greenways”. Community Foundation for Southeast Michigan. 14 July 14. Web. 28 July 2016.

Figure 36 Joseph Campau Avenue. Author, 2016.

Figure 37 Nearly vacant land along St. Aubin Street, Detroit, MI. Author, 2016.

Figure 38 Industrious landscape. Author, 2016.

Figure 39 Livernois Avenue Streetscape. Author, 2016.

Figure 40 Aerial View, Google Maps, 2016.

Figure 41 University District. Author, 2016.

Figure 42 Woodward Avenue and McNichols Avenue. Author, 2016.

Figure 43 Inner Circle Greenway Map. Author, 2016.

Figure 44 Residents of Detroit walking Dogs on the Dequindre Cut. Author, 2016.

Figure 45 Inner Circle Greenway Map. Author, 2016.

Figure 46 “The Dequindre Cut Greenway in Detroit.” Livin The High Line RSS. N.p., 2012. Web. 09 Aug. 2016.

Figure 47 Mural located on an underpass along the Dequindre Cut. Author, 2016.

Figure 48 Riverfront Fit Park on the Dequindre Cut. Author, 2016.

Figure 49 Bike lanes on the Dequindre Cut. Author, 2016.

Figure 50 Inner Circle Greenway Map. Author, 2016.

Figure 51 Inner Circle Greenway Map. Author, 2016.

Figure 52 Inner Circle Greenway Map. Author, 2016.

Figure 53 Inner Circle Greenway Map. Author, 2016.

Figure 54 Density in comparison of HP and Detroit north of Carpenter Street.

- Author, 2016.
- Figure 55 Inner Circle Greenway Map. Author, 2016.
- Figure 56 Inner Circle Greenway Map. Author, 2016.
- Figure 57 Inner Circle Greenway Map. Author, 2016.
- Figure 58 Inner Circle Greenway Map. Author, 2016.
- Figure 59 Inner Circle Greenway Map. Author, 2016.
- Figure 60 Inner Circle Greenway Map. Author, 2016.
- Figure 61 Inner Circle Greenway Map. Author, 2016.
- Figure 62 Inner Circle Greenway Map. Author, 2016.
- Figure 63 Inner Circle Greenway Map. Author, 2016.
- Figure 64 Underpass along Vernor Highway for ICG and automobiles. Author, 2016.
- Figure 65 Inner Circle Greenway Map. Author, 2016.
- Figure 66 Inner Circle Greenway Map. Author, 2016.
- Figure 67 Diodati, Monica. "Mobility vs. Safety: Better Block Detroit Confronts The City's Perception Problem." Better Block Foundation. 11 May 2016. Web. 11 August 2016.
- Figure 68 Evie's Tamales. Author, 2016.
- Figure 69 Victor Bakery in HP. Author, 2016.
- Figure 70 Inquiry Email: Gender. Authors, 2016.
- Figure 71 Inquiry Email: Ethnicity, Authors, 2016.
- Figure 72 Inquiry Email: Age. Authors, 2016.
- Figure 73 Inquiry Email: Neighborhood. Authors, 2016.
- Figure 74 Inquiry Email: Familiarity with Biking in Detroit. Authors, 2016.
- Figure 75 Inquiry Email: Information Attainment of the Greenway's Physical Trail. Authors, 2016.
- Figure 76 Inquiry Email: Information Attainment of the ICG or DGC. Authors, 2016.
- Figure 77 Inquiry Email: Overall Experience Along the Greenway, Authors, 2016.
- Figure 78 Amicci's Pizza currently without bike racks. Author, 2016.
- Figure 79 Richard, owner of Red Hots Coney Island, goes over the menu with a patron. Author, 2016.
- Figure 80 "Focus Hope Street Team". Focus Hope. Photo provided by Debbie Fisher. 30 March 2016.

- Figure 81 “Detroit’s Murals Offer Perspectives on America”; Detroit Metro Times. N.p., 1 July 2014. Web. 14 Apr. 2016.
- Figure 82 Survey: Importance of Art Along the Greenway. Authors, 2016.
- Figure 83 Survey: Contributions to Beautification Along the Greenway. Authors, 2016.
- Figure 84 Survey: Benefits of the Greenway. Authors, 2016.
- Figure 85 Survey: Destination use for the Greenway. Authors, 2016.
- Figure 86 Survey: Preferred Community Art Along the Greenway. Authors, 2016.

CHAPTER 5

- Figure 87 William G. Milliken State Park and Harbor. Author, 2016.
- Figure 88 Inner Circle Greenway Area of Focus Map. Author, 2016.
- Figure 89 Inner Circle Greenway Homes and Gardens Map. Author, 2016.
- Figure 90 Inner Circle Greenway Community Streets Map. Author, 2016.
- Figure 91 Inner Circle Greenway Neighborhood Niches Map. Author, 2016.
- Figure 92 Inner Circle Greenway Anchoring Institutions Map. Author, 2016.
- Figure 93 Inner Circle Greenway Faith Based Map. Author, 2016.
- Figure 94 Inner Circle Greenway Market and Commercial Streets. Author, 2016.
- Figure 95 Pinehurst 19475, “Knack Building Gratiot Ave: A Profusion of Signs for a Liquor Store-Detroit, MI.” Flickr. 26 May 2013. Web. 11 August 2016.
- Figure 96 Inner Circle Greenway Public Gardens. Author, 2016.
- Figure 97 Inner Circle Greenway Arts and Culture Map. Author, 2016.
- Figure 98 Inner Circle Greenway Liv/McN Focus Area Map. Author, 2016.
- Figure 99 Inner Circle Greenway Homes and Gardens Map. Author, 2016.
- Figure 100 Inner Circle Greenway Community Streets Map. Author, 2016.
- Figure 101 Inner Circle Greenway Neighborhood Niches Map. Author, 2016.
- Figure 102 Inner Circle Greenway Anchoring Institutions Map. Author, 2016.
- Figure 103 Inner Circle Greenway Commercial Streets. Author, 2016.
- Figure 104 Inner Circle Greenway Public Gardens. Author, 2016.
- Figure 105 Inner Circle Greenway Arts and Culture Map. Author, 2016.
- Figure 106 Inner Circle Greenway SWD Focus Area Map. Author, 2016.

- Figure 107 Inner Circle Greenway Homes and Gardens Map. Author, 2016.
- Figure 108 Inner Circle Greenway Community Streets Map. Author, 2016.
- Figure 109 Inner Circle Greenway Neighborhood Niches Map. Author, 2016.
- Figure 110 Inner Circle Greenway Anchoring Institutions Map. Author, 2016.
- Figure 111 Inner Circle Greenway Commercial Streets. Author, 2016.
- Figure 112 Inner Circle Greenway Public Gardens. Author, 2016.
- Figure 113 Inner Circle Greenway Public Art and Culture. Author, 2016.
- Figure 114 Inner Circle Greenway HP Focus Area Map. Author, 2016.
- Figure 115 Inner Circle Greenway Homes and Gardens Map. Author, 2016.
- Figure 116 Inner Circle Greenway Community Streets Map. Author, 2016.
- Figure 117 Inner Circle Greenway Neighborhood Niches Map. Author, 2016.
- Figure 118 Inner Circle Greenway Anchoring Institutions Map. Author, 2016.
- Figure 119 Inner Circle Greenway Commercial Streets. Author, 2016.
- Figure 120 Inner Circle Greenway Public Gardens. Author, 2016.
- Figure 121 Inner Circle Greenway Public Art and Culture. Author, 2016

CHAPTER 6

- Figure 122 Gallagher, John. "City's First Protected Bike Lanes Almost Here." Detroit Free Press. N.p., 31 Oct. 2015. Web. 19 July 2016.
- Figure 123 SWOT Matrix. Author, 2016.
- Figure 124 +/- 26 Mile: Homes and Gardens. Author, 2016.
- Figure 125 +/- 26 Mile: Community Streets. Author, 2016.
- Figure 126 +/- 26 Mile: Neighborhood Niches. Author, 2016.
- Figure 127 Houck, Brenna. "Ice Cream, Beer Gardens, and Brunch Headed for The Avenue of Fashion this Summer." Detroit Eater. 1 April 2015. Web. 12 August 2016.
- Figure 128 +/- 26 Mile: Anchoring Institutions. Author, 2016.
- Figure 129 "Great Public Spaces, Detroit Eastern Market." Project for Public Spaces. n.d. Web. 11 August 2016.
- Figure 130 +/- 26 Mile: Commercial Streets. Author, 2016.
- Figure 131 "Joseph Campau Historic District." Mapio. n.d. Web. 11 August 2016.
- Figure 132 +/- 26 Mile: Public Gardens. Author, 2016.
- Figure 133 "Belle Isle State Park." Urbane Apartments. n.d. Web. 11 August 2016.

- Figure 134 +/- 26 Mile: Arts and Culture. Author, 2016.
- Figure 135 “Hart Plaza, Detroit Michigan.” Jhumbracht Photography. n.d. Web. 11 August 2016.
- Figure 136 “Detroit Institute of Arts Museum Information Media Room.” Detroit Institute of Art. n.d. Web. 11 August 2016.
- Figure 137 +/- 26 Mile: Conclusions. Author, 2016.
- Figure 138 Liv/McN: Homes and Gardens. Author, 2016.
- Figure 139 Liv/McN: Community Streets. Author, 2016.
- Figure 140 Martin Park. Author, 2016.
- Figure 141 Liv/McN: Neighborhood Niche. Author, 2016.
- Figure 142 Kuzzos Chicken and Waffles. Author, 2016.
- Figure 143 Liv/McN: Anchoring Institutions. Author, 2016.
- Figure 144 Liv/McN: Commercial Streets. Author, 2016.
- Figure 145 Liv/McN: Public Gardens. Author, 2016.
- Figure 146 Ackerman, Patrick. “Guns on campus? Debate comes to UDM.” Varsity News. 3 November 2015. Web. 12 November 2016.
- Figure 147 Liv/McN: Arts and Culture. Author, 2016.
- Figure 148 Welch, Sherri. “Downtown, Midtown retail roll, but it’s not whole story, Other pockets of shopping start to perk up in city” Crain’s Detroit Business. 14 November 2015. Web. 11 August 2016.
- Figure 149 Liv/McN: Conclusions. Author, 2016.
- Figure 150 SWD: Homes and Gardens. Author, 2016.
- Figure 151 “Carpas Magica.” Carpas Crew. N.p., 16 July 2014. Web. 3 July 2016.
- Figure 152 SWD: Community Streets. Author, 2016.
- Figure 153 Cosme, Antonio. “On Ogden in Southwest: These Young Men Fight.” Inside Southwest. N.p., 22 Oct. 2014. Web. 4 July 2016.
- Figure 154 SWD: Neighborhood Niches. Author, 2016.
- Figure 155 “Run of the Dead 5K/10K 2015.” ACTIVE.com. N.p., n.d. Web. 1 July 2016.
- Figure 156 SWD: Anchoring Institutions. Author, 2016.
- Figure 157 “68 Families Graduate from Toyota Family Learning Program.” Southwest Solutions 68 Families Graduate from Toyota Family Learning Program Comments. N.p., 6 July 2015. Web. 2 July 2016.
- Figure 158 SWD: Commercial Streets. Author, 2016.

- Figure 159 “Mexican Town Mission.” The PIME Missionaries USA. N.p., 29 July 2011. Web. 2 July 2016.
- Figure 160 SWD: Public Gardens. Author, 2016.
- Figure 161 Windsor, Shawn. “Windsor: Hockey Game Will Benefit Clark Park’s Kids.” Detroit Free Press. N.p., 26 Feb. 2015. Web. 10 July 2016.
- Figure 162 SWD: Arts and Culture. Author, 2016.
- Figure 163 “Saner Mural In Southwest Detroit For 1xRUN Residency.” 1xRUN Blog. N.p., n.d. Web. 3 July 2016.
- Figure 164 SWD: Conclusions. Author, 2016.
- Figure 165 HP: Homes and Gardens. Author, 2016.
- Figure 166 HP: Community Streets. Author, 2016.
- Figure 167 “The Massive Project That’s Using Old Rail Lines To Revolutionize Atlanta.” Dwell. N.p., n.d. Web. 09 July 2016.
- Figure 168 HP: Neighborhood Niches. Author, 2016.
- Figure 169 “Victor Bakery”; Yelp. N.p., 23 May 2015. Web. 9 Aug. 2016.
- Figure 170 HP: Anchoring Institutions. Author, 2016.
- Figure 171 Rachel, “The House the Ruth Built.” Autostraddle. 21 March 2014, Web. 11 August, 2016.
- Figure 172 HP: Commercial Streets. Author, 2016.
- Figure 173 pinehurst19475, “Highland Towers Apartments.” Flickr. N.d. Web. 11 August 2016.
- Figure 174 HP: Public Gardens. Author, 2016.
- Figure 175 Park in Highland Park. Author, 2016.
- Figure 176 HP: Arts and Culture. Author, 2016
- Figure 177 “Ford Plant Manchester Street.” Mapio. N.d. Web. 11 August 2016.
- Figure 178 HP: Conclusions. Author, 2016

CHAPTER 7

- Figure 179 Free Face Lifestyle. “Slow Roll Ride Out 1st Album at Focus Hope.” Facebook. 1 August 2016. Web. 11 August 2016.

CHAPTER 8

- Figure 180 Abbey-Lambertz, Kate. “Last Week These Kids Had A Pile Of Broken

Bikes, And Now They've Got Freedom." The Huffington Post. 7 April 2015. Web. 11 August 2016.

- Figure 181 "Chicago Pedestrian and Bicycle Safety Initiative 2013 Final Report." Chicago Complete Streets. n.d., n.p. Web. 4 August 2016.
- Figure 182 "Beach Streets Uptown Experience". Bike Long Beach. 30 September 2015. Web. 10 August 2016.
- Figure 183 "Bicycling Ambassador." Chicago Complete Streets. n.d., n.p. 4 August 2016.
- Figure 184 "May Bike Month Continues With SLC Map Giveaway." Gephart Daily. 19 May 2016. Web. 4 August 2016.
- Figure 185 Demasters, Tiffany. "SLC Mayors Becker, McAdams join hundreds for Bike to Work Week". 12 May 2015. Fox 13 Salt Lake City. Web. 4 August 2016.
- Figure 186 "Trail Ambassadors Establish New Post in Chittenango. Canalway Trail Times. WordPress. 5 August 2015. Web. 4 August 2016.
- Figure 187 "Volunteer Opportunity: Ambassador." Great Rivers Greenway. n.p., n.d., Web. 4 August 2016.
- Figure 188 Doyle, Sydney. "First Walking Workshop Success!" Lafitte Greenway. 16 February 2015. Web. 4 August 2016.
- Figure 189 "Volunteer on the Greenway." Anne Springs Close Greenway. n.p. n.d., Web. 4 August 2016.
- Figure 190 "Trail Town: Programs We Can Learn From." Adventure Cycling Association. n.p., 25 November 2015. Web. 4 August 2016.
- Figure 191 "Exploring Idaho with the "Queen of Pain," Rebecca Rusch." Club Ride. 28 August 2014. Web. 11 August, 2016
- Figure 192 Priesmeyer, Maggie. "Youth Ambassadors at East High School: A Catalyzing Force!" Bike Walk KC. n.p. 20 May 2016. Web. 4 August 2016.
- Figure 193 Home. "Community Ambassador Program for Seniors (CAPS)". N.p. n.d. Web. 4 August 2016.
- Figure 194 "Parks and Recreation." Lancaster City Alliance. n.p., n.d., Web. 4 August 2016.
- Figure 195 Cole, Darryl. "Your own Pocket Park." Rose Kennedy Greenway. n.p., 2 August 2016. Web. 4 August 2016.
- Figure 196 Bialick, Aaron, "SFMTA Test Bike/Ped Wayfinding Signs During

America's Cup." STREETS BLOG SF. OpenPlans. 25 June 2013. Web. 30 June 2016.

- Figure 197 City of Detroit Bicycle Wayfinding Guidelines. Tour de Troit. 30 December 2014. Print.
- Figure 198 City of Detroit Bicycle Wayfinding Guidelines. Tour de Troit. 30 December 2014. Print.
- Figure 199 "Northwest Arkansas Razorback Regional Greenway". Alta Planning. Alta., n.d., Web. 11 July 2016.
- Figure 200 Indianapolis Cultural Trails. Active Indy Tours. N.p., n.d., Web. 8 July 2016.
- Figure 201 "Take a Tour of the Indianapolis Cultural Trail." Tours. Indianapolis Cultural Trail. N.p., n.d., Web. 18 July 2016.
- Figure 202 Dave, "Ford Factory: 1916." Shorpy. 8 September 2011. Web. 11 August 2016.
- Figure 203 "MotorCities Wayside Exhibit Program." Clarkston Community Historical Society. 15 January 2014. WordPress and Oxygen. Web. 30 June 2016.
- Figure 204 "Trail Towns, Capturing Trail-Based Tourism." Allegheny Trail Alliance. 2005. n.p., Print.
- Figure 205 "Upcoming Events." Midtown Greenway Coalition. Ignitr. N.d., Web. 14 July 2016.
- Figure 206 "The New Harringay Bridge Banner." Harringay Community Online. 19 July 2012. N.p., Web. 14 July 2016.

CHAPTER 9

- Figure 207 Weaver, Derek. "Hundreds of Bikers 'Slow Roll' Through Detroit." Crain's Detroit Business. 5 June 2015. Web. 11 August 2016.

CHAPTER 10

- Figure 208 Mural Along Dequindre Cut. Author, 2016.

TERMINOLOGY

Figure 209 Clarke, Najee. "Lafayette Park Living." Live Detroit. 30 March 2015. Web. 10 July 2016.

APPENDIX

Figure 210 W8n4UsBMine, "Slow Roll Featuring Everybody." You Tube. 18 May 2016. Web. 12 August 2016.

WORKS CITED

Figure 211 "Spring Means Biking in Detroit." m-bike.org. 23 April 2009. Web. 11 August 2016.

INDEX

Figure 212 "Slow Roll". Live Detroit. N.d., Web. 11 August 2016.

