

Mack Avenue Rising

Using Comprehensive Approaches for
Commercial Corridor Revitalization

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Mack



Outer Drive

Mack Avenue

Using Comprehensive Approaches for Commercial Corridor Revitalization

University of Detroit-Mercy
Master of Community Development

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DEDICATION

This project is dedicated to all of the incredible people who have provided support, assistance and guidance to our team. To you, we are appreciative and grateful.

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Introduction

The following report was developed by students in the Master of Community Development Program in the School of Architecture at the University of Detroit-Mercy. The Master of Community Development Program (MCD) is an comprehensive graduate degree program which provides a holistic approach to the theory and practice of community development. As a requirement for completing the MCD program, students are required to work in teams to develop a community development plan referred to as a capstone project. The capstone project must make a proposal for a real situation in a specific community located in the City of Detroit or within its metropolitan area.

This capstone project explores community development approaches for improving the Mack Avenue Commercial Corridor from Alter Road to East Outer Drive; which borders the City of Detroit on the north and the City of Grosse Pointe Park to the south. The team conducted neighborhood interviews, analyzed the site and its conditions, researched history and recent developments, and considered case studies to find examples for how the area can better sustain and grow businesses, improve the conditions of the streetscape and commercial buildings, attract more shoppers, and encourage more visits to the community. Also, the team received advising from a local neighborhood organization, The Eastside Community Network (ECN) to gain insights on the area. ECN is a community development organization that is based on Detroit's east side, and has been

involved with efforts to improve this area of Mack Avenue for more than 30 years.

This report compiles understandings the team learned throughout the process of the study. It highlights some of the issues that have affected changes along the Mack Avenue commercial corridor but more importantly gives understanding to the types of opportunities that can help the area improve. The team identified that fulfillment of revitalization along the corridor could mean that its businesses can better serve the needs and desires of the nearby residents. Additionally this can increase commercial investments, and encourage local leaders and organizations in both Detroit and Grosse Pointe Park to embrace and support collaborative efforts that foster a stronger future for the area.

The Master of Community Development Program

The Master of Community Development program is a holistic, interdisciplinary graduate degree program in the School of Architecture at University of Detroit Mercy. Program coursework in the MCD program is based on a comprehensive model which examines the **Human, Organizational, Physical, and Economic** development of communities. This model is acknowledged by the acronym HOPE and is grounded in the values rooted at the University of Detroit-Mercy which advocates for service, social justice and sustainability in community development. The program defines each facet of the HOPE model in the following ways:

Human Development focuses on principles and methods that explain the social, natural and built environments and focuses on human and social interactions.

Organizational Development emphasizes transformational leadership, organizational management, and financial management. The coursework explores the following;

1. How to create, inspire and sustain a shared vision for community-based or agency-based initiatives
2. The theories, dynamics, and life cycles of community development
3. How to utilize strategic planning, action planning, and financial management strategies to create sustainable community change initiatives

Physical Development examines aspects of community development and combines a focus on both the built and natural environments as well as the economic, social and

environmental sustainability of communities.

Economic Development recognizes the current conditions, employment and the economic state of communities. Communities grow and thrive based on an ability for residents to find gainful opportunities.

Project Overview: Envisioning Commercial Corridor Revitalization Along Mack Avenue

This report was developed over a six-month period from May through December 2016. The project team sought to understand the challenges and opportunities for encouraging greater revitalization and improvement to a 1-mile section of Mack Avenue, from Alter Road to East Outer Drive, which links the City of Detroit and the suburb of Grosse Pointe Park. The team began by exploring the history, recent trends and changes along the Mack Avenue Commercial Corridor and the communities it serves. On the north side of Mack Avenue is the MorningSide neighborhood located in Detroit. MorningSide has been the target of a number of significant revitalization initiatives to help the community sustain and attract residents, increase homeownership, and address the comprehensive challenges that inhibit its growth (McGraw. “In Detroit neighborhood showered with love, uncertainty remains”). The following are just a few organizations currently active in the community; Dominican Literacy Center, Detroit Public Library - Jefferson Branch, Arts in Scraps, Alger Theatre, Jefferson East, Capuchin Soup Kitchen, Habitat for Humanity, City of Grosse Pointe Park, MECCA, Americorps, and U-SNAP-BAC.



Figure 1. Detroit and Mack Avenue (Sources: Google Maps, Authors)

Another active neighborhood organization working to improve the MorningSide community is the Eastside Community Network (ECN), formerly known as the Warren/Conner Development Coalition. ECN has a long tenure in focusing on the improvement of the Mack Avenue commercial corridor. One of ECN's signature accomplishments was making investments that led to the development of Mack-Alter Square, a 59,242 square foot grocery-anchored shopping center located at the corner of Mack Avenue and Alter Road in Detroit, Michigan (Welch "Nonprofit developer LAND hires executive director to continue revitalization of Detroit's east side"). Recently, ECN launched a program called MASH Detroit within a 6,000 square-foot street level storefront that is described as a creative hub for entrepreneurs. Mash Detroit aims to

support the revitalization of the area by encouraging local business growth (mashdetroit.com). The team chose to establish a partnership with ECN for advising on the project because of its ties to the community and history of working to expand collaboration between Detroit's MorningSide neighborhood and the suburb of Grosse Pointe Park.



Figure 2. The Eastside Community Network engage youth for a mural project on Detroit's eastside during Neighborhoods Day 2014 (Source: Eastside Community Network)



Figure 3. Left: The Eastside Community Network has performed extensive community engagement and surveys to promote neighborhood stabilization, Right: Staff at Mash Detroit (Sources: Eastside Community Network, Mash Detroit)

On the other side of the Mack Avenue border is the City of Grosse Pointe Park which in recent years, has been the target of intensive efforts to improve the Kercheval Avenue commercial corridor which is less than a half mile from Mack Avenue. Since 2013, the Cotton Family, owners of Meridian Health Plan of Michigan Inc., have been actively working with City leaders in Grosse Pointe Park to revitalize the City's image and make the area more attractive to young professionals and college students. The City of Grosse Pointe Park with roughly 16,707 residents and a median household income of \$97,083

has fewer economic and social challenges than the Detroit neighborhoods it borders yet the City has still struggled to attract young professionals. Its civic leaders are seeking to enhance attributes like walkability, culture, and entertainment. In an article which appeared in Crain's Detroit Business in January 2013 in reference to retaining and attracting residents to Grosse Pointe Park, Jon Cotton a Grosse Pointe Park resident and business leader, told a Crain's reporter "No one thinks of going there like you may go to Royal Oak or Birmingham, and we're losing people to those areas because they want that urban walkable area. So we said, 'we could do this here.' " (Halcom, Kelly. "Cottons seed plan for GP Park").



Figure 4. After 6 Evening Market on Kerchevel in Grosse Pointe Park (Source: Patch.com)

The greatest opportunities for improving the Mack Avenue commercial corridor are likely to come through multifaceted initiatives that can help the area grow and attract businesses, beautify commercial buildings and streetscape, and catalyze investments for economic growth. In order for these opportunities to be realized a wide range of factors affecting the corridor must be understood. Some of the area's most widely known challenges are associated with the stark economic, social and physical disparities that exist between the MorningSide neighborhood in Detroit and the suburb of Grosse Pointe Park. The team believes that by unraveling some of the differences that exist between the two cities it may be possible to establish shared interest in the benefits that commercial corridor revitalization on Mack Avenue can have for both cities.

Mack Avenue: Geography and Urban Form

The Mack Avenue commercial corridor is a traditional commercial street that is lined with several small businesses and storefronts to serve the needs of local residents. The MorningSide neighborhood is located on one side of the commercial district and it is a 1.5-square mile area that is bound by I-94 and Harper Avenue to the north, Whittier Drive/E. Outer Drive (to be referred to only as E. Outer Drive for this capstone project) to the east, Mack Avenue to the south, and Alter Road to the west. Surrounding MorningSide is the East English Village neighborhood to the east, Chandler Park neighborhood to the west, and the City of Grosse Pointe Park adjacent to the south.

Mack Avenue Commercial Corridor Revitalization



Figure 5. Nearby parks and assets (Source: Google Earth, Authors)

Grosse Pointe Park is a city in Wayne County Michigan, which borders Detroit on the North and the southernmost border sits on southern Lake Saint Clair. It is the most Western community of the Grosse Pointe suburbs, with the oldest overall housing stock of the five Grosse Pointes. Grosse Pointe Park is 6 miles east of downtown Detroit making the commute to the City quick for residents and visitors alike.



Figure 6. Major streets and highways (Source: Google Earth, Authors)

Mack Avenue Commercial Corridor Revitalization



Figure 7. The Mack Avenue commercial corridor urban form and features (Source: Google Earth, Authors)

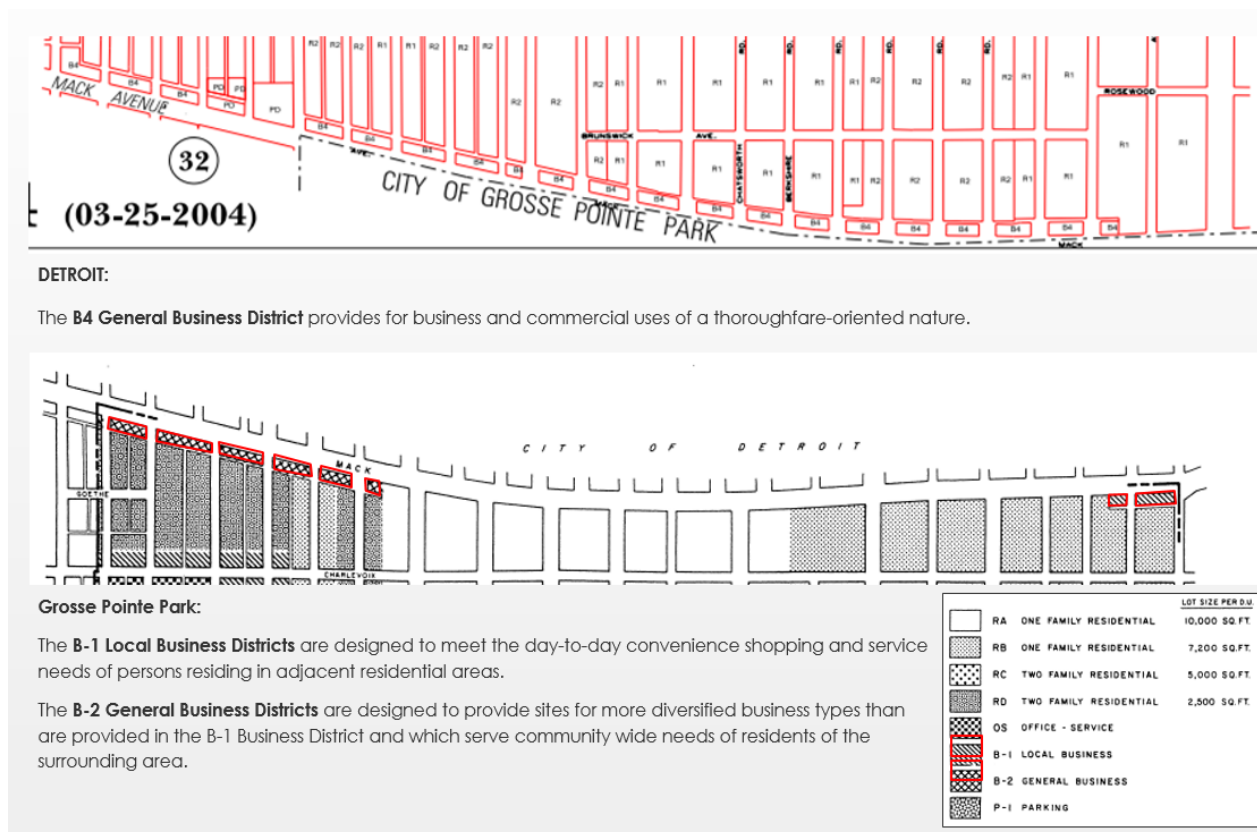


Figure 8. Zoning districts along Mack Avenue (Source: Detroitmi.gov, Grossepointepark.org)

History and Demographics of the Area

According to the MorningSide Community Organization’s history section, MorningSide began as a French settlement of ribbon farms late in the 1700s. Since the only reliable method of travel was by boat or canoe, access to Lake Saint Clair and the

Detroit River was a necessity. French settlers established “ribbon farms” which were long narrow strips of land that stretched inland for miles. These narrow farms each provided access to waterways for drinking water, fishing, transportation, access to land for timber, farming and game. Some of the ribbon farms that would later become part of MorningSide were owned by Alec Trombly, P. Trombly, Robert Trombly, Mrs. L. Brown, Mrs. Turner and G. Martin.” (our-morningside.org. “History”)

“These ribbon farms were collectively part of Grosse Pointe Township, until the end of the 19th century, when Detroit annexed “large portions of the township of Grosse Pointe.” Detroit’s population had grown in response to Automotive Manufacturing and jobs were plentiful with working wages that supported middle-class mobility. Ribbon farms, which had been farmed for decades, now were redeveloped into sub-divisions for housing. The MorningSide neighborhood blossomed in response to Detroit’s middle-class housing needs into a collection of real estate subdivisions.” (our-morningside.org. History.)

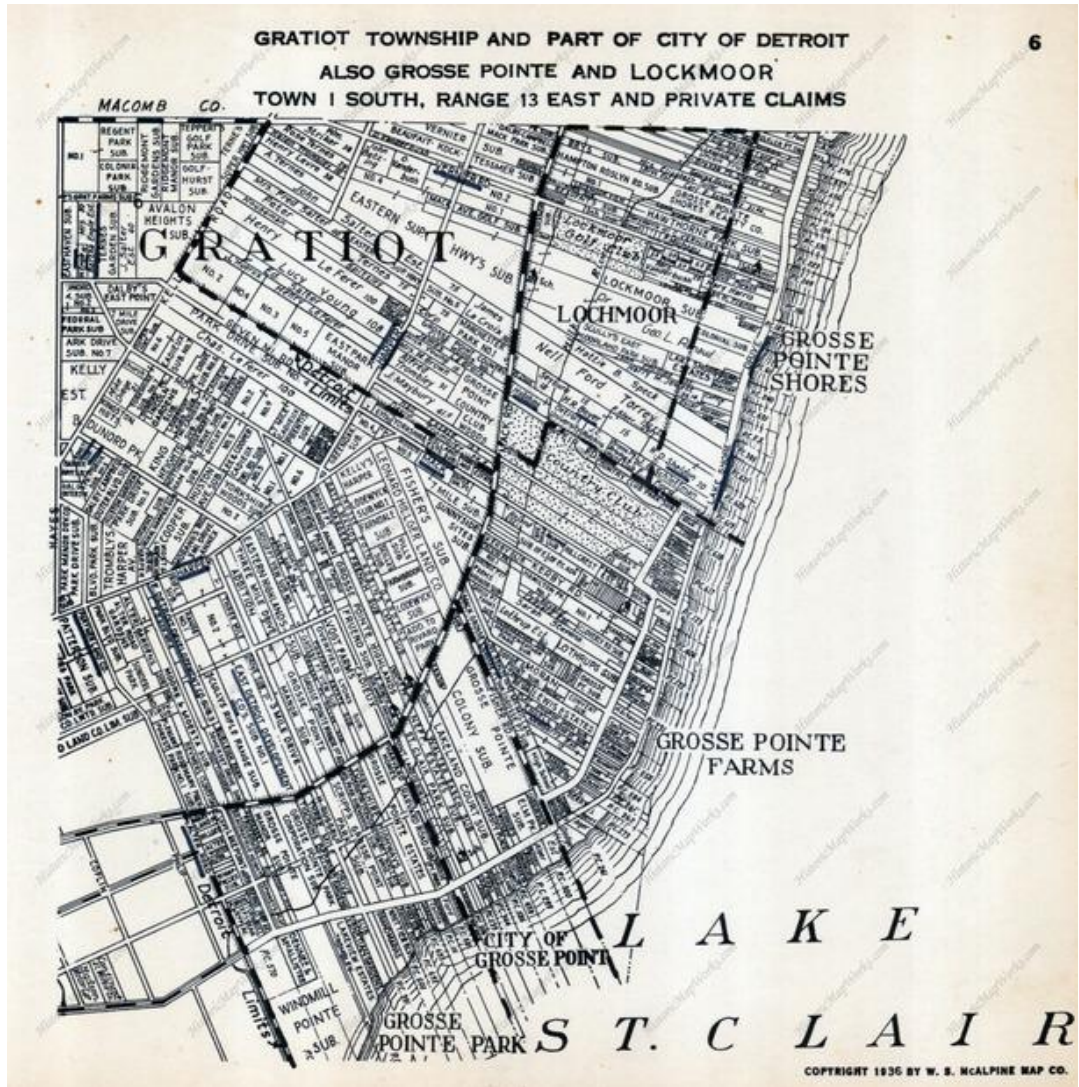


Figure 9. Historic map of Detroit, Gratiot Township and the Grosse Pointes (Source: Historicmaps.com)

During an interview with a community member, the team was advised that at a point in time, MorningSide was home to many of Detroit's civic workers, and police officers – giving it the reputation as being one of the safest neighborhoods in Detroit. In 1999, the State Legislative Law that required City Municipal workers (i.e., police, emergency response, and civic workers) to reside within Detroit City limits ended. An appeal was attempted in 2001 and failed in turn the law has not been reinstated. As a result of there no longer being a residency requirement, many of the city's 19,200 retirees and 9,700 employees which translated to over half of city workers moved to the surrounding suburban areas fleeing the city's high crime rates and unreliable services - further depleting the population and tax base (USA Today. "Michigan and Detroit, A troubled relationship").

As described by Nancy Wagner author of the Travel Tips article named "The History of Grosse Pointe Park in Michigan," Many of the homes in this community were built at the turn of the 18th century. The unique history dates back to a time where the Grosse Pointes were a popular summer vacation spot for Detroiters. Cottages that were built along the water are now mansions that were built over a century ago. Although the village

of Grosse Pointe were incorporated in 1907 it was not until 1950 that Grosse Pointe Park officially became a city (Wagner, 2016). The book “Know Your Grosse Pointe”, was originally written by Barbara Thompson, and was edited and updated by Jean Dodenhoff in 2002. According to Thompson, during the 70s and 80s many changes occurred due to land changes and increasing demands for housing. During the 1970s, the population began to decline, which was a first for the Pointes (Dodenhoff, 2002.). It was during this time Detroit and Grosse Pointes relations started to decline (Dodenhoff, 2002.) The Pointes became more independent by the 1980s. Gated communities began to surface in addition to more businesses (Dodenhoff, 2002.). During an interview, the team was informed that in recent years due to the relatively lower cost to own in MorningSide verse Grosse Pointe Park, many children of Grosse Pointe Park residents often buy their first home. (Interview. Erik Dueweke, May 2016.)

In the early 20th century, Detroit attracted hundreds of thousands of people who arrived with the hope of finding work in the City’s bustling automotive industry. Automotive production in Detroit gave the City its colloquial name, Motor City. Between 1948 and 1967, Detroit lost more than 130,000 manufacturing jobs as the

automotive industry began to decentralize its production and build new plants in suburban Greenfields (Sugrue. “Motor City The Story of Detroit”). From 1950 to present day, Detroit lost over one million residents. According to the latest estimates by the US Census Bureau, Detroit currently has a population of 677,116. This represents a 62 percent drop in population from the City’s peak of 1.8 million residents in 1950. Amid the decline in population many of Detroit’s neighborhoods suffered greatly. The out flux of residents from Detroit was almost entirely lead by white Detroiters during the early years of the City’s decline. The exodus of whites from Detroit during the 1950’s and the decades that followed, is commonly referred to as “white flight”. During that time Detroit and its regional population underwent a shift, in which residents, businesses and investment left the City in favor of the rapidly growing suburbs surrounding the City. Tensions encouraged by governmental and financial systemic racial bias between Detroit’s Black and White residents played a significant role in this transition. To make matters worse, in 1967 Detroit was the epicenter of an intense period of clashes between the City’s predominantly White police force and groups of Black residents. The incident which is referred to as the ‘67 Riots or ‘Uprising’, took place during the summer of 1967.

Following this occurrence, Detroit's image both nationally and locally suffered greatly and would be followed by a long period of residents leaving Detroit for suburban areas outside of the City and State.

Years of population decline in Detroit have resulted in the emergence of significant social, economic and physical challenges in the City. Neighborhoods like MorningSide, have been left weakened by neighborhood instability created by a void of the manufacturing businesses and automotive jobs that once supported most of Detroit neighborhoods and residents (Sugrue. page 4). Entire blocks of vacancy and blight have been created as a result of the city's debilitated economy. For years, city leaders have sought to find viable solutions to fix Detroit's widespread economic and social problems. Among them is the racial and cultural divide between Detroit and its suburbs which make regional cooperation difficult. Despite recent shifts in the region's population, Detroit remains predominantly African-American, while its suburbs are a majority white.

To better understand the physical environment of the MorningSide neighborhood and City of Grosse Pointe Park, the team utilized data available through

Data Driven Detroit (D3), LOVELAND Technologies, Motor City Mapping and Detroit Future City Strategic Framework. A Community Needs Assessment was developed through visual surveys, such as driving and walking tours, along with conversations with neighborhood residents and community stakeholders. Other research methods include small group interviews, surveys, analysis of historical data and trends, asset mapping and review of economic and demographic statistics.

The MorningSide neighborhood, like many communities in the City of Detroit has suffered significant loss of population. As a result of the City's shrinking tax base, Detroit has seen a great reduction in home ownership, home values, and commercial business investment. In 2014, the median household income for the 48224 zip code (which includes MorningSide) was \$30,262. Conversely, the City of Grosse Pointe Park could be considered to be among one of the most affluent communities in Southeast Michigan. The City has a median household income of \$97,083 which is nearly double the State median income and more than three times higher than the 48224 zip code in Detroit.

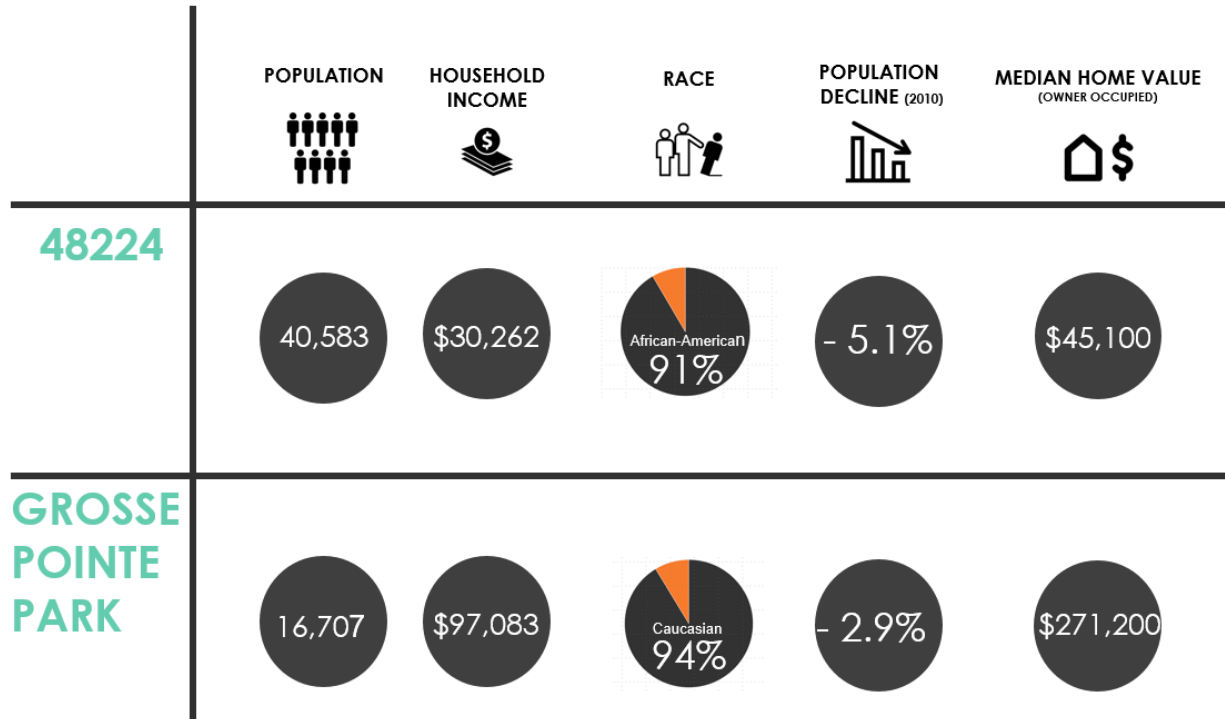


Figure 10. Infographic of community data. Source: US Census Data, Nielsen Claritas, Authors

Upon further analysis of the data, these numbers provide quite a familiar picture when comparing an urban area to a suburban area. The city of Grosse Pointe Park has a median household income which is above the average for the state of Michigan. On the other hand, the MorningSide neighborhood has a median household income which is below the State of Michigan average.

Racial differences in metropolitan Detroit are often compounded by significant disparities of poverty and unemployment. These issues stem from a history of racism, discrimination and intentional disenfranchisement of African-Americans (Surgue. Page 5). These factors continue to have negative consequences on the growth and sustainability in the City of Detroit. To understand the magnitude racial division has had on creating differences along City and Suburban borders, the team reviewed US Census maps. Metropolitan Detroit is made up of multiple counties which include, Wayne, Macomb, Oakland, St. Clair, Livingston and Lapeer. The map in figure 11 is reflective of the racial demographics within southeastern Michigan communities using the 2010 Census data. The map visualizes racial segregation between the areas that are a majority African-American in contrast to other parts of southeast Michigan.

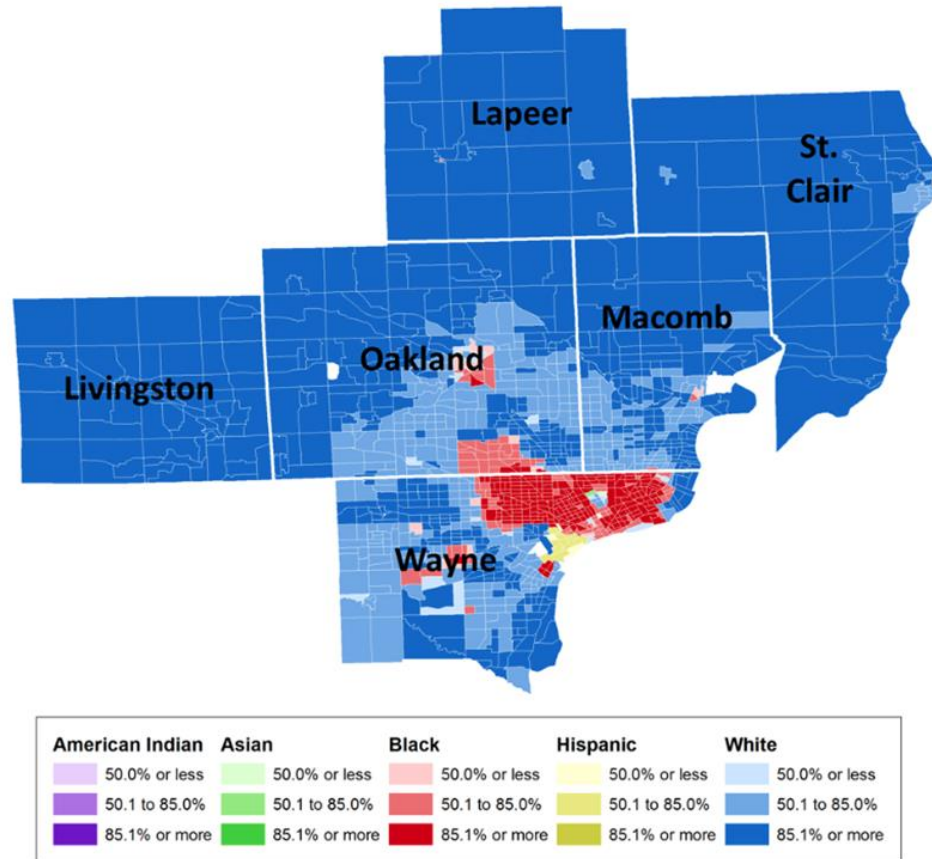


Figure 11. Racial distribution throughout Southeast Michigan. (Source: US Census Data)

While it is widely known that the issue of racial division affects residents in urban areas like Detroit, it is not often recognized that the issue affects the City's suburbs as

well. In recent years, urban planners have started to point out that the City-Suburb divide fragments local planning, and increases costs to taxpayers within the State of Michigan (Hulett, "Racial, Regional Divide Still Haunt Detroit's Progress"). Because of this growing recognition that the regional divide between Detroit and its suburbs negatively affects the entire southeast Michigan metropolitan area, it may be a pivotal time to explore opportunities to encourage Detroit and Grosse Pointe Park to jointly embrace improvements along the Mack Avenue border.

Although collaboration between the City of Detroit and Grosse Pointe Park offers an interesting possibility for improving the commercial corridor, it has been made difficult in recent years because of numerous instances where racial bias and discrimination have impacted the area. In an article which appeared in Bridge Magazine titled "Border crossing: The long, fraught history of the Detroit-Grosse Pointe divide", the writer highlights numerous attempts made by City leaders in Grosse Pointe Park to block vehicle traffic from along Kercheval Avenue, an entrance it shares with the City of Detroit. The City of Grosse Pointe Park denied that the closure was an attempt to block traffic from Detroit. Instead the closure was said to have been created in order to

use the site as a permanent location for the Grosse Pointe Farmers Market which had been move into the area. Grosse Pointe Park officials have said that Kercheval Avenue is now more inviting to pedestrians that shop at the city's Saturday farmers market.



Figure 12. The site of the Grosse Pointe Park Farmers Market has been the source of controversy for area residents (Source: Bridge Magazine. Photo by Nancy Derringer)

During an in person interview with Wayne County Commissioner Tim Killeen, the project team learned that an unnamed school in the Grosse Pointe School district was involved in efforts to weed out students who were incorrectly registered. The efforts taken up by the school involved conducting a “re-registration” of all students due to the concern that students were inappropriately coming from Detroit to attend school in the community. The re-registration efforts apparently only resulted in three students found to be incorrectly registered in the school (Interview. Tim Killeen, June 2016.) In another recent incident, a video emerged online of Grosse Pointe South High School students discussing their desire to commit violent acts against African-Americans. The incident followed an occurrence from months earlier where another group of suspected Grosse Pointe High School students were photographed at a private party with a racially derogatory phrase painted on their bodies.

While these incidents are significant and painful reminders of the pervasive racism and biases that still exists in the area, it is import to recognize that positive changes have also occurred in recent years which signal more positive changes on the horizon for the City of Grosse Pointe Park. This year, a local chapter of the National Association for

the Advancement of Colored People (NAACP) opened to serve the Grosse Pointes' and Harper Woods area. This development offers hope that more conversations about addressing racial disparities can occur.

Community Interviews and Engagement

Through engaging residents and stakeholders, the capstone team has heard direct insights from community members in both Detroit and Grosse Pointe Park regarding their feelings about improving the Mack Avenue commercial corridor. This form of research has been used to better understand the types of programs and initiatives, both existing and aspired, to support improvement of the commercial district. In addition, visual surveys were completed of the conditions along Mack Avenue and its adjacent neighborhoods. This process involved conducting driving and walking tours to capture photos of housing stock and neighborhoods. The team's assessment shows that there

are tremendous housing assets in both cities which could become more attractive and inviting to new and existing residents, if the commercial corridor became more vibrant.

The MorningSide neighborhood boasts many beautiful residential streets that border Mack Avenue. Additionally, there are some streets in MorningSide which have concentrations of significant vacancies and abandoned homes which greatly contrast the stable areas of the community. In Grosse Pointe Park, most homes along the streets that intersect Mack Avenue are well maintained and occupied. Although the team noted that there are some stark differences between the conditions seen in Detroit compared to those seen in Grosse Pointe Park, most residential streets in both Cities offer similar types of single family brick homes.



Figure 13. Homes for sale in Detroit MorningSide and Grosse Pointe Park (Source: Zillow.)

To better understand how the Mack Avenue commercial corridor impacts the lives of its surrounding communities' residents, the team paired observations, research, surveys and video interviews. The feedback allowed for residents to voice the future they envision for their community as well as their concerns, needs and perceptions of safety.

When tallying results from the surveys it is important to note that some employment opportunities are available in the community, such as retail, restaurants, small business, churches, and schools – these opportunities however span in distance. The community survey can be found in the appendices. To further examine the two communities bound by Mack Avenue, a community survey and economic insights survey were created in relation to our capstone objectives. The community survey was created for residents in each community. This survey measured general demographics such as age, gender, shopping preferences, community identification, living arrangements, transportation and perception of safety. Approximately forty surveys were distributed and analyzed. Feedback gathered from these surveys were as followed:

- The common age for residents surveyed was between 35 - 64+ and a mix of men and women
- Frequency of shopping along Mack Avenue was moderate to high with a common place to shop along Mack Avenue being the Mack/ Alter Square and Grosse Pointe Park

- Most residents surveyed travel either 1-10 miles to purchase goods, services and groceries
- Most residents prefer to have the option to purchase goods/services/groceries within a 20-minute walking distance of where they live
- Most residents surveyed do not rely on public transportation to conduct their business/personal needs
- Most residents surveyed would walk/ride to work if there were employment opportunities on Mack Ave and job training available
- Most residents' surveyed primary source of transportation is a car
- Most residents surveyed selected the following businesses as businesses they'd most likely visit along Mack Ave:

Grocery Store	Coffee Shop/Bakery
Entertainment	Office supplies
Book Store	Clothing store

- Most residents surveyed that on a scale of 1-10, 1 being the least, 10 being the safest felt moderately to extremely safe
- Using the same scale above, most residents surveyed they feel safe in the neighborhood
- Most residents surveyed, said yes there are improvements they think would increase sense of safety along Mack Ave. and in their neighborhoods
 - Better/more lighting
 - Police patrolling/positive police relations
 - Better sidewalks/pathways
 - Better maintained vacant lots

- Cameras/surveillance

COMMUNITY SURVEY RESULTS

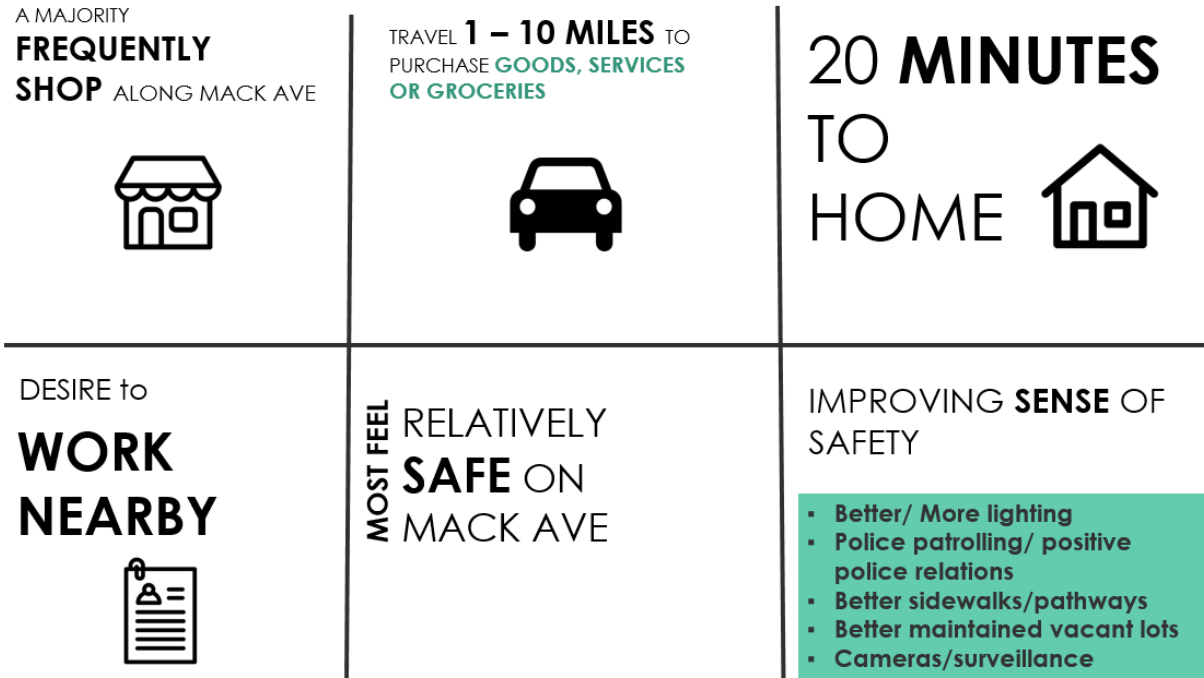


Figure 14. Infographic of feedback gathered from the MorningSide and Grosse Pointe Park community survey (Source: Authors.)

Problem Identification and Targeted Research

There are many community development organizations and public entities in both the MorningSide Neighborhood and Grosse Pointe Park working to improve conditions along the Mack Avenue commercial corridor. Because of these activities, there are important opportunities for collaboration between the neighborhood residents, businesses and City leaders to work together. Cross-community collaboration is perceived as a significant impediment along Mack Avenue by the fact that Detroit and Grosse Pointe Park are separate municipalities with autonomous governance and leadership. Although, with strategy and a mutual agreement between the leadership and stakeholders in the area, this issue could be addressed. Addressing the issue of corridor revitalization along Mack could be seen as an opportunity to change regional perspectives regarding future growth in metropolitan Detroit but this is going to require understanding the potential impacts that can be created. Regionalism is defined as the theory or practice of regional rather than central systems of administration or economic, cultural, or political affiliation. Strategic municipal investments based on regional

strategies could be an incentive for Detroit and Grosse Pointe park to work together for bringing attention to the unique neighborhood assets found along the commercial corridor; holding the potential to increase property values and transform vacant commercial properties in both cities. The team learned during the interview with Grosse Park Mayor Robert Denner that the City Grosse Pointe Park (Interview. Mayor Robert Denner. September, 2016.) even recognizes this importance. The City plans to plant trees on both sides of Mack Avenue and continue beautification treatments that are planned in Grosse Pointe Park.

By reviewing case studies, conducting interviews, and attending neighborhood meetings with residents, leaders and stakeholders; the capstone team sought to gain an evidence based understanding for how cross-border collaboration between area residents and community leaders can work. Collaboration between residents, community leaders and businesses may serve as an important means of advancing improvement of the area and providing benefits to both cities. The team asserts that with current community improvement initiatives underway in nearby parts of the area, the corridor's revitalization could play a very pivotal role in the future of neighborhood

development. The commercial corridor is surrounded by two densely populated neighborhoods on both sides of Mack Avenue. While collaboration may be a key strategy for promoting growth in the area, it is important to point out that social and racial issues, such as perceptions among residents will remain a challenge. As discussed in chapter 5, the City of Grosse Pointe Park recently received criticism, even by their own residents, for a decision to block traffic along Kercheval Avenue; a thoroughfare that links the two cities (Harmon, "Grosse Pointe Park Keeps Building Walls along the Detroit Border").

In recent years the role of businesses and other stakeholders collaborating for economic development has increased. This is especially true to weak market cities like Detroit where government actions alone cannot support all of the civic needs for improvement. This can be observed in the role foundations have had on community development in Detroit or the significant investments being made by business leaders like Dan Gilbert, the owner of the Quicken family of companies in downtown Detroit. It can also be seen in the changes happening in the City of Grosse Pointe Park which has been quietly undergoing a commercial renaissance along Kercheval Avenue, approximately one half mile from Mack Avenue. The Cotton Family, as previously stated

have been active in helping Grosse Pointe Park add new businesses such as Atwater in the Park Brewery and Red Crown, a farm-to-table restaurant which rehabbed an old auto service station in 2013. In *Regional Economic Development in Theory and Practice* by Richard M. McGahey he writes, “The difficulty of changing economic development practice through government actions alone means that other nongovernmental stakeholders need to be involved on a sustained basis.”

Because of a growing recognition that the regional divide between Detroit and its suburbs negatively affects the entire southeast Michigan metropolitan area, it may be a pivotal time in the region's history to explore unique collaborative approaches to economic development between cities. The opportunity to encourage Detroit and Grosse Pointe Park to jointly embrace physical design along the border may be coming at an ideal time given the changes underway in both cities.

The emphasis on place-based economic development could also indicate that cities are beginning to see the benefits that strategies such as place-making can have on future growth. Strategic investments using place-based strategies can help inner ring suburbs like Grosse Pointe Park and older urban communities like MorningSide work together

to increase the potential for creating local jobs and attracting new companies. More broadly, these strategies may also bring attention to the unique neighborhood assets these neighborhoods possess. In both long and short terms, place-based strategies hold the potential to increase property values and transform vacant commercial properties. However, by changing the context of these conversations to highlight the mutual benefits of coordinated place-making and revitalization efforts, community leaders and development organization can increase activities that promote diversity and bring people together.

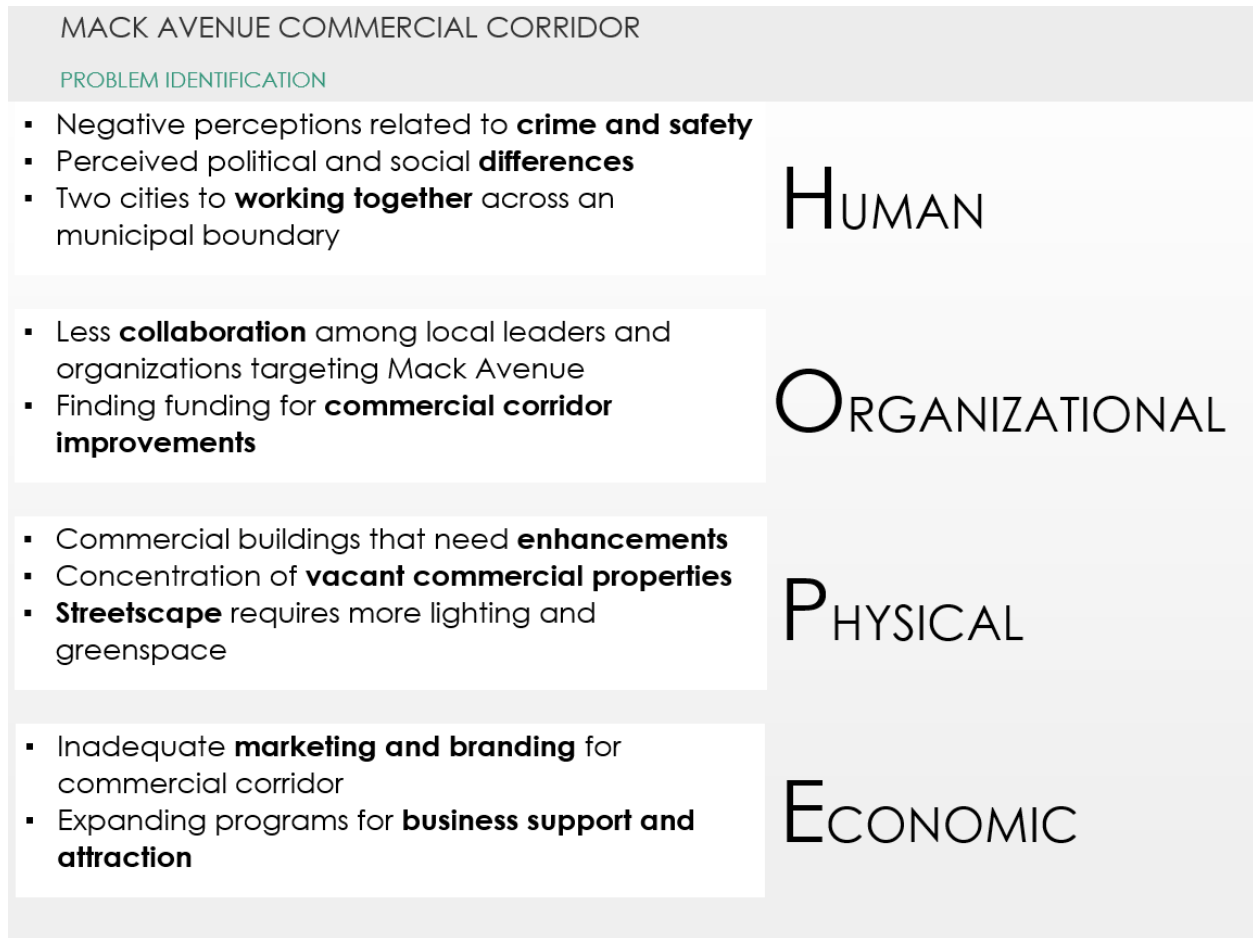


Figure 15. Problem identification chart based on community feedback and surveys (Source: Authors.)

Recommendations: Creating a Future for Collaboration and Corridor Revitalization

Comprehensive approaches are needed for revitalizing the Mack Avenue commercial corridor. Although there are a number of organizations working in the area there is a need for greater neighborhood outreach, and community stakeholder engagement inclusive to residents in both MorningSide and Grosse Pointe Park. The group participated in economic development strategy sessions with the Mack Avenue Development Committee work group. A small group of individuals from the work group provided insights on commercial corridor revitalization. Moreover each participant had a connection to the community either through working or living in the target area. This feedback helped the team develop a holistic understanding of the issues and opportunities pertaining to the future of the commercial district.

Leaders from the MorningSide neighborhood and City of Grosse Pointe Park recognize that there is an importance in working together to identify common ground issues and opportunities for improving Mack Avenue. This would mean that commercial

corridor redevelopment in the area will not only impact individual goals for the cities but also spur economic growth, increase development and revitalization for the whole area. Based on community insights gathered from the economic development survey and neighborhood interviews, there is strong support for coordinated efforts between the two cities. The team recognizes that a corridor improvement plan is not likely to solve all the issues of systemic poverty, racism, or the deeply rooted social challenges in the neighborhoods however, the team strongly believes recommendations from this capstone project could be viewed as helpful to a long term strategy.

The regional divide between Detroit and its suburbs has negatively affected corridors like Mack Avenue for far too long. The opportunity to encourage Detroit and Grosse Pointe Park to jointly embrace physical design along a border that could promote commercial activity and transformation for both cities may be coming at an ideal time given the changes underway in the City of Detroit. Residents in both MorningSide and Grosse Pointe Park have a vested interest in the issues and opportunities affecting Mack Avenue's redevelopment and could see increased impacts such as improved quality of life, job creation and commercial investment. The potential to increase property values

and public safety alone could offer benefits that would shed light on policies and issues related to commercial corridor development and regionalism that are beneficial.

Recommendations and Action Strategies

Recommendation #1: Develop programs to engage youth in both Neighborhood Improvement and Commercial Corridor Revitalization

- Utilize community assets and gathering spaces for youth meet-ups
- Expand capacity of existing neighborhood programs

Along Mack Avenue between Alter Road and East Outer Drive two very diverse communities are bound. The team saw opportunities for developing and further expanding already established youth programming in and around the focus area. Over the course of six months the team used various research tools, by helping to identify what residents in the two communities needed and wanted to see along the corridor to improve their quality of life. As information was gathered and aligned with recommendations, the team found that stronger communication between the communities could spark greater collaboration and strengthen opportunities for both

the youth and adults along Mack Avenue and within the surrounding neighborhoods.

Combined with engaging youth and adults in the communities the team looked at what businesses could thrive and exist along Mack Avenue to strengthen economic development in this area. By looking at businesses along this stretch that already exist the team zeroed in on entities that serve families and children, mainly schools and learning facilities. There is an opportunity to engage residents of all ages while utilizing open and shared spaces. This further encourages collaboration with local organizations to create events that foster creativity by using crafts and hobbies for kids. Also leveraging libraries, schools, and organizations in the area the team identified possible collaborative partnerships that if executed properly could leverage youth engagement towards inclusive development.

The team looked at all existing assets which involved youth within the Morningside and Grosse Pointe Park area. The Jefferson Branch Public Library located in MorningSide offers weekly programming for youth of all ages during the evening. Additionally there is an opportunity for ECN to create a relationship with the Boys & Girls Club of Southeastern Michigan as they've been a leader in youth programming

throughout metro Detroit since 1926. Possible opportunities of collaboration include combining programming at on site locations in the focus area perhaps utilizing open fields, and community spaces. ECN is currently in the works of creating a unique space for teens within their headquarters, just outside of our focus area which would serve as dwelling place for youth to engage with one another and have a safe place to call their own. This space will be called “The Vault” and will be open soon. In addition, the “Youth On The Edge of Greatness” (YOE) is the ECN’s oldest program and has been in operation for over 30 years. According to their website, The purpose of YOE is to develop the knowledge, skills and understanding our youth need in order to become effective leaders within their community and city. Currently YOE hosts an after-school program at Butzel Family Center on Monday and Friday evenings (ecn-detroit.org).

Recommendation #2: Improve Commercial Corridor Place-Making

- Develop a framework for commercial corridor improvements
- Develop programming and events that highlight corridor assets

Based on changes that are occurring throughout the City of Detroit and southeastern Michigan, place-making has become a significant topic of interest. The team has analyzed research findings on place-based economic development strategies to determine whether it offers useful tactics that might help improve the Mack Avenue commercial corridor. Place-making is defined by the Michigan Municipal League as ‘an approach to community development and economic revitalization that uses a community’s unique assets to identify strengths and opportunities for growth’ (placemaking.mml.org). With place-making efforts gaining momentum in both Detroit and Grosse Pointe Park, the team explored the potential to coordinate place-making projects and initiatives that could impact future growth. The emphasis on place-based economic development could indicate that cities are beginning to see a value to supporting the redevelopment of traditional neighborhoods where residents can opt to walk or bike to nearby destinations.

Mack Avenue Commercial Corridor Revitalization



Figure 16. Framework Planning is essential to promoting growth along traditional corridors. (Source: Authors, Flickr Michigan Municipal League, Everybody Walk.org, Crains Detroit, CandGnews.com)

As views on community walkability change and a renewed interest in urbanism grows, residents in Detroit and its suburbs may have more commonalities to consider for future growth. Across the nation, urbanism is being associate with greater economic benefits within cities. Rents and property values show a positive correlation with

walkability and improved urban environments (C. Leinberger, P. Lynch. “The WalkUP Wake-Up Call: Michigan Metros”). In order to understand how groups along Mack Avenue might promote more place-making in the area, the team recommends Developing a Planning Framework for the commercial corridor. In *Planning to Stay* by Morrish and Brown, five principles are described as being key to a successful planning framework which include;

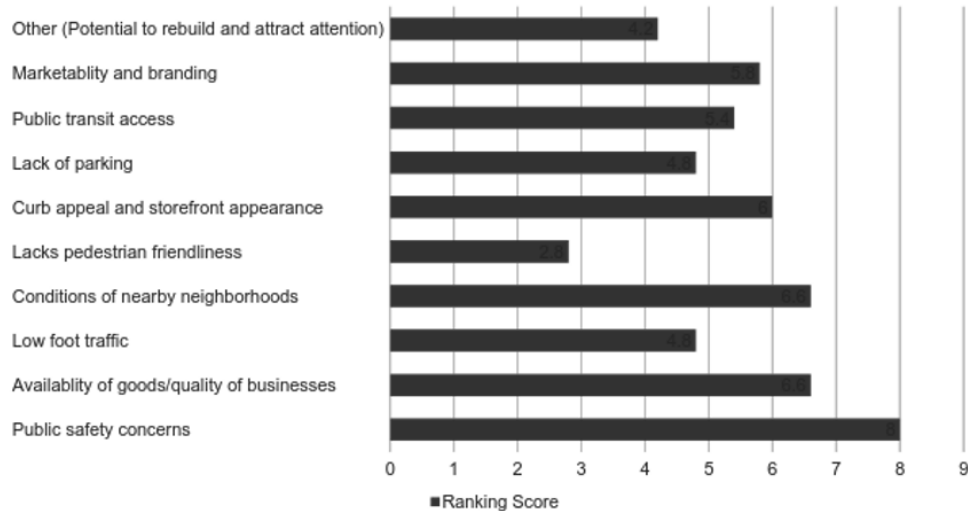
1. Homes and Gardens
2. Community Streets
3. Neighborhood Niches
4. Anchoring Institutions
5. Public Gardens

Understanding the physical, social and economic conditions along Mack Avenue is a key component to developing a viable and useful framework plan for the commercial corridor. During interviews with community residents and leaders, the team was informed about many of the attributes and assets that make Mack Avenue and the nearby

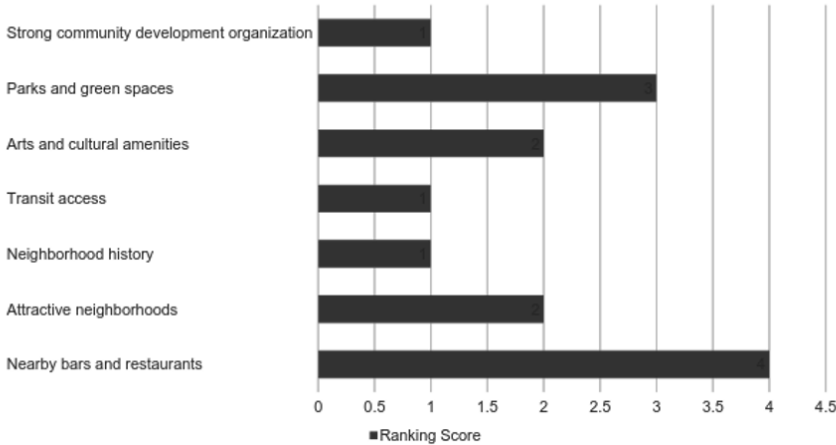
neighborhoods a great destination. The survey charts in the images below describe some of insights that were gathered about the areas potential.

ECONOMIC DEVELOPMENT INSIGHTS

On a scale of 1-10, rate each of the areas of consideration for improvement of the Mack Avenue commercial corridor.



What are some of the important assets and characteristics that make the Mack Avenue commercial corridor an attractive destination for visitors?



In what ways do you feel it is possible for residents and community leaders in City of Detroit and Grosse Pointe Park to work together for improving Mack Avenue?

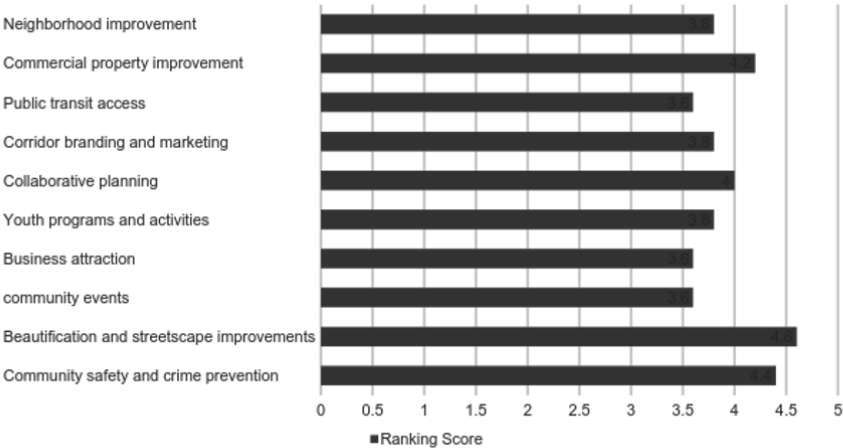


Figure 17, 18, 19. Economic development insights based on community feedback and surveys (Source: Authors.)

The survey results represent a shift in perceptions concerning collaboration along the commercial corridor and the possibility that future opportunities may emerge to strengthen collective efforts targeting the area. It is important that framework planning start with discussions among community residents, stakeholders and leaders to determine challenges and opportunities that might be considered. Once priorities have been identified, it is possible to begin considering ways programming and events can be done to bring more attention to the improvements and opportunities that can be achieved. The team recommends developing programming and events that highlight corridor assets. History, culture and local amenities offer opportunities to celebrate the collective assets that make communities great. Across Detroit and throughout the region, historic neighborhoods have begun to regain the attention of visitors and tourists. Areas with older buildings offer opportunities to attract unique businesses and niche services. Some communities have used “pop-ups” or temporary business activities such as farmers markets to bring attention to these types of opportunities. These types of events also provide opportunities to encourage residents to explore their own neighborhood and make discoveries.



Figure 20. Creative programming and events can be used to encourage greater neighborhood development. (Sources: Model D Media, Metro Times, Urban Innovation Exchange, Michigan.org.)

Recommendation #3: Increased Collaboration for Programs and Resources That Improve Streetscape and Commercial Properties

- Develop plans to improve streetscape for greater pedestrian accessibility and safety
- Collaborate to attain funding for streetscape and transit

The City of Detroit has made tremendous progress in recent years for its efforts to expand non-motorized connections by adding miles of new bike lanes across the City. There are several reemerging neighborhood commercial corridors, such as the Avenue of Fashion on Livernois, Artist Village in Brightmoor, and Historic Jefferson Chalmers District that are seeing nascent growth of commercial activity with the presence of new shops and restaurants. As leaders begin to recognize the benefits that improved communities can have on City and regional growth, more opportunities emerge to improve infrastructure that can support more walkable communities. During the course of this study a regional millage to support improving transit throughout the region was defeated by a slim margin. Though the defeat dealt a blow to supporters of transit, it has been made clear that a significant number of residents beyond the City of Detroit do support improving transit (Fleming, Lenard N. “Transit debate rolls on after tax

rejection”). In addition to making future plans for transit improvements, cities also have an opportunities to begin thing about other ways of boosting multi-modal mobility through increased biking and walking. Along the Mack Avenue commercial corridor, a significant number of destinations are within a fifteen minute walk from the commercial corridor.

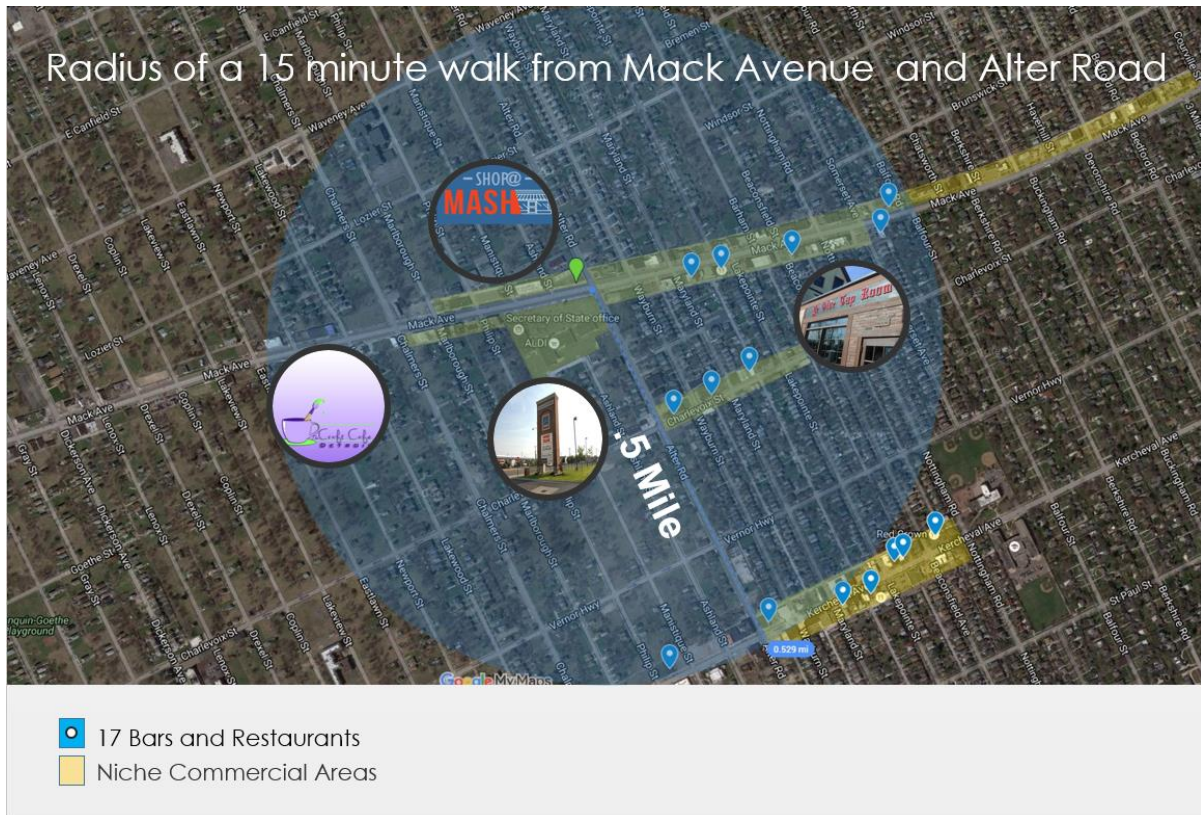


Figure 21. Walkable destinations near Mack Avenue. (Sources: Authors)

The team recommends developing plans to improve streetscape for greater pedestrian accessibility and safety in the area. By conducting assessments of the area, surveying residents and researching online assessment tools such as Walkscore.com, it was determined that the area is considered to be highly walkable by area residents. According to Walkscore.com, an online tool which rates areas across the country for the mission to promote walkable neighborhoods, the Mack Avenue community has a score which ranks third highest in the City.

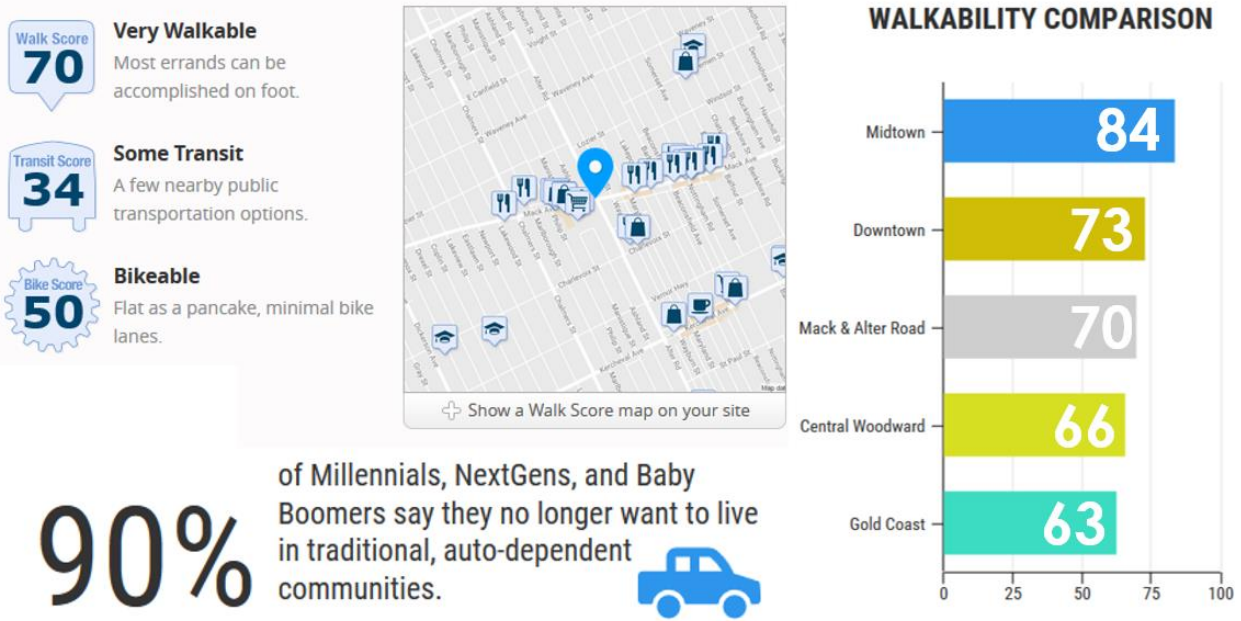


Figure 22. Walkscore for Mack Avenue compared to other Detroit Neighborhoods . (Sources: walkscore.com)

Currently, Mack Avenue has several features which make the area a pleasant destination for short walks and trips but the street still has room for improvement. In 2015 there were eight automobile accidents within 150 feet of the Alter Road and Mack Avenue Intersection (See figure 23.)

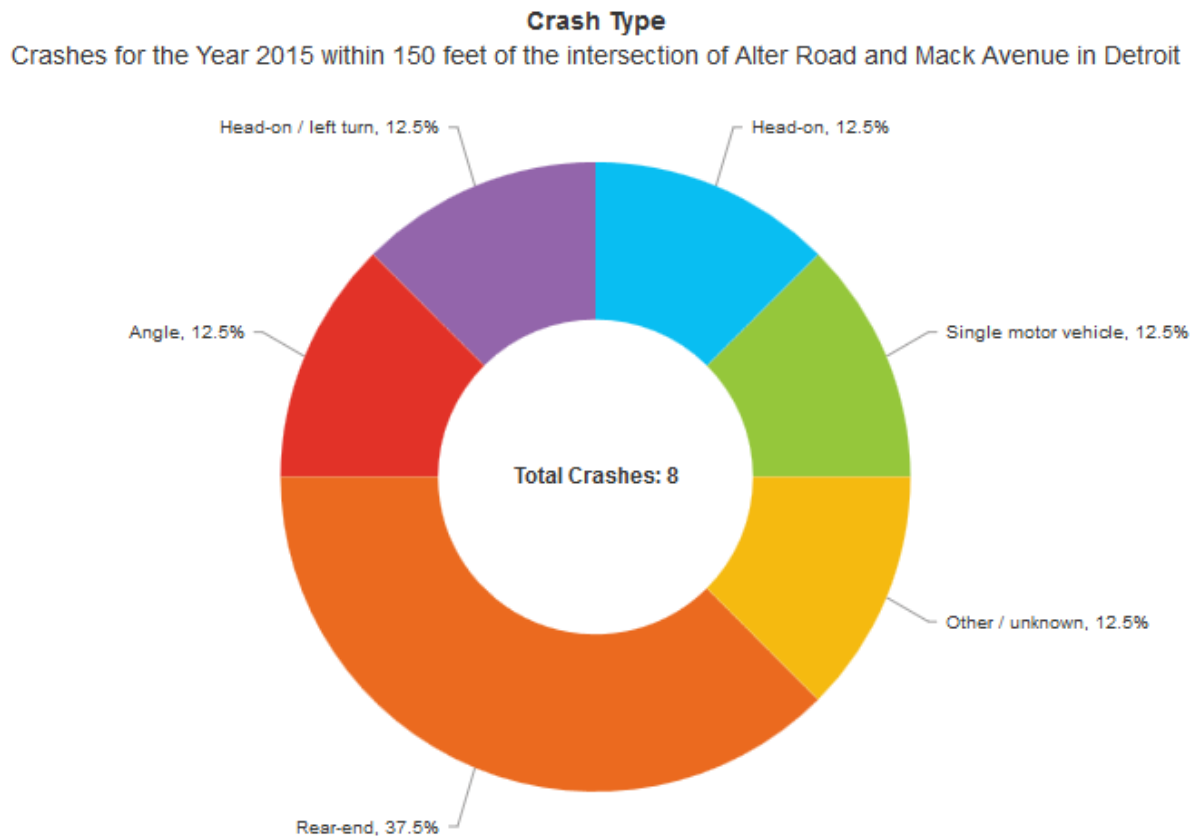


Figure 23. Automobile crashes near Alter Road and Mack Avenue . (Sources: www.michigantrafficcrashfacts.org)



Figure 24. Wide streets can be difficult and confusing to cross for pedestrians. Improvements could make intersections safer to cross (Sources: Authors)

Recognizing that streetscape improvements can be costly and pose challenges for communities to finance, the team recommends leaders and stakeholders along Mack Avenue collaborate to attain funding for streetscape and transit improvements. Whether to improve maintenance and cleaning along the commercial corridor or seeking

implementation of a large streetscape improvement plans, there are programs available at the state and local level that can provide financial and technical assistance. Based on needs that have been identified within the team’s research, the programs in figure 25 are recommend for consideration.

Business Improvement District (BID)

Enabled through a provisions of Public Act 120 of 1961, which allows cities, villages, and urban townships to create Business Improvement Districts (BID) or Principal Shopping Districts (PSD) to promote economic development within a defined area of the municipality. A “Business Improvement Zone (BIZ)” allows **private property owners** to levy special assessments to finance activities and projects.

Corridor Improvement Authority (CIA)

The Corridor Improvement Authority (CIA), Public Act 280 of 2005, is designed to assist communities with funding improvements in commercial corridors outside of their main commercial or downtown areas.

Transportation Alternatives Program (TAP)

A competitive grant program that uses federal transportation funds designated by Congress for specific activities that enhance the intermodal transportation system and provide safe alternative transportation options.

Transportation Investment Generating Economic Recovery (TIGER)

Discretionary grant program that provides a unique opportunity for the Department of Transportation to invest in road, rail, transit and port projects that promise to achieve national objectives.

Figure 25. Potential sources of funding for streetscape improvement and maintenance (Sources: Michigan Business.org, Michigan.gov, Transportation.gov)

Recommendation #4: Develop A Joint Marketing and Branding Strategy for The Mack Avenue Corridor

- Increase collaboration to support district marketing and branding
- Promote the diversity of opportunities to live in nearby neighborhoods

In the non-profit development world, there is often a continuous battle to maintain a steady flow of funding. This naturally leads to a sense of competitiveness among organizations which the team believes is counterintuitive to true sustainable development. Understanding that in a system that is set up as it is, it is not possible to solve this major issue within this capstone project. What is possible is to encourage the organizations, of which there are many doing great work on the east side of Detroit, to consider working less in funnels and more in a collaborative inclusive way with the public and among themselves to best solve the needs of their respective communities. The team understands that this will certainly add time to what typically are already tight timelines but that including marketing into planning is crucial to effective community development. Otherwise, organizations get put in situations where they are operating top down verse bottom up.

It can be admitted that it is much easier in community development to take an idea that an organization thinks is best, and run with it. This can bog down progress with there being too many cooks to the kitchen, and add time to deadlines. Not to say that every single community member must be involved in the planning process but in order to ensure sustainable development occurs community members must be informed of the plans, and given the opportunity to be involved. Providing inclusivity and ensuring that all basis are covered allows for the community members involved to act as ambassadors with their peers to help encourage support and understanding of how the project will ultimately benefit them. It is not what you are saying, but how you are saying i.e. how will this project benefit community members and why is it important they are excited about it.

A local example of a top down project, is the Livernois Median Project. It is said that when this happened, community members were upset about it, as they were not included in the decision making and planning process. If they had been they very well may have been in support of the project had they been made aware and communicated with about why and how this project would be of value and ultimately a benefit to them.

Benefits that in the eyes of the public could enable long term development, create small business stability, job creation, and serve as a step towards the reemergence of the Avenue of Fashion, all while helping to create a destination for tri county patrons, etc.

The Communication sphere in Figure 26 is a starting point to help visualize and ensure key points are being taken into consideration and being prioritized during the planning process. It also ensures community members are being communicated with along the way. For example, if attendance is low during the first meeting, a concerted effort to aggressively street canvas is imperative when preparing for the second community meeting to ensure participation increases. The team believes that this creates a sense of accountability for the Organization, and already engaged community members to ensure communication is at the forefront. It's important to note that this is not simply to add additional steps to the process but to make sure that at the end of a project community members can truly feel as though they have pride and ownership in their neighborhood.

Timelines that identify key dates and events that need to be tracked along the way

are good. They serve as goals towards a bigger picture. The group recommends that the dates and events need to be taken into consideration, are agreed upon at the beginning of a project to account for the projected timing. Using Smart, Measurable, Specific, Realistic and Timely terminology when setting goals/expectations will help when applying for funding sources that require progress updates, have a completion deadline or if further funds are needed.

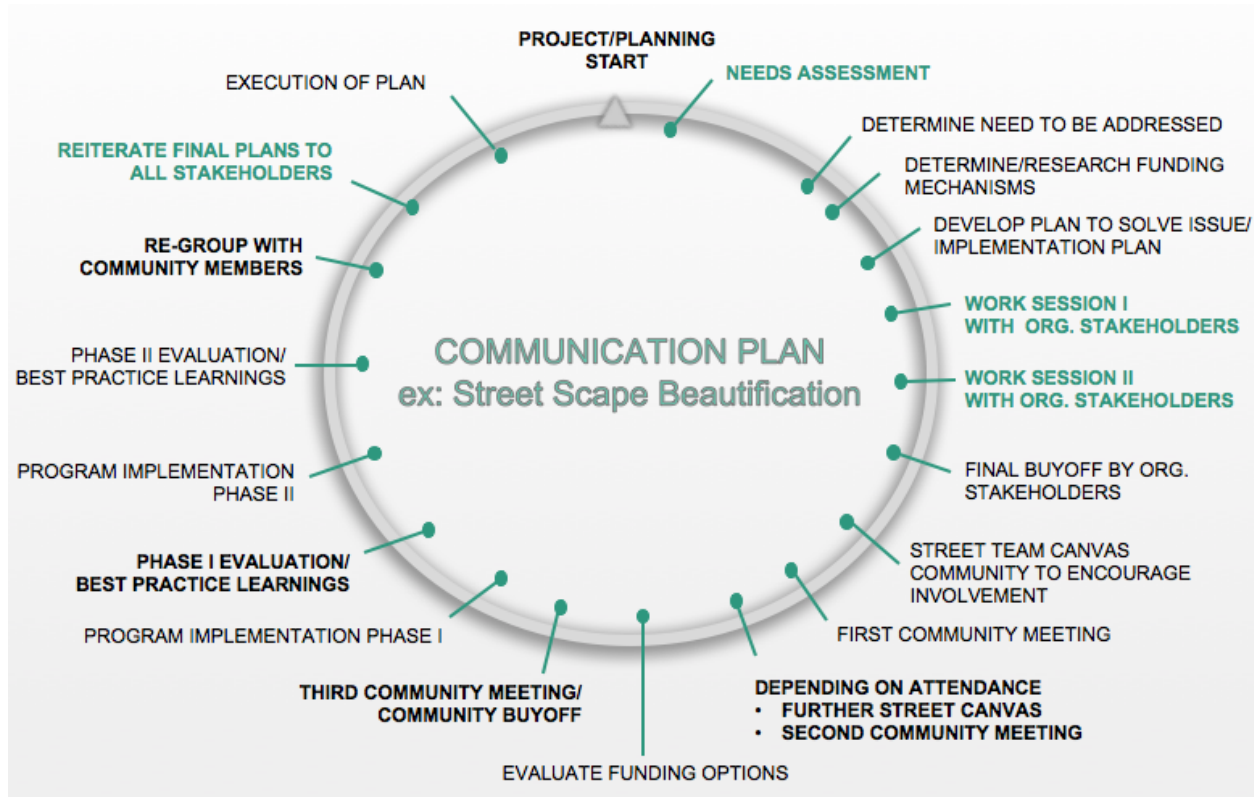


Figure 26. Process for starting a marketing plan (Sources: Authors)

In conclusion, creating a robust grass roots marketing effort despite whether funding is specifically allocated for Marketing or not, is extremely important. No one knows what an organization is doing if they do not tell people what they are doing, and actively ask for other organizations and the publics participation. This does not have to be intricate,

it just needs to be purposeful and have a consistent message. This enables a sense of ownership, creates emotionally vested stakeholders and allows for valuable feedback and input from the people who navigate through the community regularly, all while creating advocates for ownership and responsibility within their neighborhood.

Conclusion

The opportunities highlighted in this study are growing vitally important to the future prosperity in the State of Michigan. This means that more local communities in both urban and suburban areas need to begin recognizing the benefits of working together to create a sense of place in areas where it is possible. Between MorningSide and Grosse Pointe Park, the Mack Avenue commercial corridor is a shared asset that could gain value from place-making, and community improvements which would increase benefits to surrounding communities and residents in both cities. This means creating more amenities for biking and walking. Additionally, it requires strategic investments that improve safety, develop properties for new and existing locally owned small businesses, restaurants, and stabilize neighborhood decline by reactivating vacant

land for new opportunities. Greater collaboration and coordination between MorningSide Detroit and Grosse Pointe Park will serve to enhance the area's overall attractiveness as a destination and make the Mack Avenue commercial corridor a great place both communities can celebrate. The opportunity to develop shared goals is in contrast to the old divisive narrative of the City and Suburban divide. Creating shared incentives in positive outcomes can help areas like MorningSide and Grosse Pointe Park become more attractive to young professionals. Getting youth from the community involved in planning and neighborhood revitalization means that young leaders can be developed from within the community. Improved community design helps support future developments and can increase positive community interaction so that people can find opportunities to bridge cultural differences. Overall, place-making can be combined with a number of strategies and programs to increase outcomes and impacts. An example can be found in the principals of Crime Prevention Through Environmental Design (CPTED). Evidence supported by CPTED proves that perceptions about community crime improve when lighting, beautification and business storefronts work together to make streets feel safe. (pps.org. "Safer Communities Through Placemaking: PPS visits

Johannesburg”). Improvements along the Mack Avenue commercial corridor will certainly help the area spur more investment. Future public space and streetscape improvements will make the area more inviting for residents and guest to the community alike. These changes can also make the community healthier, increase jobs for local residents, and support local business patronage.

The team was pleased to have had the opportunity to complete this study along the Mark Avenue commercial corridor and the hope is that this research builds momentum for residents, businesses and the community leaders that are seeking greater collaboration for improving the area. With greater evidence for the types of programs and strategies that can support commercial corridor improvement, the team believes that local organizations in the area can achieve access to greater resources, support and participation to bring a collective vision for revitalization to fruition.

Appendix

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Survey Results

Constant Contact Survey Results

Survey Name: Mack Avenue Commercial Corridor Improvement Survey
Response Status: Partial & Completed
Filter: None
 Dec 13, 2016 1:29:07 AM

1. On a scale of 1-10, rate each of the areas of consideration for improvement of the Mack Avenue commercial corridor.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Less Important									
	1	2	3	4	5	6	7	8	9	10
Public safety concerns	0 0%	0 0%	0 0%	1 20%	0 0%	0 0%	1 20%	0 0%	1 20%	2 40%
Availability of goods/quality of businesses	1 20%	0 0%	0 0%	0 0%	0 0%	1 20%	0 0%	1 20%	2 40%	0 0%
Low foot traffic	1 20%	0 0%	1 20%	0 0%	0 0%	2 40%	0 0%	1 20%	0 0%	0 0%
Conditions of nearby neighborhoods	0 0%	0 0%	1 20%	0 0%	1 20%	1 20%	0 0%	0 0%	1 20%	1 20%
Lacks pedestrian friendliness	0 0%	3 60%	0 0%	2 40%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Curb appeal and storefront appearance	0 0%	0 0%	0 0%	1 20%	2 40%	1 20%	0 0%	0 0%	0 0%	1 20%
Lack of parking	0 0%	1 20%	1 20%	0 0%	1 20%	0 0%	2 40%	0 0%	0 0%	0 0%
Public transit access	0 0%	0 0%	2 40%	0 0%	1 20%	0 0%	0 0%	2 40%	0 0%	0 0%
Marketability and branding	0 0%	1 20%	0 0%	1 20%	0 0%	0 0%	2 40%	0 0%	1 20%	0 0%
Other	3 60%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 20%	0 0%	1 20%

1 Comment(s)

4. What are some of the important assets and characteristics that make the Mack Avenue commercial corridor an attractive destination for visitors?

	Number of Response(s)	Response Ratio
Nearby bars and restaurants	4	80.0%
Attractive neighborhoods	2	40.0%
Neighborhood history	1	20.0%
Transit access	1	20.0%
Arts and cultural amenities	2	40.0%
Parks and green spaces	3	60.0%
Other	1	20.0%
Total	5	100%

5. Do you believe the Mack Avenue commercial corridor should be an employment hub for the community?

	Number of Response(s)	Response Ratio
Yes	4	80.0%
No	1	20.0%
No Responses	0	0.0%
Total	5	100%

2 Comment(s)

6. What words would you use to describe the differences and similarities on the Detroit side of Mack Avenue compared to Grosse Pointe Park?

7. In what ways do you feel it is possible for residents and community leaders in City of Detroit and Grosse Pointe Park to work together for improving Mack Avenue?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Very unlikely	Somewhat unlikely	Neutral	Somewhat likely	Very likely
Community safety and crime prevention	0 0%	0 0%	0 0%	3 60%	2 40%
Beautification and streetscape improvements	0 0%	0 0%	0 0%	2 40%	3 60%
Community events	0 0%	1 20%	0 0%	4 80%	0 0%
Business attraction	0 0%	1 20%	1 20%	2 40%	1 20%
Youth programs and activities	0 0%	0 0%	1 20%	4 80%	0 0%
Collaborative planning	0 0%	0 0%	2 40%	1 20%	2 40%
Corridor branding and marketing	0 0%	1 20%	0 0%	3 60%	1 20%
Public transit access	0 0%	0 0%	3 60%	1 20%	1 20%
Commercial property improvement	0 0%	0 0%	0 0%	4 80%	1 20%
Neighborhood improvement	0 0%	1 20%	0 0%	3 60%	1 20%

8. Would you support greater collaboration between the City of Detroit and Grosse Pointe Park for improving Mack Avenue?

	Number of Response(s)	Response Ratio
Yes, I would support	5	100.0%
No, I would not support	0	0.0%
No Responses	0	0.0%
Total	5	100%

9. Do you live or work near the Mack Avenue commercial corridor?

	Number of Response(s)	Response Ratio
Live nearby	3	60.0%
Work nearby	3	60.0%
Other	1	20.0%
Total	5	100%

10. Please provide your home zip code.

5 Response(s)

10. Please provide your home zip code.

5 Response(s)

11. Please tell us your age.

	Number of Response(s)	Response Ratio
Under 18	0	0.0%
18 - 24	0	0.0%
25 - 34	2	40.0%
35 - 44	1	20.0%
45 - 54	2	40.0%
55 and over	0	0.0%
Prefer not to answer	0	0.0%
No Responses	0	0.0%
Total	5	100%

Mack Avenue Commercial Corridor Revitalization

Response Status: Partial & Completed

Filter: None

Dec 13, 2016 1:29:07 AM

1. On a scale of 1-10, rate each of the areas of consideration for improvement of the		
Answer	Respondent	
Potential to rebuild and attra	Anonymous	
2. What type of businesses do you feel are missing or not represented on the Mack		
Answer	Respondent	
Food/Produce, Clothing/Ret	Anonymous	
coffee shops, community g	Anonymous	
Health, art, educational, pro	Anonymous	
Children's retail shop (qualit	Anonymous	
Coffee and Pastries, Printin	Anonymous	
3. What words would you use to describe the identity of the Mack Avenue commercial		
Answer	Respondent	
Potential, Disinvestment, Bo	Anonymous	
long & dispersed business	Anonymous	
Lost, forgotten, disconnect	Anonymous	
Different a mixed bag	Anonymous	
Schizophrenic, potential	Anonymous	
4. What are some of the important assets and characteristics that make the Mack		
Answer	Respondent	
I think all of the above is ne	Anonymous	
5. Do you believe the Mack Avenue commercial corridor should be an employment		
Answer	Respondent	
Parts of Mack Avenue is rip	Anonymous	
but primarily for service ind	Anonymous	
6. What words would you use to describe the differences and similarities on the		
Answer	Respondent	
Similarities: Vacant, struggli	Anonymous	
Less lighting, less green sp	Anonymous	
NeglectedDisjointedUneven	Anonymous	
Light fixtures, traditional ma	Anonymous	
differences- glaring, diverg	Anonymous	
7. In what ways do you feel it is possible for residents and community leaders in City		
Answer	Respondent	
[No Responses]		
9. Do you live or work near the Mack Avenue commercial corridor? - Other responses		
Answer	Respondent	
Live and work	Anonymous	
10. Please provide your home zip code. - Responses		
Answer	Respondent	
48224	Anonymous	
48230	Anonymous	
48230	Anonymous	
48236	Anonymous	
48230	Anonymous	

COMMUNITY SURVEY

Please tell us about yourself:

What is your age?

- A. 14-18
- B. 19-34
- C. 35-50
- D. 51-64

What gender do you most identify with?

- A. Female
- B. Male

How often do you shop along Mack Avenue?

- A. Frequently
- B. Somewhat frequently
- C. Sometimes but not often
- D. Never

Where do you currently live?

- A.) Morning Side, Detroit
- B.) East English Village, Detroit
- C.) Cornerstone, Detroit
- D.) Grosse Pointe Park
- E.) Other Grosse Pointe Community
- F.) Other _____

Which of the following best describes your current living arrangement?

- A.) Own your home
- B.) Rent
- C.) Other _____

How far do you currently travel to purchase goods/services/groceries?

- A. 1 – 5 miles
- B. 5 – 10 miles
- C. Greater than 10 miles

Do you prefer to have the option to purchase goods/services/groceries within a 20-minute walking distance of where you live?

- A.) Yes
- B.) No
- C.) Other _____

Do you currently you rely on public transportation to conduct most of your business/personal needs?

- A.) Yes
- B.) No

If you had the choice, and there was job training available, would you walk/ride to work if there were employment opportunities on Mack Avenue?

- A.) Yes
- B.) No
- C.) Maybe

What is your primary source of transportation?

- A.) Car

- B.) Bus
- C.) Taxi/Uber
- D.) Friend
- E.) Other _____

If they were available, what type of businesses are you most likely to visit along Mack Avenue?
(please circle all that apply)

- | | |
|-------------------------|-----------------------|
| Laundromat/Dry Cleaners | Pet Store |
| Grocery Store | Bakery |
| Coffee Shop | Clothing Store |
| Office Supplies | Liquor Store |
| Job Training Services | Healthcare Services |
| Entertainment | Appliance Repair Shop |
| Restaurants/Bars | Salons/Barber Shop |
| Financial Services | Parks/Public Space |
| Book Store | Alterations |
| Automotive Repair | |

On a scale of 1 to 10, 1 being the least, 10 being the safest, how safe do you feel walking along Mack Avenue?
(circle number that best describes)

1 2 3 4 5 6 7 8 9 10

Least Safe

Safest

Using the same scale/method as above, how safe do you feel walking in your neighborhood?

1 2 3 4 5 6 7 8 9 10

Least Safe

Safest

Are there improvements you think would increase sense of safety along Mack Avenue and in your neighborhood?

- A. Yes
- B. No

If you answered yes to the above question, please circle which of the below you feel would increase the sense of safety along Mack Avenue.

Better/More Lighting

Better sidewalks/pathways

Boarding Up/Removal of Vacant Properties

Better maintained vacant lots

Increased Community/Neighborhood Watch

Decrease of speed limit

Police Patrolling/ Positive Police Relations

Cameras/surveillance

Other _____

ABOUT THE AUTHORS



Our team members each share a profound understanding of the challenges and opportunities many communities in Detroit and surrounding communities are faced with. We started our project with an open mind and sought to deliver well thought out recommendations that could be implemented in the MorningSide and Grosse Pointe Park communities. We sincerely hope that this capstone project will serve as an example for the possibilities that communities facing similar challenges can leverage for positive inclusive change in the future.

**University Detroit-Mercy School of
Architecture
Master of Community Development
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