



Moving Forward Together: A Participatory Model of Community Engagement for the Livernois and West McNichols Communities

Keith Crispen
Joe Gifford
Caitlin Murphy

This document has been submitted in partial fulfillment for the Master of Community Development, University of Detroit Mercy School of Architecture.

Key Words: community engagement, revitalization, Detroit, Livernois, McNichols, Live6, charrette

Community Partner

Live6 Alliance

Program Director

Virginia Stanard
University of Detroit Mercy

Primary Advisor

Ashley Flintoff
University of Detroit Mercy

Advisory Committee

Human Development: Lara Wasner,,*University of Detroit Mercy*
Organizational Development: Karen Brown, *University of Detroit Mercy*
Physical Development: Rebecca Willis, *Detroit Collaborative Design Center*
Economic Development: Michael Forsyth, *Live6 Alliance*
MCD Alum: Donzetta Jones, *Community Development Consultant*
MCD Alum: Megan McGreal, *Detroit Land Bank Authority*
MCD Alum: Lauren Hood, *Live6 Alliance*

Published 9 August 2017

Front Cover Photo: Attendees of the Spring Forward Block Party dance together in a lot off of West
McNichols Road. Source: Authors.

TABLE OF CONTENTS

- Introduction.....5
 - I. Project Purpose: The MCD Program, HOPE Model, MCD Capstone Project
 - II. Project Focus and Goals: An Equitable Model of Community Development and Engagement
 - III. Selecting a Project Location
 - IV. Community Partner

- Project Context and Background.....15
 - I. Research Methods
 - II. Geographical Context
 - III. Historical Context of the Livernois and McNichols Area
 - IV. Current Demographics
 - V. Recent Trends and Activities
 - A. Speakeasy Events
 - B. Fitzgerald Revitalization Project
 - C. Reimagining the Civic Commons
 - D. Community Sentiment regarding Development and Revitalization
 - VI. Conclusion: Inequity through Detroit's Revitalization

- Defining What is Important to the Community.....29
 - I. Research Methods: Asset Mapping, Needs Assessment & SWOT Analysis
 - II. Asset Inventory and Mapping
 - III. Needs Assessment
 - A. Assets to Human Development
 - B. Assets to Organizational Development
 - C. Assets to Physical Development
 - D. Assets to Economic Development
 - IV. SWOT/STEEP
 - V. Recommendations

- Case Studies: How are Others Doing Development Differently in the Community?.....52
 - I. Place Lab Chicago: 9 Principles of Ethical Redevelopment

II.	Spring Forward Block Party	
III.	Design Futures: Student Leadership Forum	
IV.	Power Analysis	
V.	Jefferson East: A Detroit Based Model for Live6	
Project Proposal: A Renewed Community Engagement Model.....		62
I.	Problem Identification: Addressing the Disconnect	
II.	Proposed Model of Participatory Community Engagement	
III.	Testing the Model: The Charette	
IV.	Implementation of Engagement Session	
	A. Session 1: Power Analysis	
	1. Power Analysis Results and Observations	
	B. Session 2: Asset Mapping	
	1. Asset Mapping Results and Observations	
V.	Analysis	
Impact and Scale of the Engagement Model.....		70
I.	Addressing the Challenges of Engagement in Other Communities: Expected Outcomes, Impacts and External Influences	
	A. Human Development Impacts	
	B. Organizational Development Impacts	
	C. Physical Development Impacts	
	D. Economic Development Impacts	
	E. Social Justice Impacts	
	F. Regional Development Impacts	
	G. Public Policy Impacts	
	H. Diversity and Multiculturalism Impacts	
III.	Implementation Strategy	
IV.	Roles of Contributing Partners	
V.	Project Timeline, Logistics and Funding	
VI.	Project Assessment Plan: How Success Will Be Measured	
Appendix.....		81
I.	Acknowledgments	
II.	Work Cited	
III.	Bibliography	
IV.	Notes on the Team's Process, Collaboration with Live6	
V.	Role of Team Members, Advisory Committee, and Community Partner	

Introduction

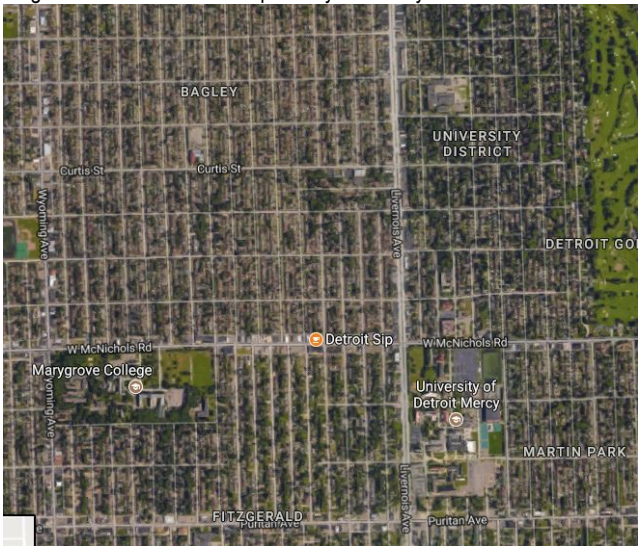
Detroit, Michigan, is a major American city which has experienced severe economic decline since the middle of the 20th century due to social and economic forces such as industrial decline, suburban housing development, and systemic racism. These developments have led a large number of Detroit residents, largely an African American population, to a life of isolated poverty, with diminished economic opportunity. Since Detroit's exit from municipal bankruptcy in 2013, the city has seen a boom in commercial and real estate investment in its downtown area, which makes up only 5% of the city's 140 square miles. As of this writing (2017), the redevelopment conversation has begun to turn its focus from the downtown business community outward to the city's neighborhoods.

The purpose of this study is to critically examine the community engagement process of urban redevelopment in a specific neighborhood in Detroit. Detroit's City Planning and Development Department, partnered with local community development financial institutions and philanthropic supporters, has targeted several areas of the city as models of neighborhood revitalization. As a geographic area of study this team selected the neighborhoods and commercial corridors stemming from the intersection of Livernois Avenue and West McNichols Road in Northwest Detroit. This is one of the city's most highly touted target areas, and its redevelopment is meant to set a precedent for other Detroit neighborhoods undergoing economic reinvestment. The redevelopment was first initiated by the announcement of the Live6 Alliance, a strategic partnership between the two neighboring universities, the Kresge Foundation, and other financial supporters. Live6's hired staff has been central to the communications of these development plans to the community, and our group felt the need to contribute to their efforts in this area. The team began investigating how to support the economic potential of the area, but quickly noticed the fast-paced redevelopment was having a mixed impact: city officials, investors, local media, and outsiders were celebrating the process; local residents and business owners felt left out of development plans and expressed worry about the potential for displacement by raised real estate prices.

This team believes the current Mayor’s Office, City Planning and Development Department, and other decision-making entities, have taken on the new neighborhood developments without taking the time to engage deeply with and empower local residents. To many local stakeholders these powerful groups’ community engagement processes seem to be carried out as a one-sided affair, where decisions and designs have been made before the community can provide input into the makeup of their own neighborhood. This has resulted in increased resident frustration and confusion regarding whether or not their voices have an impact on incoming development projects.

Even though the decision-making entities may be well intentioned in their plans, their processes do not empower community members. This report proposes strategies to counteract the process by engaging residents early during neighborhood redevelopment with opportunities to lead and grow. The strategies are meant to be implemented by community-based organizations that directly serve local residents and business owners. If adopted and carried out, this working model can create a standard for neighborhood organizations across the city of Detroit, one in which community members lead the improvement of their neighborhood.

Fig. 1: The neighborhoods and corridors primarily served by the Live6 Alliance. Source: Google



PROJECT PURPOSE

The Master of Community Development Program

The Master of Community Development (MCD) program was conceived and developed by University of Detroit Mercy faculty with a specific goal in mind: To prepare professionals to become leaders in creating sustainable communities by embracing the core values of sustainability, social justice, and service. The program reaches this goal by fostering the collaborative environment with which it was founded, utilizing faculty from across the university in fields such as architecture, business, psychology, ethics, and more. This type of interdisciplinary approach promotes “multiple lenses from which to examine, understand, and work towards [holistic] community development” (Stanard).

The MCD program is truly unique due to its focus on community development as a comprehensive process that cannot be achieved through a singular area of study. From this focus came the four aspects “inherent in the developmental process”, which are the human, organizational, physical, and economic aspects of community development.

The HOPE Model and the 3 S Model

The MCD program integrates human, organizational, physical and economic (HOPE model) aspects of community development creating a comprehensive approach to the renewal of communities. Each course offered in the Program focuses on an aspect of the HOPE model, allowing for extensive practice in the community to explore real methods in development. Each MCD course is rooted in the three ideological foundations of service, social justice, and sustainability. These foundations encompass all aspects of community development and projects carried out by students, which mainly set out to examine societal systems and determine the lasting impact their policies and norms have on the well-being of people. With our team having completed the HOPE curriculum, we were able to explore an empowering model of community engagement through

the lens of the HOPE model, providing for a holistic approach to community development in our project area.

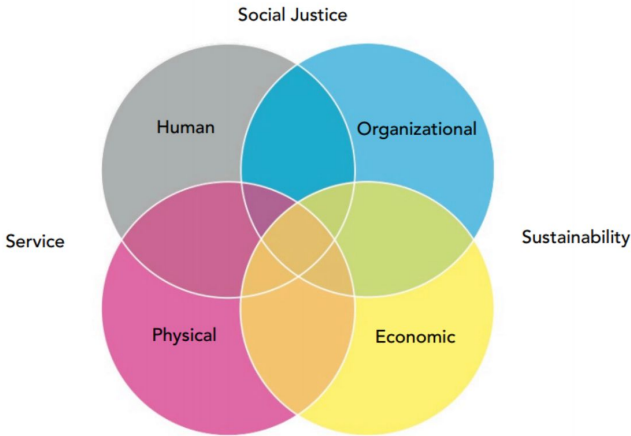


Fig 2. The HOPE Model and Three "S"s. Source: Heximer and Stanard.

Human development combines principles and methods that define the social and political relationships and focuses on human and group interactions. The interconnectedness of all the other facets of development are dependent on this human and socio-cultural strength at the core.

Organizational development focuses on topics of transformational leadership, organizational management, and financial management. The facet of community development explores an understanding of how to create, inspire and sustain a shared vision for community-based or agency-based initiatives. It also examines the theories, dynamics, and life cycles of community development as well as how to utilize strategic planning, action planning, and financial management strategies to create sustainable community change initiatives.

Physical Development "focuses on the relationship between physical conditions... and the economic, social, and environmental sustainability of communities" (Heximer and Stanard). Coursework concentrates on the examination of the physical and built environment and its role throughout history and contemporary development processes.

Economic Development focuses on current financial conditions in urban communities and the financial aspects of community and economic development projects. Specific topics consist of the social impacts of a redeveloping urban economy, financial techniques for carrying out development projects, and perspectives on doing economic development in a sustainable manner that can positively impact communities.

The MCD Capstone Project

The MCD Capstone Project is carried out in partial fulfillment of the requirements for MCD students to become graduates of the program. The project serves as the practical outcome for the culmination of all that MCD students have learned over the course of their program experience. In addition to being a final practical experience for students entering or returning to the community development field, the intention of the project is to research and propose a place-based community development project to address a particular circumstance of that community. The capstone project is developed in partnership with a sponsoring community partner organization based in the selected geographic region, and students' research can be expected to contribute to the existing work and mission of the partner organization. As students of the University of Detroit Mercy's Master of Community Development (MCD) program, it is the author's' intention to carry out project development and recommendations guided by the wholistic community development principles of the MCD program, which include the HOPE model and the ideological principles of Sustainability, Service, and Social Justice.

PROJECT FOCUS AND GOALS

This research team's MCD Capstone project began discussions in the Fall of 2016, with several meetings and informal conversations between the program director and future capstone team members. While each member comes from a

different academic and professional background, we began conversations around our interests in small business development and its effects on a surrounding community. For the first several months of the project we pursued the possibility of aiding the formation of a business association to support new development along the McNichols Corridor using the initial suggestion of the community partner for the project.

The team took a deeper dive into the communities surrounding Livernois and West McNichols, conversing with residents, attending community meetings, and interviewing development professionals. What transpired for the group was a realization that business development and organization was not a primary concern of local residents. They felt most impacted by the incoming real estate developments to their neighborhood, some with the concern that they would ultimately be priced out, others with the concern that local residents were not gaining any real economic benefit from these projects.

The following is a brief list of goals this report aims to accomplish:

- Provide historical and current context of the Livernois and McNichols neighborhoods
- Using the research tools of Asset Mapping, SWOT Analysis, and Needs Assessment, provide a unique set of recommendations tailored to the communities
- Provide critical analysis of ongoing neighborhood engagement activities carried out by development organizations active in the area
- Provide a template for equitable and empowering community engagement for other Detroit communities targeted for future redevelopment

Selecting a Project Location

There is a push from Mayor Mike Duggan's administration to create "20 Minute Neighborhoods" in which residents can easily walk or bike from their home for everyday needs. In addition to creation of affordable housing, reuse of vacant land for greenways, and incorporating various modes of transportation, the addition of "retail in adjacent commercial corridors" is an essential component to this plan (Runyan).

One of the mayor's primary focus areas for his 20 Minute Neighborhood vision is the Fitzgerald community, which lies just South of West McNichols Road, between Wyoming and Livernois Avenues in Northwest Detroit. This section of the McNichols corridor is located between two anchor institutions of the area, which are Marygrove College and the University of Detroit Mercy, and it is being targeted as the destination for retail and recreation that will meet the needs of Fitzgerald residents as their neighborhood experiences a large amount of real estate and landscape redevelopment. Considering the plans for redevelopment of this community, there is concern among residents, business owners, and other community stakeholders that the new developments may force them out of their community. Our team felt our research regarding this community is situated at an important moment in its history. We also felt our research could be a valuable contribution to a major community development organization in Live6, which is seeking to balance redevelopment efforts with inclusive engagement of area residents in the process.



Fig. 3: This proposal's focus area, using a sample "20 Minute", or 1 mile diameter.



Fig 4. Announcement of the Live6 Alliance (left) and the logo of the resulting planning organization (right). Source: Live6detroit.org

COMMUNITY PARTNER

The Live6 Alliance

The establishment of the Live6 Alliance, a partnership between two colleges, the City of Detroit, and the Kresge Foundation, has helped to attract real estate and commercial attraction at an expedited rate. In addition to these projects, there is grant funding for the Reimagining the Civic Commons grant, which seeks to link the two institutions of Detroit Mercy and Marygrove College with a greenway and new public spaces in the Fitzgerald neighborhood. It is the mission of the Live6 Alliance to connect these institutions to local residents and business owners, and the planning and development arm of the partnership, titled Live6, has spent a great deal of time facilitating conversation between the various stakeholders during 2016-2017.

Live6's mission is "to enhance quality of life and economic opportunity in Northwest Detroit" (Live6Detroit). The organization claims it is a one-stop shop for authentic, inclusive neighborhood revitalization, with its main priorities being the Livernois and McNichols corridors and their surrounding communities. Due to the widespread attention, but very young nature of the organization, this capstone proposal team felt the need to assist such an important initiative that impacted its members as students, residents, and concerned Metro Detroit citizens. While many development plans are already in place, and real estate speculators have purchased numerous storefronts in the hopes of a big payoff, the spotlight is on Live6 to see how they manage in this system of investors, philanthropists, and large institutions. The authors wanted to dig deep and find what the directors, Lauren Hood and Michael Forsyth, felt the largest hurdles were to success in an equitable development process. As our group slowly realized, the leadership of Live6 would experience these hurdles in real-time as the capstone team would work with them to find new solutions.

Since its establishment in Fall 2015, the Live6 Alliance has been staffed by one Acting Director, Lauren Hood. Hood's background is varied, but she has extensive economic development experience and currently specializes in

community outreach and dialogue between disparate groups. As of January 2017, the Live6 Alliance has added a second staff member in Michael Forsyth, who will act as Co-Director with Lauren Hood. Forsyth's prior experience with the Detroit Economic Growth Corporation involved entrepreneurship and retail development services, specifically the development of Motor City Match, which provides local entrepreneurs with business training, real estate aid, and startup capital (live6detroit.org)

In a February 2017 meeting with the capstone team, Hood and Forsyth expressed a great deal of interest in the group's initial focus on small business attraction and development in the Live6 Project area. When the team first set out on our capstone journey, our initial focus was small business retention and attraction along the 6 mile retail corridor. After extensive research and planning as it pertained to small business development, our group decided to take a step back from this trajectory in order to focus more so on a greater community need that we saw: the disconnect between long time neighborhood residents and incoming development projects that would greatly reshape the area.

Research Methods

The team's research methods consisted of a culmination of techniques learned and utilized throughout our time in the MCD program. The three major techniques were the use of asset mapping, SWOT analysis, and needs assessment, to provide a complete snapshot of the community and its opportunities. In order to inform these strategies, our group carried out a great deal of primary and secondary research over the course of eight months.

Led by the HOPE Model of community development, we utilized resources related to each element: Human, Organizational, Physical, and Economic. These resources ranged from contemporary and historical press releases to discussions with community development professionals working throughout the city and within the Livernois and McNichols area. Central to our research, and perhaps the most important element of the HOPE Model, was addressing the Human aspect of community development. This consisted of scheduled and impromptu meetings or phone calls with neighborhood residents, business owners, and public policy shapers (development professionals, city administrators, anchor organization representatives) throughout the two semesters of our project. Our Human development research also consisted of attending a wide variety of public forums and panel discussions where the stakeholders of the Livernois and McNichols corridors addressed current issues, public sentiments, and potential solutions for the problems faced by the community. Several of these meetings were hosted by our partner organization, the Live6 Alliance.

Much of the older historical information was obtained through a concentrated geographic profile of the Fitzgerald community, originally published in 1971 by William Bunge, and the University of Detroit Mercy's student-run newspaper, The Varsity News. Additionally, personal correspondence between our team and local residents provided context for the area's history in more recent decades.

Geographical Context

The intersection of the Livernois and McNichols corridors is the cornerstone of four Detroit Neighborhoods: Bagley to the Northwest, University District to the Northeast, Martin Park to the Southeast, and Fitzgerald to the Southwest. The

area surrounding the McNichols Corridor can be analyzed in the context of its surrounding District 2 neighborhoods. District 2 is 17 square miles and bound by Eight Mile Road to the North, John R to the East, Southfield Freeway to the West, and running below McNichols Rd. to the South (James). The district's population, according to census data from Data Driven Detroit, is nearly 106,000 and 94% African American.

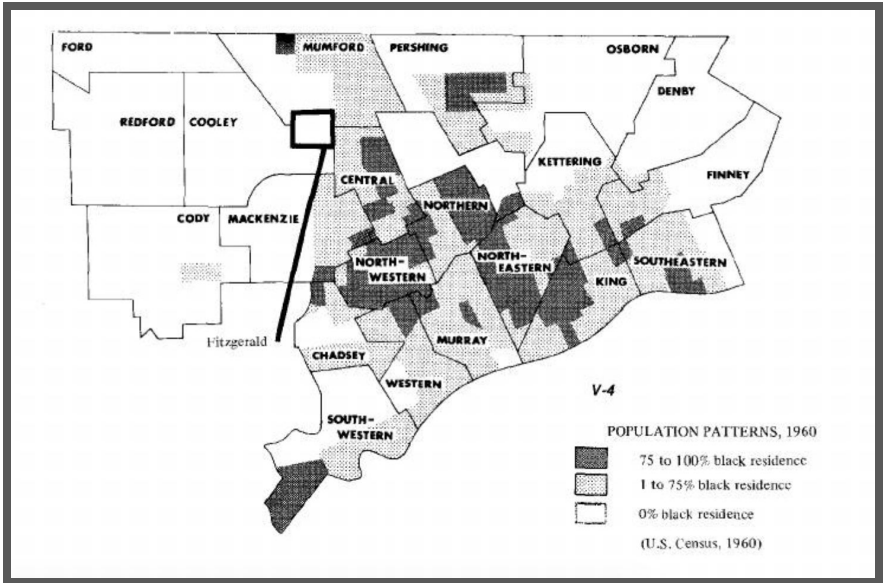


Fig 6. Map demonstrating pockets of black residence in Detroit per census data in 1960. Source: Bunge, Fitzgerald.

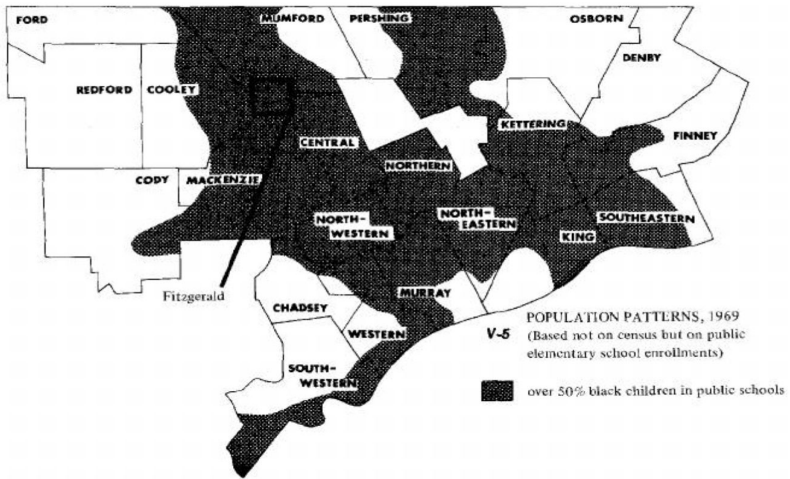


Fig 7. Map depicting the spread of black residency throughout Detroit by the end of the 1960s. Note Fitzgerald, whose community had been primarily white, but had over 50% black school children by the end of the decade. Source: Bunge, *Fitzgerald*.

Historical Context of the Livernois and McNichols Area

The commercial enterprises near the intersection of the Livernois and McNichols corridors have a storied history that mirror the changes of the American landscape, culture, and population. This specific location in the Northwest sector of Detroit has been home to an extremely diverse range of people, from Native Ojibwa tribes and early pioneers to middle and upper class White and Black populations. What follows is a segmented summary detailing notable historical periods in the lives of settlers, residents, and business owners of the communities surrounding what would become Livernois Avenue and McNichols Rd., ultimately leading up to present day trends and activities.

1800 - 1900

The earliest recorded white pioneers to the area came in 1816, surveying around the area bounded by 6 Mile Rd., Wyoming Ave., 8 Mile Rd., and Livernois Ave — which would eventually be called Bagley Community today (Bunge 7). More White settlers came to claim land from this time to the 1880s, driving out Native tribes, logging much of the surrounding woodland, and setting up farms and cabins in the larger area which became known as Greenfield Township (Bunge 8-9).

It is also interesting to note during this settlement period that the area's first businessmen were members of the intermarried Hurd and Witherell families, who in 1835, settled the area that would become the eventual site of the University of Detroit McNichols campus and the University District on its northern border. One of the Hurd brothers and Judge B.F.H. Witherell falsely planted iron ore shipped from Ohio in the surrounding subdivided fields to attract would-be settlers and make their money by selling off the land, getting away with one of the area's earliest swindling schemes (Bunge 11-13).

Although 1850 to 1880 was a particularly notable period for White settlers' arrivals, according to Bunge, the greater Fitzgerald area's first Black pioneer, runaway slave turned free man, James J. Kanada, settled east of Livernois and Puritan in 1864 after having been previously been driven out of Detroit along with other black settlers due to violence spurred by the Ku Klux Klan (18). In a portrait opposite of the area's first pioneers, Kanada earned his living honestly as a frontiersman, laborer, and farmer. By 1880 he had expanded his land to 30 acres and tripled its dollar value by living a modest lifestyle and placing "all his energy, intelligence, and dreams" into his work (Bunge 19). Kanada was a shining example of a "free man on free soil", and he was eventually honored on July 3rd to July 5th, 1967, by Mayor Jerome Cavanaugh, by having the stretch of Puritan Road between Wyoming and Parkside be named in his honor (Bunge 20-21).

1900 - 2000

The early 21st century saw major developments that would clearly shape the Livernois and McNichols corridors as they are today. The early 1900s of this Northwest Detroit region were dominated by farmland and tractors, while also seeing changes in its local population. The last of the scattered Ojibwa tribes were driven from the area, and more Black families began to settle in the area.

In 1927, the two major anchoring educational institutions, Marygrove College and University of Detroit, settled new locations for their campuses on existing farmland surrounding the greater Fitzgerald area. Marygrove, originally St. Mary's College, moved to the the Southeast corner of 6 Mile Rd. and Wyoming Ave., while University of Detroit, led by jesuit priest Fr. John P. McNichols, established its second campus on the Southeast corner of 6 Mile Rd. and

Livernois Ave. Throughout the 20th century, leading up to the 1960s, white families of many ethnicities predominantly settled the area surrounding the Livernois and McNichols area. As Detroit's middle-class history went, so did the Fitzgerald community's, according to Bunge. The growing Black population, displaced from the urban core by reconstruction and highway development, forced integration into further neighborhoods such as Fitzgerald. Although the predominantly White Fitzgerald community had repeatedly cast out Black families throughout the decades leading up to 1960, the neighborhood was integrated by this decade. Violence would culminate in the city during a confrontation between police and a group of Black patrons of an illegal bar in the central region of Detroit.

According to Bunge's research, the commercial strips of Puritan, McNichols, and Livernois had several storefronts damaged and looted. Although Fitzgerald had generally entertained a diverse mix of business owners and customers, in the aftermath of the summer of 1967 most business owners were overtaken with fear. This caused them to either leave town, or increase security on their once-friendly properties, which heightened tensions in the community.



Fig. 8: Storefronts damaged in Fitzgerald during July 1967 uprising of Detroit's black population. Today the event is referred to by several names, such as riot, rebellion, and civil unrest. Source: Bunge, *Fitzgerald*.

Current Demographics of the 48221 Zip Code

Currently, the area is home to 36,842 people with roughly 45% of them men, and the other 55% women. The population decreased over 18% between 2000 and 2010, and has decreased an additional 3.5% since 2010. Nearly a third of the area's population has been married (i.e. still married (8,445), divorced (3,199), separated (1,586), or widowed (1,089)), while another third has never been married (11,376). The other third, of course, being made up of children (under 18 years old). Just over 7,500 residents have college degrees (1,820 with Associates, 2,609 with Bachelors, and 3,081 with Graduate), and another 7,800 have some college experience. Only 537 residents (of age) have not attended high school, and another 2,547 either have some high school completion or have graduated (point2homes.com).

48221 is home to 14,998 households, with 9,872 of them with families, and 5,126 without. Of those with families, 10,046 have children and 4,952 do not; and the average number of people per household is 2.42. The area's median age is just north of 39 years of age at 39.44, and the labor breakdown shows roughly 4,000 residents working white-collar jobs and 2,400 working blue-collar jobs. The median household income of \$37,303, compared to The City of Detroit at \$25,764 and the County of Wayne at \$41,210. In other words, nearly 10% lower than the county, but nearly 45% higher than the city it belongs to. Additionally, household income is 39% higher than Detroit's at \$52,371; but it is nearly 11% lower than Wayne County's (\$58,406) (point2homes.com).

Currently, 2.5% of households within the 48221 ZIP are considered High Income Households (meaning, over \$200K), which is in-line with the county at 2.7%, but is significantly higher than Detroit's 0.8%. Average household income for residents under 25 years of age is \$23,562, while 25-44 is \$36,494, 45-64 is \$43,077, and 65+ is \$43,662. Median household income decreased by 1% between 2000 and 2010, but has increased 5% since 2010 (point2homes.com).

Michigan's unemployment rate was 13.7% in 2009, but down to 12.6 in 2010 — which, compared to the national average of 9.3% and 9.6%, respectively, is approximately 30% higher. Regarding net worth, however, the average net worth of a resident in this area is \$359,830, with some

outliers surely driving that number higher than it would otherwise be; and the average home sale price is near \$52,500, while total household expenses are about \$42,495 per year (point2homes.com).

Recent Trends and Activities

Speakeasy Events

Lauren Hood, Co-Director of the Live6 Alliance, is a former resident of the Bagley community and an alumnus of University of Detroit Mercy. Hood's vision for the area is to promote the redevelopment of the area in an equitable manner where all stakeholders feel equally represented in the process, from lifelong residents and business owners to new real estate developers and aspiring entrepreneurs (Galbraith). In order to take initial steps to ensure this goal, Hood, with the assistance of the Detroit Collaborative Design Center and her team at Live6, has hosted a series of public forums titled *Speakeasy: A Dialogue Among Neighbors*. The dialogues have been hosted at various locations throughout the Livernois and McNichols corridors, and bring together local residents, business owners, development professionals, and institution officials to discuss perceptions and solutions for issues that face the community. The dialogues have covered a range of topics during late 2016 and early 2017, including community-institution relations, public safety, and youth development.

In early conversations with the Live6 Alliance, co-directors Lauren Hood and Michael Forsyth expressed a shared concern with the project team that there may be processes that subvert the efforts of Live6's community engagement work through public forums like the Speakeasy events. Two separate developments, the Reimagining the Civic Commons grant proposal, and the City of Detroit's request for proposals regarding the Fitzgerald community, are underway as of Winter 2017 and are bringing a great deal of real estate interest to the area surrounding the McNichols corridor.



Fig 9: Photo of an April Speakeasy event held at University of Detroit Mercy. Lauren Hood hands the microphone to local residents who share their perspective on neighborhood developments.
Source: Authors.

Fitzgerald Revitalization Project

Our Group has identified the Fitzgerald Revitalization Project as Asset in the redevelopment of the McNichols corridor. According to their website, “The Fitzgerald Revitalization Project is an initiative led by the City of Detroit to stabilize and strengthen a neighborhood by transforming publicly owned vacant land and buildings into community assets. Rather than work on one lot at a time, the project is focused on holistically addressing every publicly owned vacant building and lot at once for maximum impact and effectiveness. The City has been working with residents and other stakeholders to develop a vision for the project and is adding more partners to turn it into a reality”. In the Summer of 2016, the City of Detroit put out an official Request for Proposal (RFP) that allowed developers to submit a plan for redeveloping over 300 parcels in the Fitzgerald community. In January of 2017, the developer was chosen to execute their Plans. Century Partners is the developer duo that has been selected to enhance the physical environment of the neighborhood by rehabbing pre-existing homes, demolishing those beyond repair, and activating vacant lots into

community parks and gardens. Century Partners has grown their team and partnerships throughout the duration of this capstone project, and is currently operating under a strategic partnership with well-known development firm “The Platform”, which has several other Detroit redevelopment projects in its portfolio.

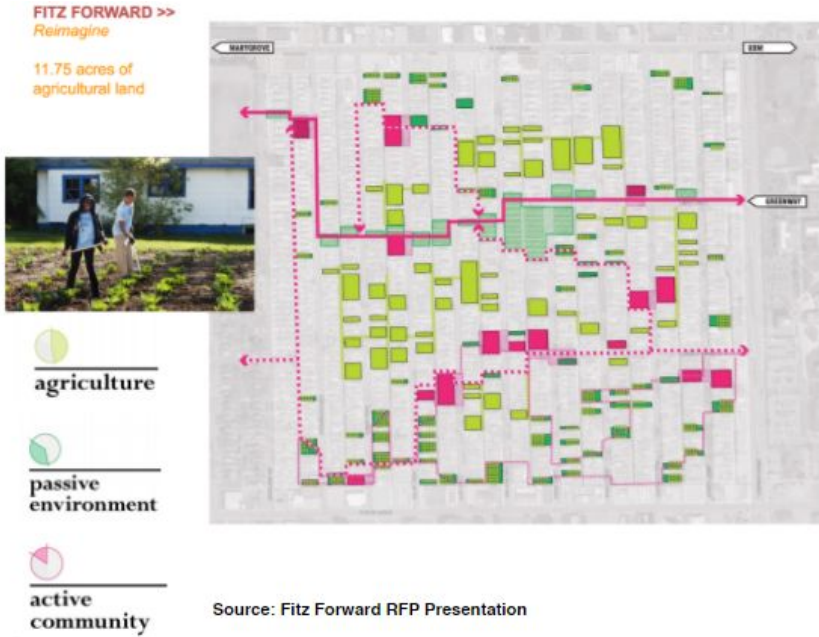


Fig 10: Proposed plan for reuse of vacant houses and land by Fitz Forward project team. Source: Fitz Forward RFP.

Reimagining the Civic Commons

Similar to the Fitzgerald Revitalization Project, Reimagining the Civic Commons is a project grant that was awarded to the city of Detroit in 2016. Along with Chicago, Philadelphia, Akron, and Memphis, Detroit was a chosen city demonstrating need and potential for reimagining public spaces in the city. The following description taken from the Reimagining the Civic Commons website highlights to goals of the project: “Reimagining the Civic Commons is a national initiative that seeks to counter economic and social fragmentation in our cities by revitalizing and connecting public spaces such as parks, plazas, trails and

libraries to bring together people from different backgrounds. Through projects in five U.S. cities, Reimagining the Civic Commons intends to be the first comprehensive demonstration of how a connected set of civic assets – a civic commons – can connect people of all backgrounds and yield increased and more equitably shared prosperity for cities and neighborhoods. It seeks to foster community, social mobility and economic opportunity by creating experiences and spaces where people of all backgrounds can exchange ideas and address common problems while making cities more environmentally sustainable in the process.” In speaking with with directors of the Live6 Alliance, we know that the Civic Commons Grant will play a large role in the redevelopment of the Fitzgerald neighborhood.

Community Sentiment Regarding Development and Revitalization

The capstone team heard several different resident and community stakeholder perspectives on the incoming development from private conversations with residents, discussions during and after Live6 public events, as well as the group’s own initial interactive engagement strategies. Joe Marra, a Bagley community resident and property owner along McNichols, expressed a great deal of concern about the City Planning and Development Department’s plan for Fitzgerald, as well as an overall skepticism of city administrators and design professionals.

Marra believes the city planners are out of touch with the majority of residents in the area, holding up interactions with neighborhood leaders or select block club meetings as an example of their sufficient effort to include residents in planning and development strategies. He wishes the design professionals would take more time to understand the needs of residents who are struggling, rather than proposing new developments that do not have the general support of residents or hosting temporary events without consulting a majority of these residents. Marra’s concerns were shared by some residents who spoke with our team during one of the many community events held during the project time period. One participant, Daniel, had expressed concern over the temporary nature of engagement events, even though he felt positive about new development. As he

told the group: “You can’t just paint the walls and streets and leave. You have to come back!” This sentiment and conversation lead us to believe that residents see community development to be temporary instead of sustainable.

Another resident perspective of the recent developments was provided by Gaston Nash, a Fitzgerald resident and active College Core Block Club member. Nash was less resistant to the developments, and believes the city and real estate developers will ultimately do what’s best for his neighbors.

Michael Dones, another friend of the project team expressed similar sentiments in regards to the new development. He believes that investment into the neighborhoods is generally a good thing, but that many resident contributions to the neighborhood are being overshadowed by those of the city. Dones owns and operates a community garden in the Fitzgerald neighborhood, and has expressed that long time Fitzgerald residents have been skeptical of his efforts in the past as he is considered a “newcomer” to the area, despite having lived there for five years.

Conclusion: Inequity Throughout Detroit’s Revitalization

Resident concerns are shared by many voices throughout the city, and the concerns have prompted responses from Detroit’s current mayoral administration such as the “20 Minute Neighborhood” plan. Since Detroit’s declaration of bankruptcy in 2009, a wave of commercial reinvestment and repopulation to parts of the city has filled news headlines. The Downtown and Midtown areas of the city, commonly known in development circles as the “7.2” - referring to the areas square mileage- have received a great deal of private real estate developments. These developments include major retailers, craft restaurants and cocktail bars, and real estate deals attracting large employers. This process has spurred displacement of the existing residents, many of whom are low income, senior citizens, and/or African American, and make the need for equitable neighborhood development more urgent as it becomes the focus of the public and philanthropic sectors.

According to an early 2017 report reviewing Detroit’s highly touted “comeback”, Laura Reese and Gary Sands express how much work still needs to be done throughout the city: “Overall, citywide data suggest Detroit is continuing to

experience decline that makes it worse off than it was in 2000 or even 2010 in the depths of the national recession. Population, employment and incomes continue to decrease, while vacancies and poverty have increased.” One of the starkest indicators that Detroit’s Downtown revitalization has not been inclusive is the reflection of jobs held by city residents vs. non-Detroiters, who are likely nearby suburbanites: “According to Data Driven Detroit, jobs for suburbanites in the area have gone up over 16% in the past 5 years, while jobs for city residents have gone down by 35% since 2012” (Reese and Sands). This indicates that although jobs may be touted publicly as increasing through major investments in the city, most Detroiters are not gaining access to these opportunities. Live6, as an upcoming economic driver for a highlighted city neighborhood area, has the opportunity to push for local development that will seek employment for Detroit residents. As the capstone team assessed the needs of our selected project area, it kept this opportunity in mind throughout internal team conversations and conversations with various stakeholders.

Jobs (for some) in Detroit

Detroit’s recovery isn’t reaching everybody. Jobs for those living in the suburbs -- who are mostly white -- have gone up 16.6%. Meanwhile, jobs for city residents are down 35.5%.

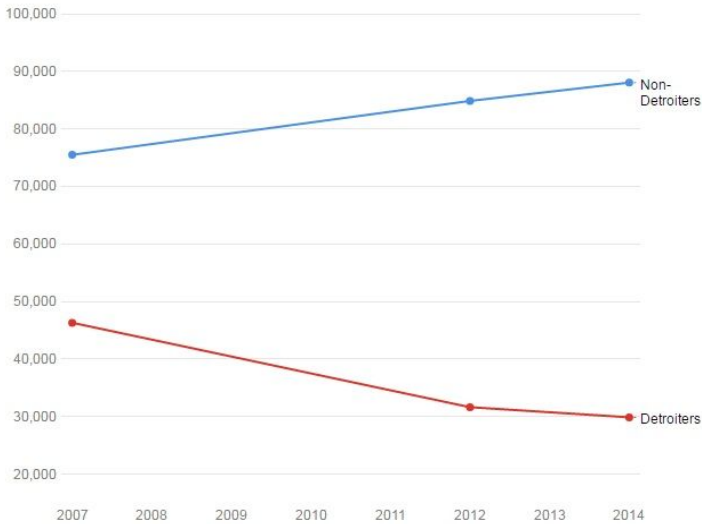


Fig 11: Despite the talk of “revitalization” in Detroit, long time Detroiters are seeing little benefit from the reinvestment in downtown. It is still to be seen whether or not Live6 can somehow reverse this trend for their local residents. Source: Reese and Sands, “Detroit’s Recovery”.

DEFINING WHAT IS IMPORTANT TO THE COMMUNITY

Fig: Fitzgerald and Bagley community members list out a large number of Health and Recreation desires for their community during the Capstone team's engagement session. Bars and restaurants (on the right) were mentioned as well. Source: Authors.



The Project Area that we chose to study is the McNichols retail/commercial corridor in between Livernois and Wyoming, with a focus on resident concerns in the surrounding Bagley and Fitzgerald communities. This is also a main portion of the Live6 Alliance's Project Area. There are several reasons why this particular section of McNichols is drawing attention city wide. First this corridor is situated in between two anchoring institutions, Marygrove College to the West and the University of Detroit Mercy to the East. These academic institutions have been working to educate the surrounding communities for the past hundred years and play a sufficient role in community engagement in the area. These institutions are key in the identification of McNichols Rd. by the Detroit Future City Strategic Framework Plan as a prominent Eds & Meds employment corridor in the city of Detroit (20). Secondly, in 2016 the city of Detroit released an RFP in the Fitzgerald neighborhood asking for developers to submit ideas on ways to revitalize the the landscape thoroughly.

In the Master of Community Development Program the practice of asset mapping is “designed to promote connections [and] relationships between individuals, between organizations and individuals, and between organizations and organizations” (Wasner). The asset mapping process documents cultural resources and meaningful customs or behaviors in the community while giving community members a means to identify the unique value they place on their daily spaces (Wasner). In addition to valuing existing cultural resources as assets to the community surrounding the McNichols corridor, our group has expanded the definition to include external assets that can increase small business opportunity and development while maintaining the cultural integrity of the community. Thus assets in this project can be located physically within the project area or they can be remote, influencing from the outside in. Examples of assets will then include community residents, potential entrepreneurs, external funding and grantmaking organizations, major institutions, arts and culture, as well as elements of the built and natural physical environment.

In order to paint the most comprehensive picture of existing and potential assets to the greater McNichols corridor, our team identified assets as they related to

the above-mentioned HOPE Model, which provides the framework of the Master of Community Development program. Categorizing existing and potential assets into human, organizational, physical, and economic development assets has allowed our group to systematically document as many resources as possible that are or can be of assistance to sustainable commercial development along the McNichols corridor.

Asset Inventory and Mapping

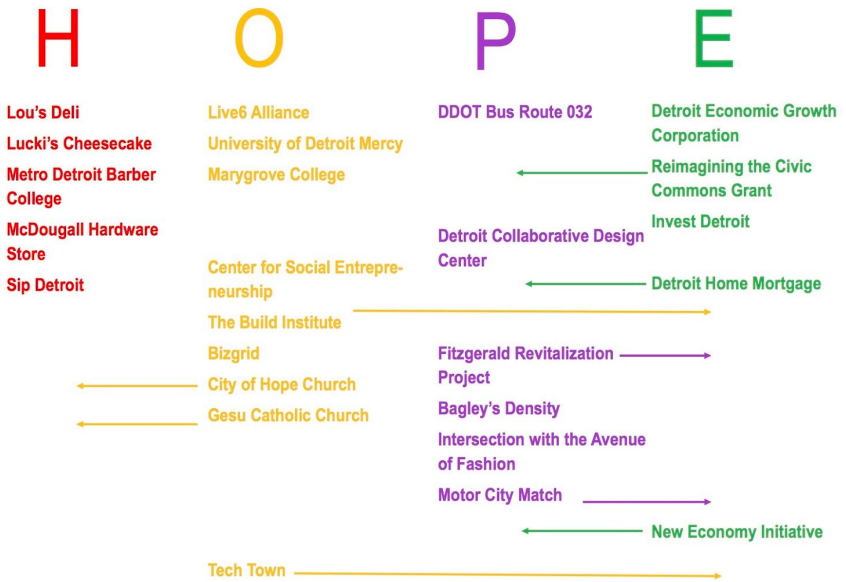


Fig. 12: An inventory of assets our group recorded based on initial research. Source: Authors.

Creating this Asset Inventory was the first step that our group took in completing the Asset Mapping process. By taking inventory of the small business related assets that contribute to growth and development along the McNichols corridor, we were then able to categorize them in accordance with the HOPE model. Many of the assets represent more than one facet of development and we showed this by the use of arrows crossing columns.

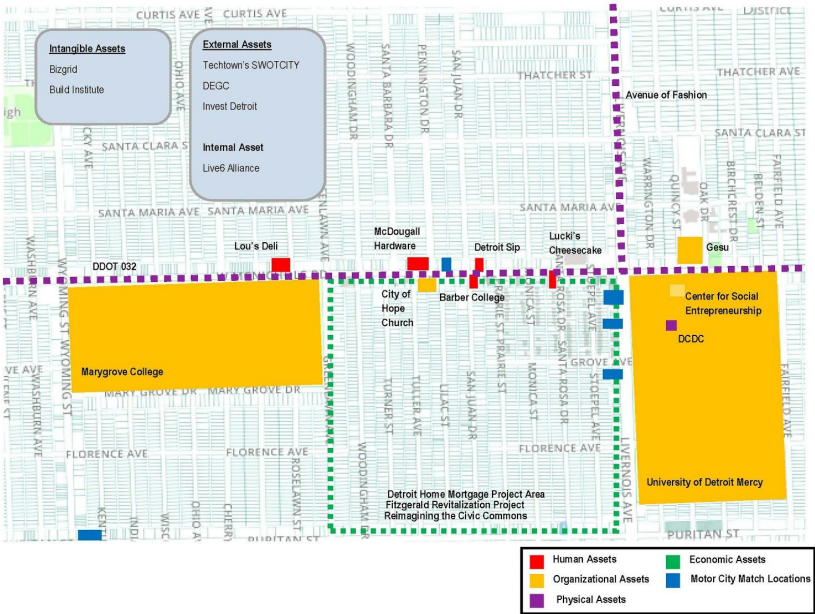


Fig. 13: A map of the previously mentioned assets in the team's selected project area. Source: Authors.

This Asset Map locates the Human Organizational, Physical and Economic Assets related to small business development that are located at the intersection of Livernois and McNichols in Northwest Detroit. Our Project area is capped by two Anchoring Institutions, Marygrove College to the West and the University of Detroit Mercy to the East. Both of these institutions contribute to human and organizational development in the area. Also note that some assets listed on the previous inventory are not located geographically within our project area and act remotely from other parts of the city. Similarly, a couple of our assets are intangible and are therefore not physically mapped here.

Assets to Human Development

As stated previously, the area of human development is focused on social relationships and human interactions within a community. An asset to human development can then be defined as something that promotes human relationships during daily community life. One of the strongest human assets of the greater McNichols corridor are the residents of the surrounding communities in Bagley, Fitzgerald, University District, and Martin Park. There are numerous lifelong residents throughout these neighborhoods of varying stability, and each neighborhood is supported in its own fashion by active community groups

According to the *Planning to Stay* method of neighborhood analysis, an essential component of the neighborhood that drives community and economic vitality are the neighborhood niches. These spaces, which are major existing assets to the community, provide the goods and services that support daily needs and social activities of residents (Brown and Morrish 26). There are several neighborhood niches along the McNichols corridor between Marygrove and University of Detroit Mercy act as commercial spaces, but also serve as gathering places and social spaces unique to that community. The most notable of these neighborhood spaces include Lou's Deli at the West end of our project area, and towards the East end Lucki's Cheesecake, the Metro Detroit Barber College, and the McDonald's. Shops like Lou's, Lucki's, and the Barber College, have the ability to contribute to the identity of the corridor as a place where small local businesses can thrive, and although McDonald's is an international chain, the family owners of this location are known to promote the use of their space for community meetings and casual resident interaction (Hood).

Neighborhood niches in development include Bagley resident Jevona Watson's Detroit Sip coffee and tea shop, as well as its neighboring art-making and gallery space owned by George N'namdi. These highly anticipated spaces, in development and preparing to open as of Winter 2017, will further add to the cultural spaces where local residents can shop, recreate, and increase the identity of the McNichols commercial corridor between the two neighboring college campuses.

Assets to Organizational Development

With the increased attention towards the residential and commercial development potential along the McNichols corridor, there are a wealth of organizational resources that can help influence a shared vision for the community as change approaches. These include organizations like Live6 and its institutional partners, the University of Detroit Mercy and Marygrove College, as well as existing organizations, mostly external, which serve potential entrepreneurs and operating businesses to develop or enhance their business models.

Live6, backed by the support of its anchoring colleges, is major organizational asset to the McNichols corridor and its surrounding community due to its mission to develop and enhance the area with a strategy that is unique and tailored specifically to the people and institutions that are already there. Hood's strategy for Live6 has been "development without displacement", backed by extensive community forums, storytelling events, and pop-up events that help the community develop its existing sense of place and make that cultural sense of place a focal point in the face of future development (Galbraith). It is one of Hood's ultimate hopes, as revealed in conversation with our team, that the anchoring academic institutions will be spurred to become better neighbors to their surrounding community throughout this process, contributing to this ongoing cultural revitalization process.

In addition to the varied and extensive efforts of Live6, there are institutions with more focused missions of developing would-be entrepreneurs and improving the services of existing small businesses. One such service comes from the University of Detroit Mercy's College of Business Administration, in the Center for Social Entrepreneurship. Led by Fr. Phil Cooke and Derrin Leppek, the CSE aims to improve existing enterprises by enhancing their business model that will ultimately create beneficial social impact (Cooke).

The center, only 1.5 years old, is still in its initial phase of growth but can prove to be valuable as more local entrepreneurs set up along the McNichols corridor. Other assets that can help to improve the establishment and development of

entrepreneurs and small businesses along the McNichols corridor include Techtown's SWOT City, the Build Institute, and Bizgrid, all of which provide a range of services helping entrepreneurs develop business plans or give existing businesses resources and support.

Assets to Physical Development

Detroit Home Mortgage is a financial product that launched in February 2016 to help people to become homeowners in the city of Detroit. As previously mentioned, the housing market in Detroit has been depressed for decades, even long before the crash of 2008. The Detroit Home Mortgage Initiative was designed as a collaboration of five banks who were interested in participating in fair lending practices in the city. DHM is an initiative that began as a collaboration between Mayor Mike Duggan, President Barack Obama, and the Clinton Foundation. It is Funded by the Kresge Foundation and the Ford Foundation. The main objective of the program is to create homeowners in Detroit and repair the city's housing stock along the way. This is done through the double mortgage product wherein the first mortgage is conventional and the second mortgage is a construction loan that provides up to \$75,000 above appraised value to cover the cost of repairs and renovation. No other product like this has existed in Detroit before and it is slowly working to repair the market and stabilize communities. To date, there have been 3 Detroit Home Mortgages deals closed in the Bagley neighborhood. In September of 2016, DHM embarked on a door knocking campaign in the Fitzgerald neighborhood, in collaboration with the District 2 Manager, Kim Tandy. The goal of this was to turn renters into homeowners before potential displacement occurs. While the Fitzgerald Revitalization effort provides a lot of economic promise and prosperity to the area, we must be mindful that long-term residents of the neighborhood might not know about the changes coming to the area and may not be able to financially keep up with the value increase that the development will bring. Detroit Home Mortgage will continue its Fitzgerald outreach in the Spring of 2107.

The Detroit Collaborative Design Center is an Asset to the Live6 project area because it provides professional design assistance to nearby community groups. The Detroit Collaborative Design Center (DCDC) is a multi-disciplinary, nonprofit

architecture and urban design firm at the University of Detroit Mercy School of Architecture dedicated to creating sustainable spaces and communities through quality design and the collaborative process. The DCDC has worked with the Live6 Alliance on the execution of several large projects and events, including, Dine and Develop, a conversation and dinner located in an abandoned McNichols storefront that brought together developers, residents, and property owners to imagine what the space could become. Because the Live6 Alliance is very short staffed, The DCDC, specifically Julia Kowalski, provides technical assistance to Lauren Hood in the implementation of projects and ideas.

The team has also identified Motor City Match as an Asset that helps to strengthen the physical development in the corridor. Motor City Match is a program that partners entrepreneurs with property owners in order to create the physical manifestations of a small business in order to grow the Entrepreneurial Revolution in Detroit. There are two ways that participants apply into the program. Property Owners locate their space in the database, and business owners (either emerging or established) submit their business plan idea. The goal is to pair entrepreneurs with the real estate opportunities that can advance their business. Motor City Match operates throughout the city of Detroit as a whole and have several properties available throughout the Live6 project area.

In regards to safety, there are a lot of conflicting viewpoints, so much so, that the Live6 alliance hosted a public conversation regarding the topic at one of their monthly speakeasies. This iteration of the series was held at Detroit Sip on Friday, January 20, 2017 at 6pm. “Fairly or not, the [Live6] area has a reputation for being dangerous. This perception has and will continue to impact growth of the local economy and two universities” (Live6). Business owners and residents feel slighted by the major institutions (Detroit Mercy in particular), and feel that they contribute to their students’ perception that the neighborhoods and commercial strips on Livernois and Six Mile are not safe. The universities, specifically Detroit Mercy, consistently champion their relationship with the surrounding neighborhoods to the press, but the residents clearly feel that it is more of a one-sided affair. Campus leaders and public safety departments can address this disconnect with their officers and students to improve community

relations and create more inclusive environments. Preparing the students to be welcoming to community members on campus, or hosting events in which residents collaborate with students, can begin to address any unspoken barriers that may exist. Business owners and residents would like a seat at the table when discussions of community policing by UDM Detroit Public Safety officers begin.

Aesthetically speaking, McNichols west of Livernois is very blighted, with few businesses and amenities. Many storefronts are abandoned and have not occupied any tenants in the past decade. Many have broken glass and facades in need of desperate repair. Livernois occupies more active business including chain fast food, car repair services, a laundromat, gas station, an independently owned Frame shop, and a bike shop which has been there for quite a long time. The surrounding residential neighborhoods are mostly stable. Fitzgerald is the least stable and has recently drawn attention from the city. During 2016 we watched the amount of homes up for cash sale go from approximately 300 in July to less than 50 in December. It is speculated that local and foreign investors and developers are scooping up property at low costs and waiting for future Development to repair or sell.

George N'namdi, a long time Detroit philanthropist and 6 mile property owner, identified the greatest asset of the corridor to be it's density and the potential for walkability. He compared McNichols to Livernois, and stressed that McNichols is more inviting given the narrowness of the street and absence of a median. He also stressed that he believes that small business development in the greater downtown and midtown "is over". He believes that the McNichols corridor is a model that other neighborhoods will mimic as the city revitalizes. Mr. N'namdi would like to see more murals or public art added to the storefronts and vacant properties. This would add interest and bring people into the area to explore, shop, and build relationships. The McNichols corridor is bustling with car traffic, but the whole neighborhood, but public health and the quality of life would be improved if the corridor was intentionally designed to be more walkable.

During a walking tour of the area, our group noticed several bus stops wherein

people were waiting on the “6 mile bus” or DDOT route 032. The people who were waiting for the bus were friendly to us as we walked past them, one woman was leaning up against the building adjacent to the stop and another man was holding on to the sign post which designated the stop. There are no benches for people to sit and wait and there are no coverings to protect from inclement weather. The bus stops are non-welcoming and the 6 mile bus seems underutilized. Those who ride the bus seem to do so out of necessity and the system doesn't seem to be working with them to enhance their experience. This is probably because of a limited budget and that the bus is not seen as a high priority for investment. Our Group decided that this bus route is an asset to the McNichols corridor because it has the potential to bring people into the area who do not live directly in the community. It is a public service, that even though may be currently underutilized, enhances the neighborhood’s physical characteristics.

Another Asset that helps strengthen the McNichols corridor is the housing stock in Bagley. A majority of the brick homes are in good condition and there is very little vacancy by comparison to the adjacent Fitzgerald community which is currently very blighted. Ben Jones, a resident of Bagley, wishes that more of his neighbors were homeowners. He informed us that most of the people that he knows who live on his street, Indiana, are renters. He thinks that homeownership would create a sense of pride in the area and promote intergenerational wealth.

Assets to Economic Development

When thinking about the Economic Assets that are contributing to the revitalization of the corridor, there are several players involved. Invest Detroit is an organization that has highlighted the Live6 area (along with with Hubbard Farms and West Village) ripe with potential for investment. The mission of Invest Detroit is as follows: “Invest Detroit is a catalyst for economic growth managing a variety of targeted funds. We finance and support business development, commercial real estate, entrepreneurs, and high-tech companies in Detroit and the region. We collaborate with the public, private, and philanthropic sectors to create jobs, density, sustainability, and opportunity for underserved communities

and markets”. At this point our group needs to further understand Invest Detroit’s role in the Live6 area. We have already reached out to Mike Smith, MCD alum and executive with Invest Detroit. We plan to meet with him in the coming weeks to better understand their business model and projects that they are working on. Detroit Economic Growth Corporation is another key player in the development of Detroit’s corridors. DEGC works hard to support the success of Detroit businesses. This excerpt from their website directly explains their roles and contributions within the city. “[DEGC] offers assistance to meet the needs of companies that are established here as well as those that are considering moving or expanding into Detroit. We can help locate sites for your business, find a workforce, assist with City and other government processes, and identify other resources that can help you succeed here. We have programs that target specific industries such as alternative energy, food processing, and neighborhood retail and grocery. Our D2D Business program connects Detroit-based businesses to each other as buyers and suppliers. We have specific development districts that are ripe for re-investment.” Our group plans to meet with Michael Forsyth to better understand the projects and initiatives lead under DEGC.

Another Asset to the Economic Development of the city of Detroit is the The New Economy Initiative. “The New Economy Initiative is a special project of the Community Foundation for Southeast Michigan, is the largest philanthropy-led economic development initiative in the U.S. working to build a regional network of support for entrepreneurs and small businesses. That means supporting the service providers from those providing technical assistance like business planning and concept testing, to those providing capital and beyond – that help businesses grow and thrive, while connecting them to each other and the people they serve. The mission of the New Economy Initiative (NEI) is to create an inclusive, innovative regional culture by reawakening and leveraging Detroit’s creative entrepreneurial drive. Our overarching goal is to establish a more diverse economy where opportunity, wealth and prosperity are available for all (New Economy Initiative).

In regard to Economic Development, our group needs to investigate further the plans and implementation processes of these three organizations. All three are doing good work throughout the entire city but we are curious to know more about their perspective on our project area, and how their plans for the region will directly or indirectly foster growth and revitalization.

Needs Assessment

Currently the needs that we have identified stem from our interviews with residents and business owners, as well as information learned from interactive panel discussions in the Live6 Speakeasy events. Our group also experimented with brief surveys at various Live6 public events to understand who was attending their meetings and how they felt in general about the new developments taking place in their community.

1. **Retail and dining along McNichols Corridor**

In speaking with several community stakeholders, there was an expressed need for more dining and retail in the Live6 corridor. Within the four neighborhoods surrounding the corridor, there lies much buying power and potential for investment in the neighborhood. Many residents of the surrounding communities shop, dine and utilize services outside of their direct neighborhood due to limited options in the immediate geographical location. The general consensus seems to be that residents would support business in their neighborhood if they existed. It seems that residents are longing for more neighborhood goods and services to support, instead of spending their money in the suburbs or other further developed areas in the city (i.e. Downtown, Midtown).

2. **Spaces, activities and programming for children**

In conducting interviews with people who live in the Bagley neighborhood, there was an unresounding desire for activities and programs geared towards children. This concern was reiterated at the Live6 Speakeasy event featuring youth. Because there are limited activities for young people to engage in, young people are often wrongly seen as loitering when in fact they might just be looking for something *to do*. Parks, Basketball courts, and art-focused events are just a few examples of the types of development that would cater specifically to youth and their interests. We can look to The Alley Project, created by Erik Howard, located in Springwells Village, as another example of programed space that is intended to keep kids productive and safe.

3. **Improved Business Organizing/Collaboration**

Many of the existing business owners along 6 mile do not communicate with one another. There is a need for collaboration and at the very least communication. As the corridor becomes more viable and interest continues to rise, it is important for the reputation of the area to remain positive. This is essential for soliciting more entrepreneurs and investors to do business in the corridor. We have found the need for a McNichols Business Association wherein members receive benefits and services that help them grow and thrive as a part of a sustainable retail district in Northwest Detroit.

4. **Pop-up space for entrepreneurs to test run their business models**

There is a need for spaces wherein entrepreneurs who are looking to launch their businesses can get a good start. When applying for funding through Motor City Match or Hatch Detroit, the application often asks for sales data that can only be collected through actual market sales and time spent promoting one's brand, good, or service. It would be ideal if there was a market space or pop-up space where entrepreneurs could try out their idea. This would be beneficial also to local residents to have a place to purchase artisanal and handcrafted goods from their neighbors. This is not only good for the local economy but also good from a sociological perspective.

5. **Corridor cleanup and beautification efforts**

Existing McNichols Business Owners have expressed that outdoor maintenance and upkeep in front of their shops is a constant struggle. Negligent Property Owners create more clean up for existing business owners as the trash blows from one storefront to another. Similarly many of the abandoned store fronts create the perception that the corridor is not *cared for*. Murals along the corridor would add interest and inspire walkability. Luther Keith is an active Live6 participant who runs a city wide clean up program called Arise Community Clean up. It would be smart to involve him

6. **University of Detroit Mercy and Marygrove College engagement**

In the words of George N'namdi the universities are "fortresses" set back and fenced away from the larger community. We know from other forms of outreach that the resounding opinion, is that local residents do not feel welcomed on the University Campuses or by the college students. There lies a disconnect between the University's intentions and the way that the mission is being carried out. The universities need to become more involved in the development and education work that is being done.

7. **Fitzgerald needs secure and affordable housing options**

Of the four surrounding neighborhoods, Bagley, Fitzgerald, Martin Park, and University District: Fitzgerald is the weakest in terms of providing safe and secure housing for residents. Fitzgerald is the most blighted of the neighborhoods and has the most abandoned homes and lots. There is much potential for this neighborhood to provide affordable housing. On April 5, 2017 The city of Detroit will publically announce the developer that has been chosen (Century Partners) for the Fitzgerald Revitalization Project. These developers will be rehabbing over 300 properties in the neighborhood and spearhead other physical development efforts in the neighborhood. As development and interest in the area continues to increase there will become a healthy pipeline of residents ready to purchase goods and utilize services in the area.

8. **Live6 Alliance marketing and outreach**

Many residents are unaware of the Live6 Alliance and the work that they are doing in the area. It has been made clear to us that the Live6 Alliance needs to increase their visibility in the surrounding neighborhoods and connect with more community members. Attendance at Live6 events is good, but most people who show up are 'repeat attenders' who are always active and participating. We recognize this commitment of some as a strength, but understand that there is a larger population who is not being reached by the organization and their services.

STEEP/SWOT Analysis

After determining the needs we were able to complete a STEEP/ SWOT analysis to better understand the depth of the conditions of the corridor. By looking at the Strengths, Weaknesses, Opportunities and Threats of the Social, Technological, Economic, Environmental, and Political factors affecting the McNichols corridor. Our group decided to complete a STEEP analysis instead of a HOPE analysis because we wanted to include the technological and Political insights, which the HOPE model doesn't include. On the following pages, we have outlined the strengths, weaknesses, opportunities and threats that exist within our project area.

In completing the STEEP/SWOT analysis we were able to best understand that many strengths and opportunities are also weaknesses and threats. The developments that are coming to the neighborhoods surrounding the McNichols corridor have the potential to completely transform the livelihood of Northwest Detroit.

Our identification of the four (4) SWOT areas is divided into subsections: Social, Technological, Economic, Environmental, and Political (STEEP). These five (5) areas informed our preliminary recommendations, as well as our proposal options, by providing both quantifiable and qualifiable data. After conducting analysis, and gauging public sentiment during community meetings, community events, and our group's meetings with community stakeholders, we are confidently able to utilize our research to guide our next steps as we set out to provide a detailed set of recommendations designed to improve the economic development efforts in the area.

Social aspects of our analysis have most to do with the residents, themselves — sheer population numbers and demographics, as well as their sentiments and preferences. Through our engagement activities, we have uncovered a wealth of insight; and additionally, personal observations and researching the area's history to better understand the community's historical context have added to a comprehensive understanding of the community's past and current needs.

Technological and **Economic** aspects of our research have revolved around the community as it compares to others nearby, and ultimately, how to compete with the benchmark levels of tech-inclusion and economic development some nearby organizations have accomplished within their neighborhoods. Our case study and socioeconomic data research have been most applicable to these two areas.

The **Environmental** portion of our analysis was mostly informed by our personal observations/photographs, as well as The City of Detroit's 20-Minute Neighborhood Initiative; and the **Political** aspect has been researched using current events, passed/proposed legislation, and Mayor Mike Duggan's mayoral campaign platforms/promises.

STRENGTHS

Social	Technological	Economic	Environmental	Political
<p>- Highly dense Bagley neighborhood creates great level of camaraderie.</p> <p>- Organizationally speaking, there is a strong presence of block clubs representing in the surrounding residential communities</p> <p>- The Live6 Alliance serves as a conduit connecting the community with opportunities to gather and congregate</p> <p>- The University of Detroit Mercy and Marygrove College are anchoring institutions that</p>	<p>- Elderly community members utilize the "Nextdoor" App to find out about neighborhood happenings and Live6 Events</p> <p>Average age of 39.44 provides fertile landscape for more tech-based community connectedness</p> <p>- Many entities (i.e. Block Clubs/Neighborhood Organizations, Business Associations, etc.) make for a more than adequate foundation for a suite of networked solutions</p>	<p>- Detroit Economic Growth Corporation and Invest Detroit are two key financiers in the forthcoming Live6 development projects.</p> <p>-The Fitzgerald Community is a recipient of the Reimagining the Civic Commons Grant-funding directed towards the development of 3rd spaces.</p>	<p>-Tree lined neighborhoods and proximity to Palmer Park</p> <p>- Many community members take a lot of care and pride in their community. A man who has lived in Fitzgerald for over 40 years routinely cuts grass in the vacant field located at San Juan and McNichols.</p>	<p>- Duggan ran his mayoral campaign with the promise of improving the quality of life in Detroit's neighborhoods. His employment of Maurice Cox, the city's head urban planner is intended to greatly reshape live and practices in the neighborhoods.</p> <p>- New and passionate design and development professionals eager to transform the landscapes of Detroit's Neighborhoods.</p>

WEAKNESSES

Social	Technological	Economic	Environmental	Political
<ul style="list-style-type: none"> - Community engagement events are often attended by the same group of residents. It is obvious that many local people are not tapped into the events and projects that are taking place around them, 	<ul style="list-style-type: none"> - Many residents live without access to internet connection. This creates an issue when solely marketing public events online. - Multiple Business Associations and Neighborhood Organizations are separate and do not communicate well with one another - The public sees no real change after years of surveying and 'development' which will certainly make resident buy-in difficult to achieve 	<ul style="list-style-type: none"> - Many people rent their homes in Fitzgerald and Bagley. This makes it very difficult to accumulate intergenerational wealth. - Many residents shop elsewhere, taking money outside of their geographic community. They are investing elsewhere. 	<ul style="list-style-type: none"> - High levels of residential and commercial blight. - Very little recycling in the surrounding neighborhoods, with the exception of the University District, wherein households received free recycling bins as a part of a pilot program. - One resident noted that her neighborhood is missing "environmental goals" meaning that she would like to see more green initiatives and planning. 	<ul style="list-style-type: none"> - Too many "cooks in the kitchen", meaning that there are too many key players focusing in on the area, but oftentimes fail to effectively communicate with one another and overlap on projects. - Events, projects and developments occurring in the surrounding communities that do not involve the majority of neighborhood stakeholders, but rather rely on a select few.

OPPORTUNITIES

Social	Technological	Economic	Environmental	Political
<ul style="list-style-type: none"> - Narrowness of the commercial corridor provides potential for a bustling retail district. - Many residents have expressed a desire for dining and local shopping in their neighborhoods. There is potential for small business to thrive along the McNichols corridor. There is no supply to meet the high demand 	<ul style="list-style-type: none"> - The inclusion of tech in a suite of programs aimed to better relations and increase communication efficiency would surely impact positively - Offering ongoing (incentivized) programming to showcase the many valuable community assets and how to access them would promote stewardship - Offering real-time polling via an app or website designed to allow residents to 'vote' on neighborhood initiatives and/or use of funds will surely show transparency/promote trust 	<ul style="list-style-type: none"> - Build wealth through homeownership and creation of jobs along the commercial corridor. - To create a commercial corridor that is anchored by Black owned Businesses. 	<ul style="list-style-type: none"> - Potential for greenways, gardens, orchards and shared 3rd spaces under Maurice Cox's 20 minute neighborhood initiative - Arise community clean up is a city wide initiative that is spearheaded by Active Live6 participant Luther Keith. - Spring Forward Event promotes a more healthy, active and viable streetscape where in residents can physically interact with the commercial corridor. 	<ul style="list-style-type: none"> - There exists much potential in Northwest Detroit for inclusive and intersectional development. This development must occur in conjunction with extensive community outreach spearheaded by the city, chosen developers and the Live6 Alliance. We can look to Midtown and Downtown and the onset of gentrification to best understand what not to do.

THREATS

Social	Technological	Economic	Environmental	Political
<ul style="list-style-type: none"> - Gentrification - Resident distrust of new developments - Racial and Socioeconomic segregation due to development projects that do not include the wants and needs of residents but are solely focused on design and visual aesthetics. - Residents used for physical, emotional, and mental labor without being compensated or reimbursed for their time. 	<ul style="list-style-type: none"> - Generational resistance to change and/or use of tech in community relations and development - Trust in the system to serve the best interests of the community - Failure to scale for growth and expansion will interrupt an initial sense of trust, and could potentially destroy healthy relations - Without an unwavering ongoing inclusion effort to ensure no business, organization, or resident feels neglected, any inclusion of tech will fizzle out as yet another failure 	<ul style="list-style-type: none"> - Forthcoming Fitzgerald Redevelopment could mean that many residents become "priced out" of living in their neighborhoods - Outside entrepreneurs and business people profiting from the neighborhood. - Private Investors scooping up properties and holding onto to into with no immediate intentions to develop. 	<ul style="list-style-type: none"> - Safety - Rapidly changing landscape could mean that long term residents feel disconnected from the communities that they have helped to shape. 	<ul style="list-style-type: none"> - Several Residents have noted that they are apprehensive about the development entering into their communities and the way that it will directly affect their lives.

Recommendations

1. Create a system that can effectively gauge the needs of the community on an ongoing basis

Live6 will be able to view success in its engagement if it expands the interactions it has with local community members outside of the Speakeasy conversations. The Speakeasy forum will provide a platform for discourse, but certain voices may be drowned out by stronger resident voices in the public setting. Smaller engagement sessions outside of these Speakeasy times are essential to hearing residents in an unfiltered setting. This will likely take the form of Live6 regularly performing boots-on-the-ground engagement where to go to where the residents are. This may allow residents to feel more comfortable in expressing their concerns, and gives Live6 an expanded range of residents to reach.

2. Create a framework that encourages local residents to be consulted early on by decision-makers in the development of their community, specifically in matters regarding economic and physical development.

While the Speakeasy Series is an excellent tool to provide public discourse among neighbors, there are rarely policy-shaping agencies like Kresge, the Mayor's office, etc., who regularly attend. This creates undue responsibility on Live6 to have all of the answers, when they are not the organization with ultimate decision making power.

3. Establish a detailed strategy provided to create/sustain a unified web presence to ensure it reflects the needs/interests of the residents and business owners

Live6 has not had a regularly accessible web presence throughout its brief lifespan. As of June 2017, the organization finally uploaded website content which provides some of the resources and information that the public will want to know when researching Live6 and its events. Prior to this Live6 has done much of its web interaction via Facebook, which caters to a specific audience. It is unclear if more social media channels should be pursued, but it must also be taken into account that a great deal of residents do not have internet access. Other outreach avenues must be taken outside of web resources in order to provide equal access for all residents. Update Website to have a rotating community

Calendar of Events, Implement Text alerts, create a questions section of the website wherein residents can ask questions and have them answered within a 48 hour time frame

- 4. Increase Market on the Ave presence by flying the areas that are currently being surveyed by the Civic Commons Coordinator. Increase products for sale and have them meet residence need. Create a system wherein residents can exchange EBT for Market Credits.**

Through our community outreach efforts, we know that many residents desire access to fresh foods within their neighborhoods. We suggest that Live6 facilitate greater marketing efforts in order to reach residents that may not be plugged into the network, but who would like to participate in the market. Also we recommend a system where in residents can utilize EBT at the market through a trade in system or other collaborations (i.e. Eastern Market Corp.)

- 5. Live6 should hire a program administrator to carry out many of the daily tasks as well as spearhead a community engagement initiative.**

The Live6 Alliance needs to hire a community engagement Specialist. Ideally, this person would be someone from the neighborhood who can receive adequate training in order to be an effective community leader and organizer. We believe that Live6 has the wherewithal to provide residents with professional experience that have the capacity to build sustainable futures.

- 6. Live6 should facilitate the creation and implementation of a Community Benefit Agreement between residents of the Fitzgerald and Bagley community and the Fitz Forward Team**

As a means to properly “do development differently” we believe that Live6 should work closely with the Fitz Forward team to design and implement a Community Benefits Agreement (CBA) that put the needs to residents ahead of profits and press. This document should include the input of a resident committee and be an equal compromise between developer plans and resident’s concerns.

- 7. Continued Community Engagement through Engagement Workshops and Speakeasies**

Our team understands the value of the monthly speakeasy series, but sees potential for deeper community engagement. We suggest the Live6 host more

solution driven workshops in collaboration with other Neighborhood Improvement Orgs and CDC's. We believe that Live6 is a leader in regard to facilitating inclusive community development, and that by hosting more focused events on topics such as homeownership or small business development, then can attract a more diverse pool of residents into their network.

8. Fund the revival of local community and childcare centers like Maggie's Community Center on Puritan

The residents who we have spoken to have expressed a desire for a neutral community gathering space (that isn't one of the major universities). Live6 should work with CDFI's or other funders to develop a plan for activating a neighborhood community center. We suggest that they assist in the reopening of Maggie's Community Center, as it has remained a staple in the community for years.

CASE STUDIES: HOW ARE OTHERS DOING DEVELOPMENT DIFFERENTLY IN THEIR COMMUNITY?

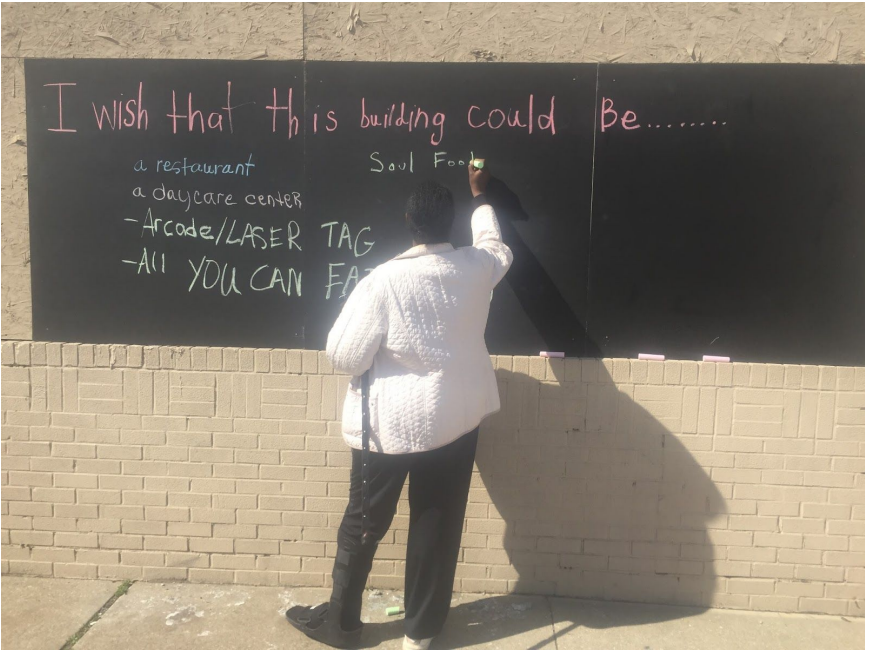


Fig. 14: A resident writes her wish for a vacant building in the neighborhood. The team placed these chalkboards with permission of the owner, local resident Joe Marra, during the Spring Forward Block Party on McNichols. Source: Authors.

Place Lab Chicago: 9 Principles of Ethical Redevelopment

Theaster Gates is a Chicago based artist, community builder, and faculty member at the University of Chicago. Gates is the leader of Place Lab, a partnership between the University of Chicago's arts and public policy schools that consist of a cross-disciplinary team that works to promote "urban transformation and creative redevelopment" of communities and their spaces. Established in 2014, Place Lab has worked to document and promote strategies for a more ethical form of urban redevelopment, using arts and culture as the central focus of their placemaking projects. Place Lab has worked with art, development, and design professionals from Detroit, among several other cities, to put some of these strategies into practice to spread and inform their overall framework of a more ethical form of urban development.

Gates and his team have introduced the 9 Principles of Ethical Redevelopment in order to shift the values of current popular redevelopment practices from "profit-driven" to a more people and place-focused approach (Fig. 15). The Principles serve as a starting point for Place Lab to identify some of their most important ideas surrounding urban redevelopment practices and how they can be carried out by stakeholders in cities where people have been isolated by poverty, segregation, and disinvestment. The principles that could best inform the projects and attention surrounding the Livernois and McNichols corridors are "Repurpose+Re-propose", "Engaged Participation", "Place Over Time", and "Platforms". While Lauren Hood of Live6 has incorporated some of these principles into her organization's work, all organizations involved in development activities would greatly benefit from adopting these principles as they carry out projects in the community. Although much of the focus of Place Lab is redesigning physical space, a major focus of the design process is deep engagement and empowerment of residents.



Fig. 15: Place Lab's 9 Principles of Ethical Redevelopment. Source: Place Lab at University of Chicago.

The principles of Repurpose+Re-propose and Engaged Participation go hand in hand when considering the community engagement work that is part of the development process occurring in Detroit, especially in and around the Fitzgerald community as one of the city's target neighborhoods. By repurposing and re-engaging residents, such as placing them in advisory roles to local organizations or consulting residents who are not civically engaged, they become extremely valuable resources to any development project. Many can be considered what Lauren Hood would call a "neighborhood PhD", and provide knowledge of the community and its people that would be lost if they were simply considered an obstacle to development work. Place Lab advises development professionals to engage participants authentically, as a neighbor who wants to elevate others' "citizen power". Embracing this mode of ethical redevelopment then begins the process of "developing an engagement framework that calls into

question who does the work and with and for whom” according to brief report on the 9 Principles (Place Lab 8). Rather than engagement serving as a way to inform the public of upcoming plans or providing the public with “expert” solutions, often a one-way street, professionals doing development work must place a supreme value on local residents’ time and resources.

Place Over Time emphasizes the gradual nature of reactivating urban spaces. According to Place Lab, “activation, density, and vibrancy require cultivation for an extended duration, not short, quick fixes. Place is more about the people who inhabit it and the activities they engage in than the space itself” (15). While some professional groups working in the Livernois/McNichols corridors understand this process, others just as quickly approach community engagement with a single-time, silver bullet approach. Lack of cultivation consists of only participating in community events when you need data, or require community consent for your proposal. Development agencies like the City of Detroit Planning and Development Department and Century Partners have carried out much of their public engagement this way since the announcement of Fitzgerald as a target neighborhood. Live6 understands the value of this process per their Speakeasy engagement events, but must push other organizations to understand that the best results will come from continual resident participation and engagement. This will create spaces, amenities, and neighborhoods that residents will value much more because they had a hand in creating them.

The final Principle of Ethical Redevelopment that can aid Live6 and other developers working throughout the City of Detroit is Platforms, which in Gates’ terms is “a foundation that creates new social possibilities, a structure that incubates new economic or artistic prospects” (22). Currently it could be said that Live6 is setting up the platform for the communities within the Livernois/McNichols corridors through its community events, participatory discussions, and work alongside residents. According to Place Lab, “Platform building means developing opportunities for people to gather and commune”, which will lead to new relationships, ideas, and opportunities (22). New relationships, partnerships, ideas, and opportunities are born from these activities, and it will serve well to encourage other communities across the city to take the time to develop a similar platform. It cannot happen overnight or even, in the case of Live6, two years, but that is the point. Empowering residents who

have been ignored or pushed aside takes a great deal of time. Live6 is just beginning to scratch the surface and will do well from informing other Detroit organizations of its successes and struggles.

The Spring Forward Block Party

On April 22, 2017, The City of Detroit in, collaboration with the Detroit Collaborative Design Center and the Live6 Alliance, threw a neighborhood block party on the 6 mile retail corridor in between San Juan and Prairie Streets. The main goals of this event seemed to be design focused, with the installation of temporary bike lanes and the activation of a vacant lot as the main stage of the event. The intentions of the event were a bit unclear as those blocks (San Juan and Prairie) hold independent Block Party events every summer.

When thinking about the success of the Block Party event, our group sees a missed opportunity to have engaged with more long-term residents of the community. On the surface, this event was well attended, but we couldn't help but notice the disparity of long term residents present at the event. There were many young professionals there, but we know that the event was being boycotted by some long-time community residents. The simple reason that we heard for its low attendance is that "This event isn't for us." Although the Detroit Collaborative Design Center, Live6, and the City's Urban Planning Department held initial planning meetings, many residents informed us that they did not feel as though their opinions were actually considered. The event was marketed as a block party, but in actuality, the outcome seemed to be an exercise in design and urban planning. The installation of bike lanes were highly underutilized, this could be due to the fact that many residents did not know to bring their bikes to the event, or it could be due to the fact that there is very little desire for this in the community. Through some conversations with residents, we know that they had initially requested for a bounce house at the event to help occupy children. There was no bounce house at the event, and therefore the event was under-attended by families with children.

One of the most successful components of this event was the pop-up makers

market that was held inside of Detroit Sip. The vendors were curated and organized by Jevonna Watson, the owner of the space. She did a wonderful job in facilitating a market that was very well attended. This event demonstrated that there is a need for more opportunities related to small business development.

Overall, this Block Party event helped our group to understand the difference between participatory and community design sessions and actual reflective design practice. It is our interpretation that community developers were consulted in the planning of this event, but that very few of their requests were granted. The initial community meetings were held, but very few of the ideas that the residents had were actually implemented. Our group can only imagine what it could feel like to be invited to have a seat at the design table but be drawn out of the bigger picture.



Fig. 17: A scattering of flamingo decorations at the Spring Forward Block Party, designed and hosted by a partnership of Live6, the Detroit Collaborative Design Center, and the City of Detroit Planning and Development Department. The capstone team had attended the lone community planning meeting, where a streetscape design had already been developed, and only a handful of neighborhood residents attended. Source: Live6.



Fig. 18: The temporary bike lane installation on McNichols Road, in front of soon-to-be coffee shop Detroit Sip. Source: Live6.

Design Futures: Student Leadership Forum

For the past 7 years, students from the disciplines of community development, urban planning, architecture and similar design fields gather for a week long conference called *Design Futures Student Leadership Forum*. This year the conference was held at the University of Minnesota and focused on Human Centered Design tactics and methodologies of implementation. One of author of this report, Caitlin Murphy, was selected to represent our program at this conference along with fellow Master of Community Development candidate Jeremy Lewis. Two lecture topics that stood out most to Caitlin was a workshop put on by The Center of Urban Pedagogy called “Power, Privilege and Positionality” and another called “Participatory Urban Design” by Angie Tabriz and Nick Robinson. These two workshops would go on to greatly influence our Groups Capstone work. The Charrette that our group implemented was modeled from Tabriz and Robinson’s workshop.

Power Analysis

As a means of visually representing the disconnect that we heard and saw through our community outreach efforts, we have created a power analysis. The power analysis graphs the major players contributing to redevelopment efforts in the Live6 project area (see Fig. 20). The vertical axis represents “Level of Power” in regard to decision making, and the horizontal axis shows “Distance from people impacted by development”. Perhaps the most alarming takeaway from this graph is that the Residents, who are most directly impacted by development efforts, have the least amount of Power in terms of the decision making process. The Power Analysis represents a turning point in our group’s Capstone trajectory. We became most interested in figuring out ways to move residents higher into the axis, ultimately- finding them more power.

Jefferson East: A Detroit-based Model for Live6

Joshua Elling, Executive Director, reflects on Jefferson East as “forward thinking and progressive” in wanting to have a Board that was not exclusively business owners, or residents, or property owners, but a harmonious mix of all three. Combining two (2) organizations allowed Jefferson East (JE) to pull in wide range of resources. They were sure to make sure board is diverse, with funding sources also being diverse, as well — made up of government grants, corporate funding, and donations. This allowed for the transformation from grassroots to corridor wide community planner and safety advocate.

The Board of Directors has always respected the professional staff to guide the strategic direction of the organization; but due to expansion, the organization has lost ‘grass-roots’ feel. JE’s Neighborhood stabilization initiative regularly facilitates a roundtable including all neighborhood groups to bring together an action plan for the community. The goal: large enough to scale, but lean enough act/respond quickly. Jefferson East serves as a model for Live6 particularly due to its web presence, contact, and responsiveness to technical community needs. The site has sections related to its economic development initiatives and housing initiatives, which for residents or business owners with web access, creates a direct line of communication for needs and questions. At the time of publishing, Live6 has launched its website, but the functionality is not as clean as the Jefferson East Website. If residents gain more access to the internet, which is proposed in the Fitz Forward RFP, Live6 will want to be sure local stakeholders

can find useful and functional information on the Live6 website.



[About Us](#) [Economic Development](#) [Housing](#) [Log in](#)

[LAFAYETTE PARK](#) [RIVERTOWN](#) [THE VILLAGES](#) [MARINA DISTRICT](#) [JEFFERSON-CHALMERS](#)

CALENDAR



0% INTEREST HOME REPAIR LOANS

As one of the top-performing intake centers for the City of Detroit's Home Repair Loan program, JEI's Housing team is responsible for assisting more than 850 homeowners annually. With more than two decades of experience in housing services, we are dedicated to providing innovative solutions and quality services to Detroit residents.

We welcome all eligible Detroiters to apply for a 0% Interest Home Repair Loan through our Home Repair Intake Center.

Who We Serve

We directly serve homeowners in five neighborhoods, and we do so from two locations, our main office located at 300 River Place in Suite 5250 and our satellite office located at 1018 Chalmers. These two locations allow us to provide a wider range of services and resources for homeowners along the East Jefferson corridor.

City of Detroit's 0% Home Repair Loan Program



Looking to get started on items on your home repair wish list?

Fig. 19: Jefferson East Inc. has technical assistance on its website for residents and local businesses. Live6 will want to build its website functionality to create a clear line of communication for local residents and business owners with internet access. Source: goeastjefferson.org

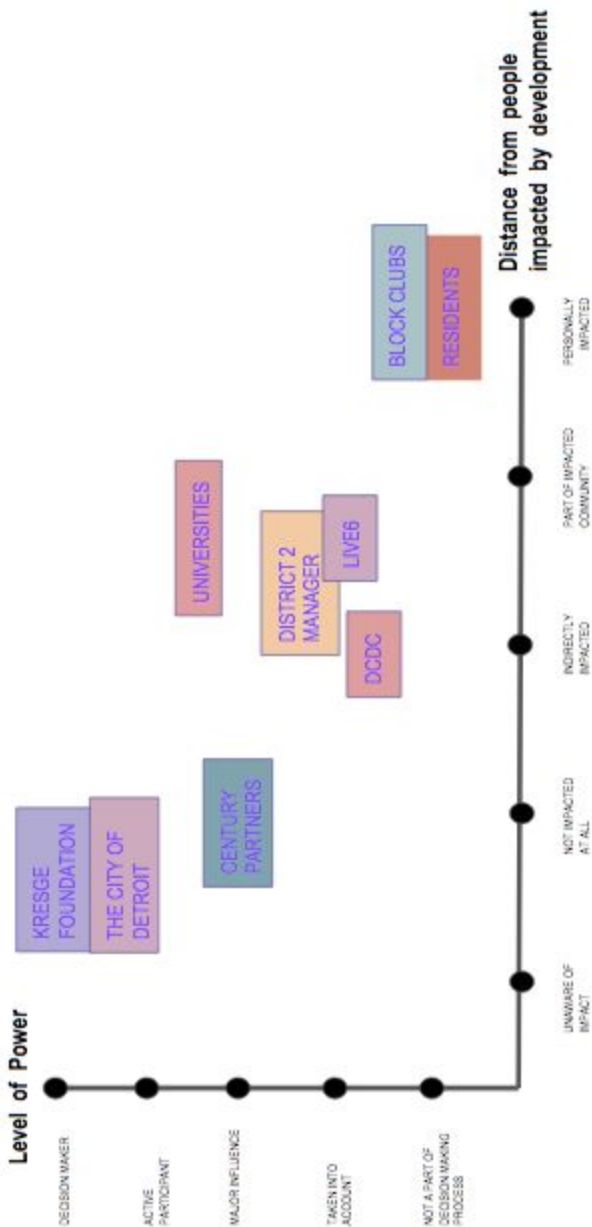


Fig. 20: The Power Analysis developed from the Capstone team's perspective on development in the Livernois and McNichols neighborhoods. The groups who are directly affected by revitalization efforts have the least amount of decision-making power. Source: Authors.

PROJECT PROPOSAL: A RENEWED COMMUNITY ENGAGEMENT MODEL



Fig. 21: Residents participating in the team's charrette session in July 2017. The purpose was to test a component of our proposed model of holistic, equitable community engagement. The event was sponsored by Live6 and led by the capstone team, with help from classmate Jeremy Lewis who is also a local resident. Source: Authors.

Problem Identification: Addressing the Disconnect

Our research has uncovered a prominent disconnect between community residents and professional groups doing redevelopment work in the greater Livernois and McNichols communities, particularly the Fitzgerald community. Uncovering public preferences and utilizing feedback to inform and guide our ending recommendations will help us to create a detailed communication and information sharing strategy/system, which will be designed to capture public sentiment in a variety of different ways, including both traditional and tech-savvy methods. The goal will be to arm Live6 with an effective system that promotes inclusion and manifests itself in intuitive community development that reflects the sentiments of the people.

Proposed Model of Participatory Community Engagement

The team's proposed solution takes a four-pronged approach to holistic community engagement. Designed to build upon Live6's efforts, the model can be tailored to other community organization's needs based on their geography, population, and economic situation. The four tenets of the model provide the necessary resources for residents of all backgrounds, educational, and economic status in regard to information about development in their community. The primary focus is to increase the decision-making power of residents in their own community by giving them access to economic opportunity that can lead to greater careers, resources to help them stay in their home, or organize with other residents to address concerns with institutional decision-makers. The following items provide a working template that any community-based organization can tailor to their community's needs:

1. Unified Web Presence

A web presence that offers solutions to all residents of the community for a diverse set of needs. Inclusive of a website, informative videos (e.g. YouTube), and social media.

An effective presence will inform the following subgroups:

- Residents
- Business Owners
- Patrons, Visitors, and Tourists
- Prospective Buyers

2. Resident Employment

Live6 Alliance must be committed to building a staff reflective of the community they serve by employing its community. Additionally, this commitment must include regularly recurring continuous improvement strategy meetings with community resident representatives to maintain an accurate understanding of community needs.

3. Intensive Resident Connection

The ways Live6 Alliance connects with the community must emphasize a commitment to evolution and reflection. Connecting to people in new creative ways, prioritizing their input, and providing them tools to effectively communicate their needs to policy shapers. This can take place in the form of community meetings, collaborative workshops, storytelling events, and general neighborhood conversation. It will be important for organizations like Live6 to maintain and honor the trust of residents, while also ensuring resident concerns and needs are elevated to a higher level. This could occur by inviting decision-making groups or representatives of those groups to sit at the workshop table alongside residents. This will create the stage for collective solutions, and provide the hand up for residents to reach traditional power players who they might otherwise not be able to contact. The Capstone team chose this element of the model to dive further and test out.

4. Diverse Marketing Mix

Embracing the community's diversity must permeate Live6 Alliance's strategies to keep their residents 'up to speed' on what's going on and what's available to them, in the way of services and support. Print collateral, website and social

media, text messaging, and phone calls must all be methods employed to reach residents. Many residents have specifically requested that Live6 and other organizations deliver flyers to doors, rather than rely solely on internet sources to spread word for events and meetings.

Testing the Model: The Charrette

The Capstone team chose to pursue the strategy of “Intensive Resident Connection” as an element of our research. This took the form of a collaborative workshop, referred to as a charrette, in which several stakeholders come together to discuss potential solutions to a problem. “A charrette is an intensive, multi-disciplinary workshop with the aim of developing a design or vision for a project or planning activity” according to the Environmental Protection Agency’s Public Participation Guide. This intense period of design can last days to weeks, and brings partners together from multiple backgrounds: residents, design professionals, researchers, business leaders, and more. The intent of our session was to recruit and interact with residents who had traditionally not been engaged by Live6 or in other civic matters regarding new developments around the McNichols corridor. Their perspectives would assist our group in demonstrating the need for Live6 to dig deeper into the community and not be satisfied with their current level of community engagement. Empowering more and more residents will only help Live6 and similar organizations to refine their goals and ensure that development processes reflect the needs of the community.

The event took place on 07/05/17 at 6:00 PM EST in University of Detroit Mercy’s School of Architecture Pierce Room. The event was divided into two (2) parts so that participants feel free to openly communicate their ideas in a safe space (Part 1), then have the option to share them with representatives of Live6, Century Partners, and the City of Detroit after our Capstone group assists them in structuring these ideas in an easily understood format (Part 2). For Part 1, only resident participants would be allowed inside. Although Part 2 was initially designed to include representatives from several development organizations, our

group made the decision to focus on our session with the residents rather than force a presentation to professional, “outside” stakeholders. Live6 Co-Director Lauren Hood did express interest in attending to check on our session’s progress and gain insight on ways that Live6 could implement more sessions like this.

Implementation of Engagement Session

We worked with our community partner (Live6 Alliance) to sponsor the compensation/supplies expenses generated from its facilitation, and made refreshments available. Compensating the residents who participated was extremely important to our team. We wanted to demonstrate that we value their time, resources, and knowledge, while also incentivizing their participation. Also, because we are targeting residents who do not often (if at all) attend public events in the area, the incentive will increase the probability of both attendance and active participation.

To begin, we provided details pertaining to the sponsor and purpose of the charrette. Our group thanked all the participants for their patience and active participation in the charrette, and gave notice that we would be taking notes and video recording the event for academic research purposes. Before we began the official activities, we passed around a sign-in sheet and had everyone briefly introduce themselves to the group to break the proverbial ice. Next, we explained the concepts that would be presented in our two sessions: asset mapping and power structure analyses, so everyone’s expectations would be properly set.

Session 1: Power Analysis

This is a graphical exercise that allows participants to place organizations, resident groups, the residents themselves (as a group), and even municipal entities on a graph — and their placement is dependent on where the group agrees, based on their decision making power (y-axis, higher equals more power) and the level to which they’re impacted (x-axis, further right equals impacted more/most). During this activity, it was important to reinforce the parameters of the exercise to maintain pertinence and to remain on-task. There

were instances when our participants misidentified the members of certain organizations/entities as the organizations/entities themselves, and this phenomenon (though natural) is counterintuitive to the exercise itself. The team had to repeatedly remind the group that individuals were not responsible for every action of an organization, just as their perspective as residents could not speak to every resident's experience.



Fig. 22: The Capstone team and Jeremy Lewis (far right) ask residents how they see the community's current scenario using the Power Analysis activity at the University of Detroit Mercy School of Architecture. Source: Authors.

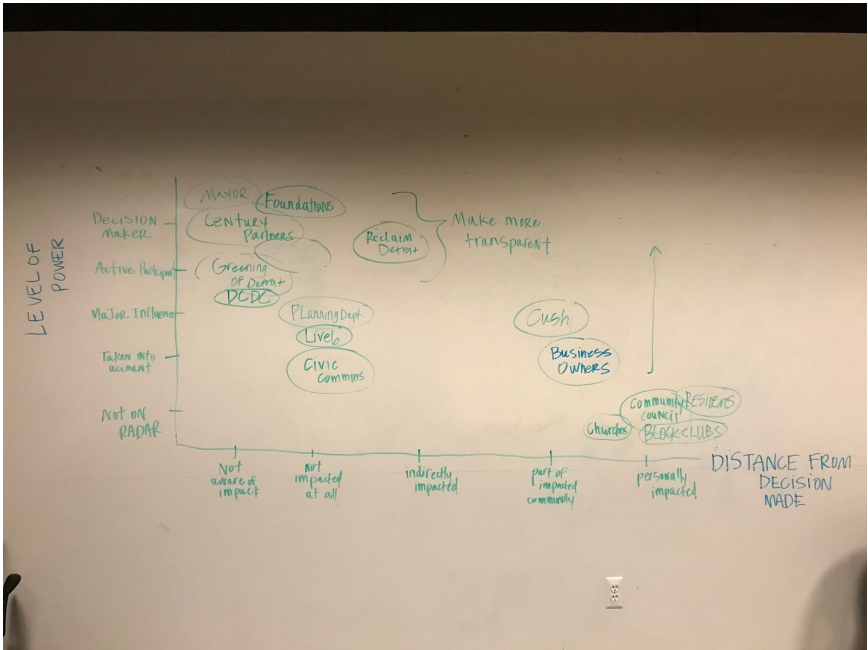


Fig. 23: The results of the resident's Power Analysis. While some things differ from the Capstone team's original analysis, there remains a large gap between those with decision-making power (Mayor, developers, etc.) and those without (business owners, residents). Source: Authors.

Power Analysis Results and Observations

The residents seemed to experience multiple eye-opening realizations about power in the community, and how important it is to shift the power to those most affected. They identified the most powerful as the least affected, and vice-versa; which demonstrates one of the main reasons this tool was developed/applied. This visual representation of power, influence, and impact is quintessential to residents being able to diagnose issues, and not just their symptoms.

Session 2: Asset Mapping

A tool used as another visual activity, this takes a map of the community and uses icons/indicators to denote the locations of places/people/things the community considers assets. First, it is important to reach a consensus on the

borders of a community, to ensure everyone is fairly evaluating the space. Then, we offered a number of sticky notes to each participant to write down what they felt the community either needed or appreciated that the community had already. We quickly realized a few key insights:

1. The participants mostly recorded the things they felt the community needed, and very few (if any) recorded assets they felt the community had, already
2. Assets identified by the residents, to some degree, were well outside of our group's research and previous asset mapping of the area
3. These participants included people in their analysis of assets in the area, listing "college students" as assets due to their renting of homes and patronage of local businesses

Asset Mapping Results and Observations

There were times when the participants appeared visually happy to be asked for their input, and their excitement was apparent in their decibel levels. There were also some instances where, again, the participants became more occupied with one another's opinions (when they conflicted with one another); and the need for redirection was met by our group getting everyone back on task.

Analysis

Our group was explicit on the application of these two methods, the power analysis and asset mapping. These were to be used to properly diagnose the needs of an area, to be created by the resident of the community in question. Additionally, it was emphasized that in passing on recommendations to policy shapers with influence and/or decision-making power to conduct analyses like these beforehand, which will add legitimacy to their asks.

We noticed a sincere appreciation among the residents, and we hope the tools our group armed them with will aid them in successfully communicating their

needs to those with the power to make decisions.

IMPACT AND SCALE OF THE ENGAGEMENT MODEL



Fig. 24: An asset mapping activity done in a charrette session at the Design Futures Conference attended by one Capstone member. Returning to this activity will be helpful for Live6 in the future. Source: Authors.

Addressing the Challenges of Engagement in Other Communities: Expected Outcomes, Impacts, and External Influences

The Proposed Model of Community Engagement can be scaled up and utilized by any Neighborhood Improvement Organization or CDC city wide. We believe that communities targeted as “20 minute neighborhoods” by the City of Detroit could particularly benefit from this model of participatory design. The following outlines outcomes and impacts that such a model of community engagement would have in the Livernois and McNichols corridor neighborhoods, but also throughout the city of Detroit if adapted by other community-based groups.

Human Development Outcomes

Residents become empowered to understand their role in neighborhood revitalization. The model for community engagement as proposed is spearheaded by resident wants and needs. The model for participatory community design promotes leadership, grassroots community planning and organizing, entrepreneurship as well as civic engagement. The Charrette serves as a not only a tool for engagement but also an opportunity to understand resident needs in order to facilitate strategic partnerships that promote equitable revitalization.

Organizational Development Outcomes

The model for engagement promotes transparency by bringing residents into the design and planning process. This process aims to alleviate resident skepticism regarding new development and also encourages planning professionals to work directly with the community that they are serving. It is the goal of this model to stir interest in planning and organizing professions in the neighborhoods. Due to factors such as a failing education system, unequal access to opportunities, and segregation, the pipeline of community developers and urban planners remains alarmingly homogenous. By equipping residents with a basic understanding of

the structure of development in the city, its is the goal of this model to influence those who may not have previously considered a role in planning to understand ways to infiltrate the network.

Physical Development Outcomes

New green-space and commercial corridor developments have the potential to meet residents stated needs. Instead of bringing in ‘development for development’s sake’ which doesn’t specifically address resident’s desires for their community, this model proposes a mitigation that brings residents into the development process. Some examples of physical outcomes include but are not limited to: blight removal, facade improvements, activating vacant lots through urban agriculture, home repair, and street cleanups.

Economic Development Outcomes

New development incentivizes jobs, homeownership and entrepreneurship in a historically disinvested neighborhood. With new real estate developments come the opportunity hire locally and provide jobs to people who are from the neighborhood. Once commercial property values rise, there becomes are greater interest in homeownership in the area. Homeownership is the most significant way to build intergenerational wealth and there lies great potential to convert renters, who live in the Fitzgerald community, into homeowners. Finally, this group understands commercial and housing revitalization to be a catalyst for entrepreneurship and creative problem solving which has the potential to economically stabilize the community.

Social Justice Impacts

The action plan demonstrates a keen attention to strategies of social justice because it is working to shift the “power structure” as a means to better serve residents and other local stakeholders. As taught in the MCD program, social justice can be summarized as “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 well-being of all individuals and sustaining a common good for all” (Albrecht). As the team learned from the “Power Analysis”, the

overall analysis of conditions in the Livernois/McNichols communities, and conditions throughout Detroit's redeveloping neighborhoods, the people and entities who have the most power, and often the most money, are the furthest removed from the everyday implications of their decisions. The research team would like to address this disconnect between local residents and powerful decision-makers by spreading this renewed model of community engagement that ensures residents are elevated to positions of leadership.

This overall study has been carried out in the promotion of a more socially just system for Detroit residents, but the model proposed encourages organizations with a certain level of decision-making power, perhaps community development corporations or other local nonprofits, to combat the existing power structure that often leaves residents dependent or powerless. By giving residents an important role in these organizations, as a community relationship manager or community liaison, they will have an increased level of decision-making power regarding development around their home.

Regional Development and Sustainability Impacts

In an attempt to address the disconnect between local residents and large development entities in the Live6 project area, this research team has set out to piece together the best of the contemporary engagement models that exist in the city, region, and urban midwest. While many organizations that hold similar roles to Live6 participate in community engagement and participation in some form, there does not appear to be a consistency when it comes to elevating community voice and empowering those they serve. Some organizations excel with their economic development initiatives, but lack the effort and resources to provide a consistent platform for community discussion and gathering. Others may specialize in hosting community forums, but do not have the staff capacity to collaborate with residents in a charrette process over an extended period. It is the aim of this research proposal to establish a minimum standard for any community-based nonprofit organization. The four tenets of the renewed model (web presence, resident employment, intensive resident connection, diverse marketing mix) can establish a standard across the city of Detroit and its

metropolitan communities for organizations doing redevelopment and engagement work. Each tenet remains broad enough that the toolkit can be modified based on a specific population and geographic circumstance, but allows for areas in which organizations can advocate for when discussing planning and funding with major institutions, philanthropic donors, and corporate sponsors.

In order to make the system sustainable, organizations should not rely on foundations for endless funding for these programs. If economic development programs allow the development of local neighborhood businesses, community members will not only have job prospects through their neighborhood engagement organization but will also have opportunities in the local economy. The cornerstone of sustainability dictates that something created must be a part of a larger system, and that system must be able to support the creation on an ongoing basis. To address the current disconnect in the community is to help establish a system that will better serve and empower residents. Rather than depend on organizations to develop and design for their neighborhood, residents are faced with the responsibility to lead the charge. A sustainable regional solution can only be successful when the people most heavily impacted by economic, community and real estate development have a major stake in the design, process, and outcomes.

Public Policy Impacts

Policies can cause a wide range of outcomes in families and other important relationships, as well as create either figurative/actual distance between people — in the event, for instance, a policy enacted causes someone to move their residence. Economically speaking, there are few policies that do not affect the financial bottom line for businesses, families, or municipalities, if not all three.

People are at the center of the Live6 platform. When appointed the leadership role with Live6 in 2015, Lauren Hood set out to bring local stakeholder perspectives to light in a development field that too often brushes aside the needs expressed by residents for a project that is developed using professional, often outsider, expertise. After almost two years in the role Hood has struggled to

convey the importance of the Speakeasy Series to the program's major funder, The Kresge Foundation. Kresge and other institutional leaders from University of Detroit Mercy and Marygrove College have a very limited presence at the events, even though these events are perfect forums for local residents to have access to major decision-makers who will have impact on their homes, streets, and local businesses through public policies.

It is imperative that Live6 not only continue the Speakeasy Series, but enhance the effectiveness of the forums by developing methods to encourage new residents to participate and developing actionable follow-up steps regarding major concerns that arise. As of summer 2017, Hood has begun to shift the focus of the Speakeasy series from "venting" to solutions-based conversation. Inviting the decision-makers, such as university presidents or foundation program officers, to take the stage and answer questions is a good start to help inform the perspective of these policy-shapers. To go even deeper, which this group highly recommends, is to invite these policy shapers to design solutions alongside residents in a charrette format. Doing so would humanize the people located on both ends of the Power Analysis, and provide a platform for true collaboration and equitable development of policy initiatives.

Diversity and Multiculturalism Impacts

In February 2017, Hood published an op-ed through Model D Media calling on the redevelopment stakeholders in Detroit to preserve the neighborhood and commercial spaces that have been predominantly supported by Black residents and business owners for nearly 50 years. Her call to preserve Black space echoes the distrust or apathy towards new development voiced by residents, and stems from Hood's worry that new development in Detroit has an unspoken association with making things "better" and making things suitable for new, White residents. In her piece Hood makes the observation that a majority of new business owners and residents in the greater downtown area are White, despite Detroit still having a population of more than 80% African American residents. The majority of Detroit's residents have been excluded from these new developments, according to Hood, and she would like to see the model changed:

"We have yet to hear the story of a revitalized Detroit neighborhood

where those shaping the vision, leading the work, and benefiting from the changes are black. Many of the programs created to stimulate development are designed to benefit these newcomers. It may not be intentional, but when your program requires a certain credit score, a certain level of educational attainment, a certain level of income, or the knowledge that such programs even exist, the program becomes inaccessible to the majority population in the city. Namely, black folks.”

Hood sees the opportunity for this vision in her own work with the Live6 Alliance and our team saw her as an agent that was capable of implementing the renewed community engagement model. By working to preserve Black cultural space, she feels it will help address larger racial conflicts that have persisted in the Detroit Metropolitan area, and serve as an example for future Community Development organizations seeking sustainable redevelopment efforts without displacement. Rather than focusing on large public relations campaigns and slick marketing, Hood emphasizes the essential nature of Live6’s on-the-ground outreach approach, specifically through storytelling and placemaking through events like the previously mentioned Speakeasy series. The engagement and empowerment provided in this research team’s model will allow Live6 to take its cultural preservation of the community by providing equitable opportunity for local residents to participate and work on behalf of Live6 planning initiatives, allowing Black residents to control the development of their community, rather than be passive participants.

Implementation Strategy

The following is an implementation strategy that can be adopted immediately by Live6 if it were to round out its community engagement strategies with the model proposed in this document:

1. Live6 adopts the recommendations of our group regarding increased engagement and recruiting efforts for their Speakeasy events
2. Live6 addresses the disconnect in communication with its Community Advisory Board

3. Live6 co-creates a plan with its Community Advisory Board to engage a more diverse stakeholder group to attend the Speakeasy series, led by feedback and recommendations the Board has for Live6 as an organization serving their community
 - a. Live6 can use this as a strategy to re-engage their board in 2017, as well as shape its strategic mission, vision, and goals
 - b. Live6 and its board will have a plan to recruit new residents for service on the board. This will help keep Live6 in tune with everyday needs of the neighborhoods where it serves and ensure that the organization continues to engage and provide an outlet for as many perspectives as possible
 - c. A survey strategy will be agreed upon by the board, residents, business owners, and other stakeholders. This will help Live6 to demonstrate the impact its engagement services have on sustainable development in the area
 - d. Live6 will have participation from its institutional partners and funders (aka non-local stakeholders and decision makers) in engagement events and activities. Live6 will NOT serve as the outreach/engagement arm of these organizations, but as a conduit where local residents have access to decision-makers in a safe and productive environment
 - e. Where available and applicable, Live6 will pay Board members or residents/business owners to assist in outreach services and engagement activities

Roles of Contributing Partners

Live6 will implement this strategy in collaboration with its direct community stakeholders and resident advisory board. Rather than simply having the organization implement the strategy alone, it will need to craft a plan in partnership with the community members directly affected by policy decisions, philanthropic investments, and economic development strategies. These community members include local residents and business owners who

traditionally have had less decision-making power regarding development throughout their community.

Project Timeline, Logistics, and Funding

Live6 will be able to implement this strategy immediately upon this capstone team's completion of its comprehensive analysis and recommendations. The directors of Live6 have expressed the need to re-engage their Advisory Board of local stakeholders, and this renewed engagement strategy will provide them with the steps needed to do so while also engaging a more diverse group of stakeholders.

Using the existing Speakeasy schedule which has been established for 2017 will provide Live6 with a timeline in which to implement their engagement strategy and a series of event in which they can measure the impact on the action steps taken.

Project Assessment Plan - How Success Will be Measured

Success for our proposed revitalized engagement strategy will mean our research and recommendations toward a revitalized community engagement structure provide a viable solution to counteract the sense of disconnectedness and powerlessness of local stakeholders currently present in the community. It is our aim to have this model adopted and implemented by the Live6 Alliance in order to enhance their existing relationship with local residents and business owners through a renewed community engagement method that takes into account all stakeholders of the Livernois and McNichols Corridors, especially those who are traditionally not engaged in design or planning processes.

It is also our aim that this model influences other decision-making and policy-shaping stakeholders who operate within the sphere of the Livernois and

McNichols redevelopment efforts. These organizations, such as the Detroit Collaborative Design Center, City of Detroit Planning and Development, Mayor's Office, Motor City Match and Re-store, etc., have a great deal of improvement to do in their community engagement processes, which have traditionally been led by well-intentioned, tokenist processes in which the opinions of a select few residents are counted as the general perspective of the majority of residents in the target areas.

Live6 adopting this model of engagement, will serve as an example of true human-centered design that can be scaled across the city as redevelopment efforts arise through Mayoral and philanthropic support. It is imperative that this model be implemented quickly, even in small efforts, in order to change the conversation around redevelopment in the city. Although the neighborhoods have begun to garner the attention of the local media and general public, not all community engagement and development efforts reflect the equity that is proposed through revitalization efforts.

Live6 will be able to review its successes and failures with our community engagement model by asking the following questions. Review periods would best be held outside of Speakeasy conversations, as smaller groups interacting with Live6 will allow a deeper and more impactful conversation to take place. An appropriate review session for Live6's community engagement efforts would be at Live6 Advisory Board meetings, in which a wide range of local neighborhood stakeholders are consulted regarding progress and concerns. These meetings could take place monthly, or quarterly, based on the demand presented by trusted advisory groups like the Live6 Advisory Board. To be transparent, Live6 should also report out regarding the results of these meetings in an effort to encourage other Speakeasy participants to voice their concerns and push for a seat at the table with Live6. Live6 should also make it a priority to seek out residents who do not know of the Live6 Alliance planning initiative or have not previously attended Speakeasy conversations. These residents will provide an invaluable perspective to Live6's ongoing efforts as the neighborhood revitalization efforts become increasingly present throughout the surrounding neighborhoods, particularly the Fitzgerald community.

CONCLUSION

Over a nine month period of time, this group was able to conduct a sizeable amount of research, both historic and community-centered, that informed the Capstone Project. Throughout the entire process and now, this group was able to assist the Live6 Alliance in the development of projects and initiatives that include community participation and are social justice oriented. This work can inform Live6 as they continue to facilitate equitable development in Northwest Detroit and act as a conduit between long time residents and policy shapers. The proposed model of engagement provides a holistic approach to including residents in the planning and design processes of their neighborhood's revitalization. Moving forward, this group plans to maintain partnerships with the Live6 Alliance both personally and professionally and remain advocates for equitable development.

APPENDIX



Fig. 25: Capstone team members Keith Crispen and Caitlin Murphy review the team's proposed map of community assets. Source: Authors.

Acknowledgments

We would like to thank our primary advisor, Ashley Flintoff, for guiding us throughout the process, and our program director, Virginia Stanard, for giving our team support around a project that is a prime example of what Master of Community Development students can accomplish.

We also owe the Co-Directors of Live6, Lauren Hood and Michael Forsyth, many thanks for their time and expertise, while also treating us as colleagues and team members who helped to shape the activities and impacts of Live6.

Our thanks to the following community members and stakeholders who spoke to our team throughout the process. Their input matters more than any analysis our team could do alone.

Fr. Phil Cooke
Michael Dones
Josh Elling
Michael Forsyth
Lauren Hood
Karen Brown
Megan McGreal
Bucky Willis
Lara Wasner
Donnie Jones
Julia Kowalski
Joe Marra
Gaston Nash
Kyle Marcelis
Karla Aikens
Audra Carson
Jeremy Lewis
Frank Rashid
Jevona Watson
Karen Sanders
Katrina Hartley
Daniel Mason

LaTonya Thomas

Caroline Pende

Samoy Smith

Shawna Gray

Antonio Matthews

Susan Watts

And our friend Daniel, from Fitzgerald and the Block Party.

WORKS CITED

Brown, Catherine R. and William R. Morrish. *Planning to Stay: Learning to See the Physical Features of Your Neighborhood*. Milkweed, 1994.

Bunge, William. *Fitzgerald: Geography of a Revolution*. University of Georgia Press. 1971.

Cooke, Phil. Personal Interview. 1 February 2017.

Daniel. Fitzgerald Resident. Personal Interview. 22 April 2017.

Detroit Collaborative Design Center. "About". *DCDC-UDM*. 2017.
www.dcdc-udm.org/about

Detroit Economic Growth Corporation. "Businesses". *DEGC*. 2017.
www.degc.org/businesses/businesses-2

Detroit Future City. *Executive Summary*. 2012.

Detroit Home Mortgage. *About*. Detroithomemortgage.com. 2017.

Dones, Michael. Personal Interview. 16 June 2017.

Elling, Joshua. Personal Interview. 4 March 2017.

Environmental Protection Agency. "Public Participation Guide: Charrette".
epa.gov/internationalcooperation. October 2016.

"Fitzgerald Revitalization Project". *Fitzgerald Detroit*.
2016.www.fitzgerald-detroit.com

Forsyth, Michael and Lauren Hood. Personal Interview. 23 February 2017.

Galbraith, MJ. "Adapting the Midtown Model to the Neighborhoods". December 2015.

Heximer, Christina, and Virginia Stanard. *MCD 5060: Introduction to Physical Development*. Syllabus. Fall 2017.

Hood, Lauren. Personal Interview. 27 January 2017.

Hood, Lauren. Urban Consulate: Parlor Talk: Preserving Black Space. 21 February 2017

James, Donald. "Taking a Closer Look at District 2." *The Michigan Chronicle*, 9 July 2014. Web.

Kowalski, Julia. Personal Interview. 14 February 2017.

Live6 Detroit. "About". Live6detroit.org. 2017.

Marra, Joe. Personal Interview. 14 February 2017.

Nash, Gaston. Personal Interview. 17 February 2017.

New Economy Initiative. *About Us*. 2017. <http://neweconomyinitiative.org/about/>

N'namdi, George. Personal Interview. 21 February 2017.

Place Lab. "Ethical Redevelopment: Arts+Culture Rebuild Cities." University of Chicago. 2016.

Point2Homes. 48221 Zip Code Demographics. 2017.
<http://www.point2homes.com/US/Neighborhood/MI/Wayne-County/48221-Demographics.html>

Reese, Laura A, and Gary Sands. "Detroit's Recovery: The Glass is Half Full at Most". *The Conversation US*. 6 February 2017.

Reimagining the Civic Commons. "About". *CivicCommons*. 2017.

www.civiccommons.us/about.html

Runyan, Robin. "The Mayor's Vision for 20-Minute Neighborhoods". Curbed Detroit. 15 June 2016.

Stanard, Virginia. *Master of Community Development Student Handbook*. University of Detroit Mercy. 2015.

Wasner, Lara. *Cultural Asset Mapping Project Outline*. University of Detroit Mercy. 2017.

BIBLIOGRAPHY

Hood, Lauren. *Live6 Speakeasy: Dialogue Among Neighbors*. 9 December 2017.

Hood, Lauren. *Live6 Speakeasy: Public Safety*. 20 January 2017.

Hood, Lauren. *Live6 Speakeasy: Youth Development*. 24 February 2017.

Hood, Lauren. *Live6 Speakeasy: Community Engagement*. March 2017.

Hood, Lauren. *Live6 Speakeasy: Community Needs, Student Service*. 21 April 2017.

Hood, Lauren. *Live6 Speakeasy: Programming Public Space*. 19 May 2017.

Hood, Lauren. *Live6 Speakeasy: Neighborhood Arts/Culture*. 16 June 2017.

Hood, Lauren. *Live6 Speakeasy: Community Engagement*. 21 July 2017.

Hood, Lauren. *Speakeasy Recap and Memo to Live6 Advisory Board*. 2017.
Invest Detroit. "Mission and Market Focus". *Invest Detroit*. 2014.
www.investdetroit.com/mission-market-focus/

Hood, Lauren. Urban Consulate: Parlor Talk: Preserving Black Space 2. 16 March 2017

Rutherford, Ebony and Brewington, Amanda. The Build Institute: Pop-up and Plan with a Purpose. 3 April 2017

Sanders, Karen. Personal Interview. 16 February 2017.

Sanders, Karen. Personal Interview. 7 March 2017.

Way, Tunde. Urban Consulate: Parlor Talk: Race and Restaurants. 16 January 2017

Varsity News. University of Detroit Student Newspaper. Vol. 50, No. 4. 1
September 1967.

Watson, Jevona. Personal Interview. 7 March 2017.

Notes on the Team's Process, Collaboration with Live6



Fig. 26: Capstone team member Joe Gifford asks a question at the July Live6 Speakeasy event. Source: Final 5 Productions.

Fig. 27: Capstone team member Caitlin Murphy speaks to the Fitz Forward community engagement team at a June Live6 Speakeasy event. Source: Final 5 Productions.



1-27 Meeting w/ Lauren Hood

Barber, Hardware, Detroit Sp.

- Small biz association on Six Mile?
- 3 different biz associations on Livernois
 - Cheryl Anderson Small
 - Rufus Bartell
 - Dolphi. Michael

what is
business
success?

What do biz need?

What can biz assoc. benefit owners?
How

Keep NW
side black
and thriving

Live6 - "Social Change Org"

- Too many partner orgs. overlapping efforts
 - ↳ Goal of our project is what area is being underserved?

what are
benchmarks
for Live6?

↳ Is our ~~proj~~ project an Organizational/
Development focus?

Fig. 28: Team notes from an initial meeting with Lauren Hood of Live6. Source: Authors.

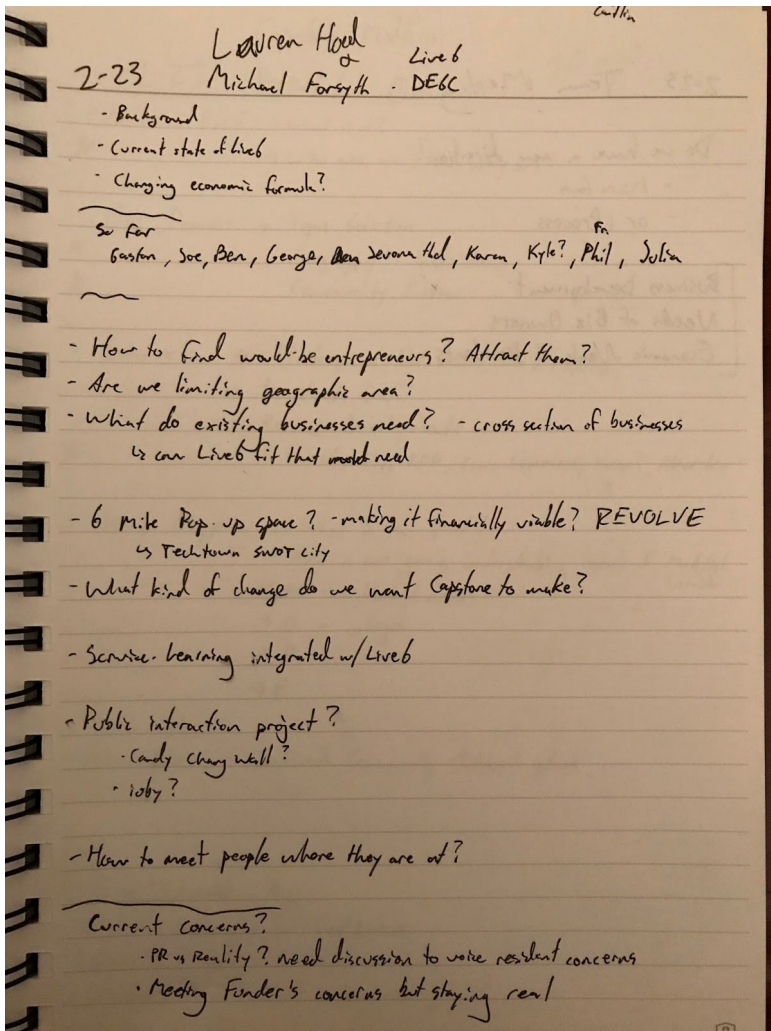


Fig. 29: Notes from first meeting with Hood and Forsyth as Co-Directors of Live6. Source: Authors.

5-10-17 Capstone II - 1st Meeting

Progress since Cap I:

- Met w/ David
- Our choice → "Addressing the Disconnect"

Going forward:

- identify gaps
 - still "Biz 6?"
 - Why stay? amenities → biz
 - investment
 - infrastructure
 - network
- } what do people want/need?
} Who is "gatekeeper"

Our Proposal:

- Action Plan for "Addressing the Disconnect"
- Testing out Strategies? at Speakeasies?
- How to Address Centralization and "PR" Community Engagement
- How do we improve the model?

Next Steps:

- Interview Live 6!
- Start Book!

Fig. 30: Notes from Capstone team's second semester, once focus of project began to change from economic development to community engagement. Source: Authors.

Role of Team Members, Advisory Committee, and Community Partner

Keith Crispen: project management, research/data analysis, presentation development, writer/editor, workshop facilitation

Joe Gifford: Team organization and communications, stakeholder communication, presentation development, writer/editor

Caitlin Murphy: Community outreach, resident engagement/recruitment, graphic design/ visuals, presentation development, writer/editor

Ashley Flintoff: weekly progress sessions, teaching modules, presentation review, grading, course expectations and scheduling

Live6 Alliance: sponsor of engagement workshop, consultation on group's strategic direction and impact, host of community events

Virginia Stanard: presentation review, teaching modules, grading, course expectations and scheduling

Lara Wasner: presentation review

Karen Brown: presentation review, local resident perspective, interviews

Rebecca Willis: presentation review

Michael Forsyth: presentation review

Donzetta Jones: presentation review

Megan McGreal: presentation review