THE ROAD TO RecoveryPark

PRODUCED FOR SELF HELP ADDICTION REHABILITATION, INC.
BY THE WAYNE STATE UNIVERSITY
MASTER OF URBAN PLANNING CAPSTONE TEAM 2010





SHAR

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THANK YOU

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Our Vision
Detroit Lives
Our vision is for the RecoveryPark community to become a model which integrates the strengths of the natural environment and the existing neighborhoods to demonstrate the true potential of urban agriculture as an economic engine.

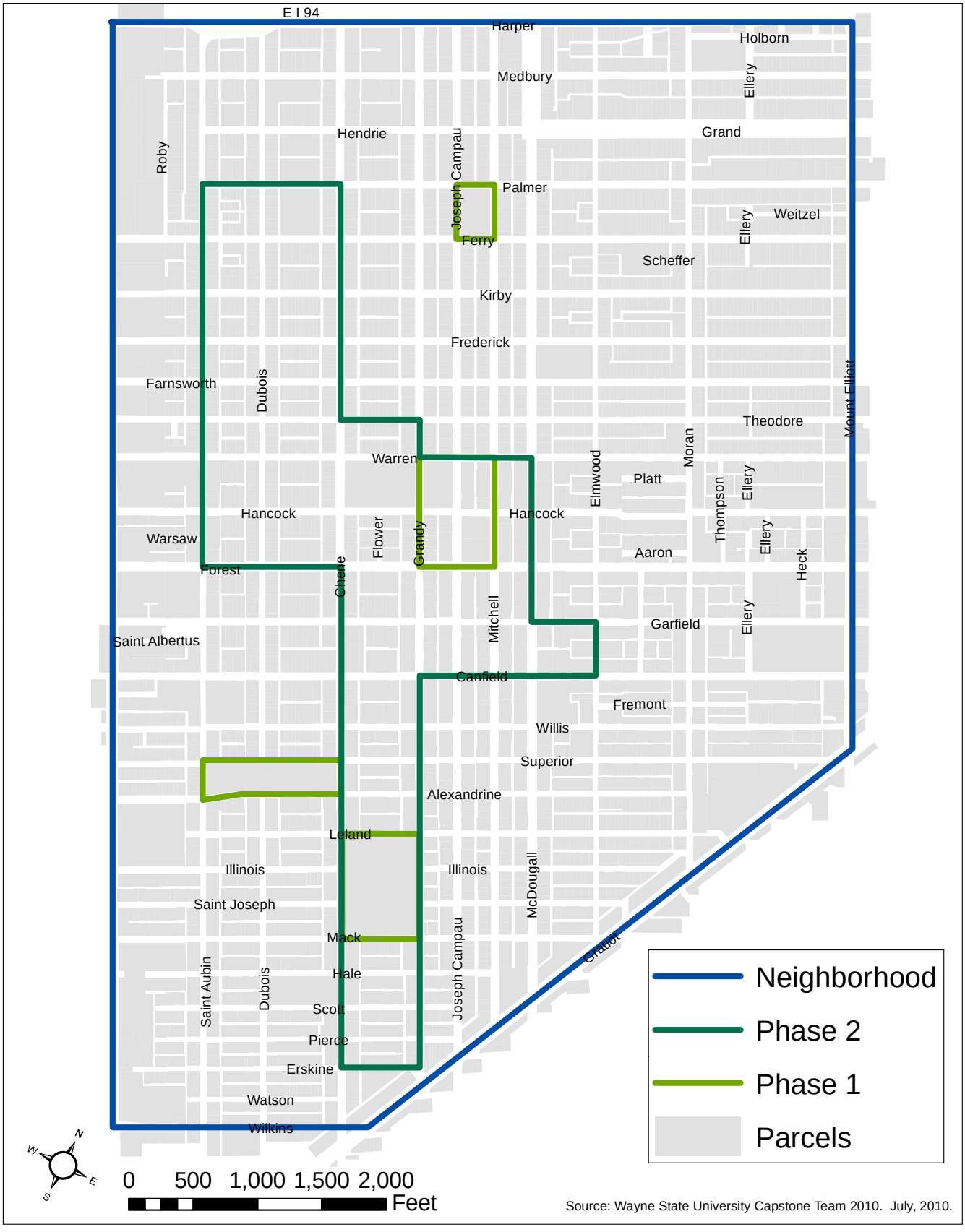
INTRODUCTION

The following report was prepared for Self Help Addiction Rehabilitation, Inc. (SHAR) to provide a long-term view of the neighborhood context for their RecoveryPark project. SHAR is a Detroit-based non-profit, which provides a variety of substance abuse services to over one thousand men and women each year. SHAR's clients reside in Detroit and the surrounding area. RecoveryPark is a concept developed by SHAR, which aims to create a "recovering community without walls."[1] Within the RecoveryPark neighborhood, urban agriculture will be used to provide work and job training opportunities to clients, while also demonstrating the feasibility of urban farming as a successful alternative to traditional economic development.

This report was created as a capstone project of Wayne State University (WSU) students obtaining their Masters of Urban Planning. The report aims to help SHAR contextualize its work in the RecoveryPark community, thereby increasing the success of its demonstration of the potential of urban agriculture and maximizing positive effects in the existing community. The data in the plan were collected by the capstone team through both research and field surveys. While preparing for the report, the team studied both conceptual and applied examples of planning and development strategies used in comparable neighborhoods. In addition to this report, the team's presentation will be made available online at **http://www.clas.wayne.edu/unit-inner.asp?WebPageID=1827**. All the data collected and maps created by the team have been given to SHAR and the RecoveryPark Leadership Task Force team.

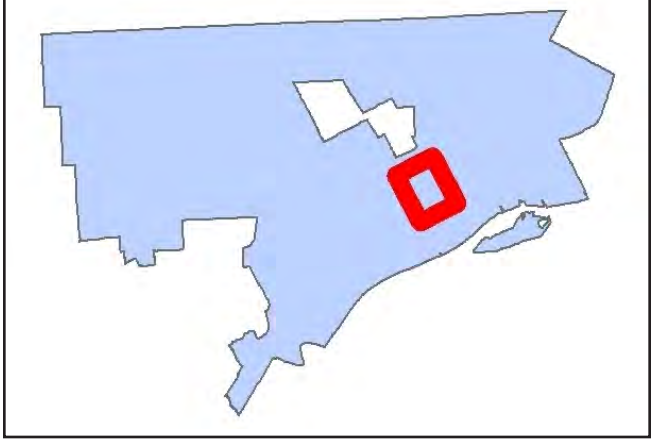
1 http://recoverypark.org/

RecoveryPark Project Boundaries



Source: Wayne State University Capstone Team 2010. July, 2010.

Recovery Park Neighborhood within the City of Detroit



RecoveryPark is located in Detroit, Michigan, in an area known as the "Near East Side," due to its location just east of the downtown central business district. In addition to its proximity to downtown, the Detroit Medical Center (DMC), Wayne State University, Eastern Market, and the Detroit International Riverfront are all near the neighborhood. Despite the area's location in relation to these assets, it has experienced severe economic decline over the past few decades. This is illustrated by the fact that the area's most prominent feature is open land; sixty-eight percent of its parcels are vacant. However, this open space can also be seen as an asset that will allow the RecoveryPark project to more readily pursue urban agriculture and related food-processing.

The RecoveryPark project is currently divided into two phases. Phase I focuses on four properties owned by Detroit Public Schools, which will be under the control of RecoveryPark in the near future. This will be the location for the first urban farming initiatives of illustrated in this plan. Phase II will expand this area into an area of roughly 190 contiguous acres of land, much of which is currently publicly owned. The Leadership Task Force team, managed by the Detroit Collaborative Design Center of the University of Detroit Mercy, has conducted extensive planning for each of these two phases. This report develops a plan for the neighborhood surrounding Recovery Park, which was originally defined as Interstate 94 to the north, Gratiot Avenue to the south, St. Aubin Street to the west, and Mt. Elliott street to the east. After WSU started the research process, the southern boundary changed to East Vernor Highway. However, this report focuses on the community north of Gratiot Avenue, as was originally defined in the scope of work contracted between WSU and SHAR. The geography of the RecoveryPark project will be referred to throughout this plan as RecoveryPark's neighborhood, community, or target area.

Developing the Plan

This plan was developed based on SHAR's desire to use urban agriculture as part of the recovery process for their clients, while also serving as a key economic engine to bring about positive change within the community.

However, the team also took into account, the harsh realities of the current social and economic environment of Detroit. Thus, there is no expectation of population growth

or increased density included in the plan. All ideas are recommended with the understanding of the difficult economic climate the city, state, and nation all currently face. The plan highlights neighborhood stabilization and strengthening of the linkages among current community assets.

While the plan has been created for SHAR to guide the development of the RecoveryPark project, it also takes into consideration the neighborhood as a whole. The plan aims to be respectful and supportive of the current residents, while developing the community into an area strengthened by urban agriculture and food-related initiatives.

A key goal of this plan is to create a community that is both economically viable and environmentally conscientious. The plan encourages green practices, such as increased use of non-motorized transportation, weatherization of current buildings, and building re-use. Part of this process will require the repurposing of land for other uses. The plan aims to foster development of green businesses within the RecoveryPark community, as well as strengthen connections with food-related businesses outside of the footprint.

The Capstone Team set out to understand the current conditions of the social and physical environment. The resulting plan suggests a three-pronged approach: *Build opportunities, Strengthen assets, and Connect these assets and opportunities.* To facilitate successful initial investment in the RecoveryPark community, the report concludes with short-term targets of opportunity within each of the three strategies.

SOCIAL AND PHYSICAL CHARACTERISTICS

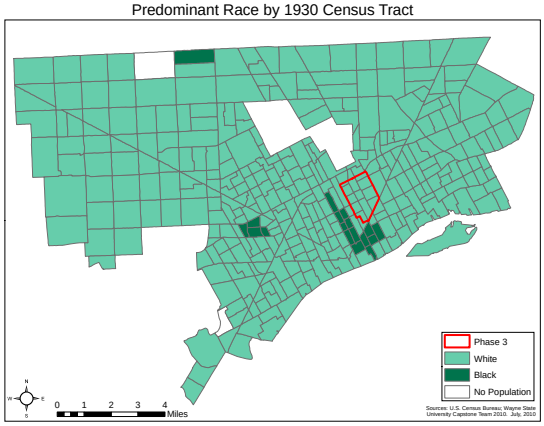
History

Detroit is often used as a case study for the patterns of urban deterioration that continue to affect many post-industrial cities. While Detroit is currently used as an example of the impacts of poverty, patterns of economic inequality, and social segregation, it is also a city with a rich and vibrant history.

Many Polish immigrants arriving in Detroit in the 1850s settled in an area that included the RecoveryPark community. For decades, the community was predominantly composed of Polish immigrants and their descendants, but by the time of the 1950 U.S. Census, data show that the African American population had significantly increased. Prior to the 1950 Census, the Supreme Court ruled that courts could not enforce discriminatory housing covenant laws (McGhee v. Sipes, 1944). Before this decision, African Americans had been forced to live in subpar housing in neighborhoods segregated from whites. Soon after the Supreme Court decision, the target area became one of many destinations for African Americans leaving the urban core in search of better housing opportunities.

As African Americans migrated to previously white neighborhoods, whites rapidly abandoned these areas. From the 1950s until the present day, Detroit suburbs became the major destination for many white families. This period also saw the construction of interstate highways throughout the country, further encouraging suburban migration. The wide-ranging impacts of historic redevelopment efforts such as the failed urban renewal program, coupled with the costs incurred from suburban sprawl, have left Detroit in a state of prolonged social and economic crisis. The social and economic transition experienced by the City of Detroit is exemplified in the RecoveryPark neighborhood.

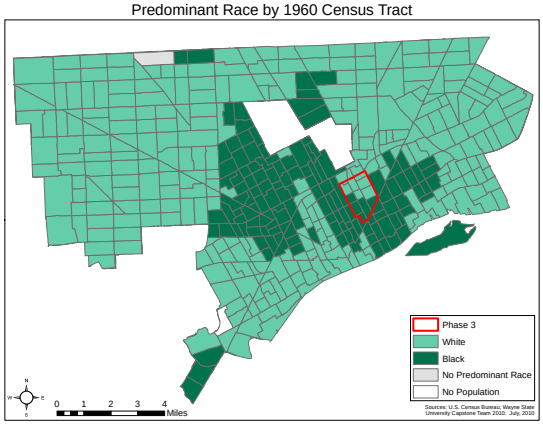
Predominant Race by 1930 Census Tract



Socio-Demographics

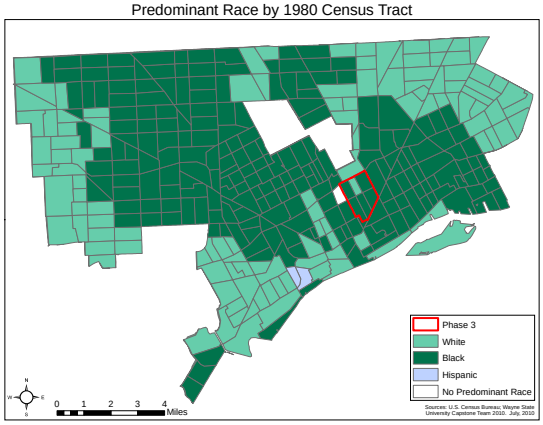
The target area had an estimated total population of 5,725 residents in 2008, compared to a 1990 population of 10,829. After losing nearly half its residents in just eighteen years, the current situation poses significant challenges for the community and local decision makers. To understand the severity of the social and economic challenges faced by the area, we developed an analysis of key socio-demographic indicators, including population change, age breakdown, racial composition, educational attainment, and household tenure.

Predominant Race by 1960 Census Tract



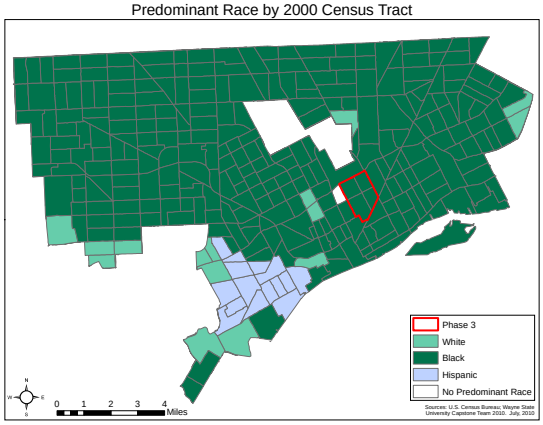
Detroit's White and Black populations have undergone immense change during the past eighty years. Prior to World War II, aside from a concentration of Blacks along Woodward near downtown and some outlying clusters, the White population was the predominant race in every other census tract in the city. Thirty years later, the predominantly Black neighborhoods began expanding into traditionally white areas. By 2000, the Black population had become the predominant race in nearly every census tract. The target area (outlined in red below) serves as a microcosm for the massive racial transition experienced by the city as a whole.

Predominant Race by 1980 Census Tract



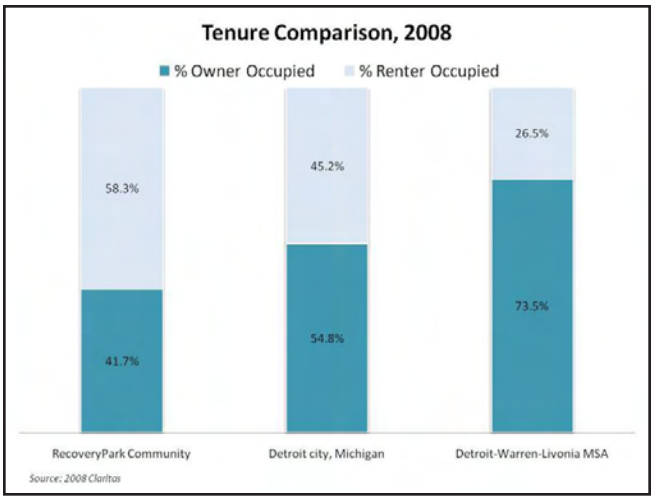
As detailed above, the RecoveryPark community has experienced a massive loss in population over the last eighteen years. Between 2000 and 2008, the neighborhood's rate of population loss was higher than that of Detroit.

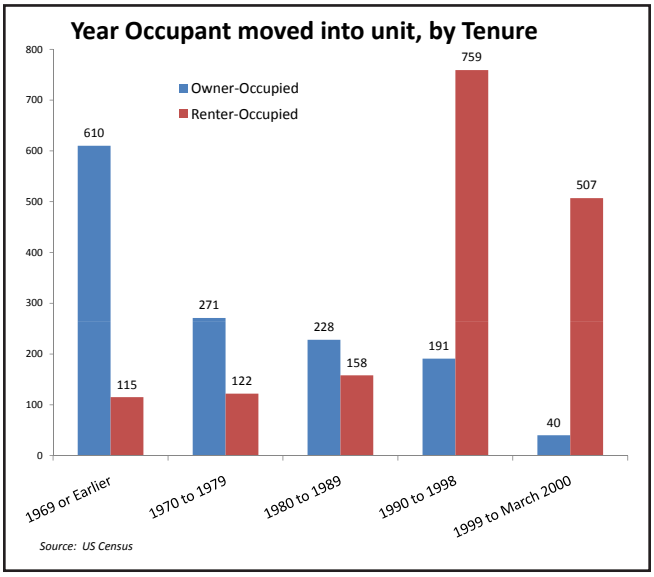
Predominant Race by 2000 Census Tract



Population Trends	2000	2008	% Change
RecoveryPark Community	6,966	5,725	-17.82%
City of Detroit	951,270	852,508	-10.38%
Detroit-Warren-Livonia MSA	4,452,557	4,461,162	0.19%

Sources: Nielsen Claritas 2008, Data Driven Detroit





The educational attainment data of the residents in the community shows that about half of the population age twenty-five and over did not have a high school diploma in 2008. In Detroit, about thirty percent of the same age group did not hold a high school diploma. The RecoveryPark community is well below the city and MSA percentages of people with an Associates Degree or higher.

The RecoveryPark community is majority renter-occupied, dissimilar to Detroit and the MSA. This has implications for the stability of the RecoveryPark community.

There was a huge leap in the rate of renter occupancy from 1980-89 to 1990-2000. The large representation of renters who moved in during the 1990s provides evidence of the unstable nature of residency in the community. Newcomers to the community are likely financially incapable of home ownership, thus seek housing units that offer the lowest rents.

Percentage of Household Type, ≥ 1 person under age 18

	Married Couple Family	Other, Male Householder	Other, Female Householder	Nonfamily, Male Householder	Nonfamily, Female Householder
RecoveryPark Community	19.04%	10.92%	68.18%	1.07%	0.80%
City of Detroit	34.78%	8.75%	55.26%	0.76%	0.44%
Detroit-Warren-Livonia MSA	67.83%	6.15%	25.00%	0.79%	0.23%

Sources: Nielsen Claritas 2008, Data Driven Detroit

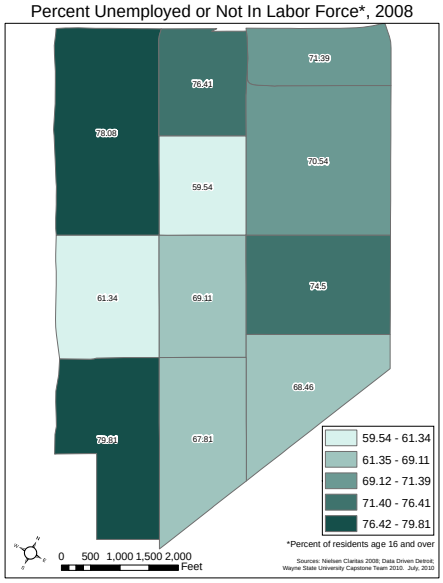
2008 Estimated Population by Educational Attainment (Age 25 and Over)	No H.S. Diploma / GED		High School Graduate (or GED)		Some College, no Degree		Associates Degree		Bachelors Degree		Masters Degree or Higher	
	#	%	#	%	#	%	#	%	#	%	#	%
RecoveryPark Community	1,685	49.05%	1,010	29.40%	539	15.69%	57	1.66%	108	3.14%	36	1.05%
City of Detroit	156,010	30.16%	154,424	29.85%	122,007	23.58%	26,706	5.16%	35,768	6.91%	22,401	4.33%
Detroit-Warren-Livonia MSA	506,620	17.13%	854,302	28.89%	698,700	23.62%	200,239	6.77%	439,526	14.86%	258,206	8.73%

Sources: Nielsen Claritas 2008, Data Driven Detroit

Economic Profile

The RecoveryPark community has severe economic challenges. In 2009, 57 percent of households had annual incomes of less than $25,000 per year, compared with 42 percent in Detroit and 23 percent in the MSA. Thirty-six percent of family households are living in poverty, and 71 percent of the population age sixteen and over is either unemployed or not in the labor force (2008 Claritas). The RecoveryPark community has a relatively large proportion of female-headed households with children, compared with the rest of the region.

Percent Unemployed or Not In Labor Force*, 2008

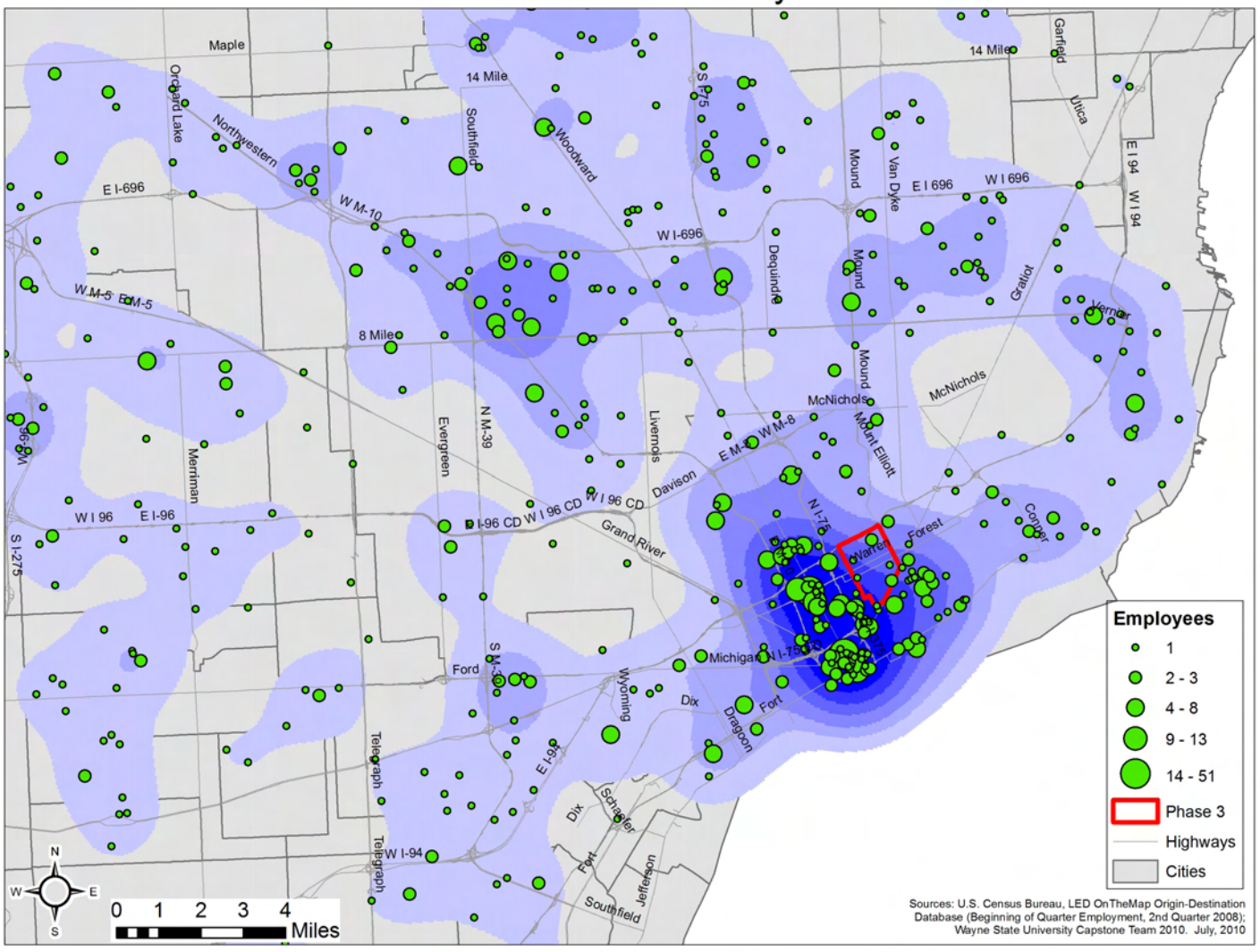


RecoveryPark Residential Employment

There are a total of 1,114 jobs held by residents in the community. Healthcare and retail are the two biggest employers of all employed residents. There are only 243 residents who earn $40,000 or more per year.

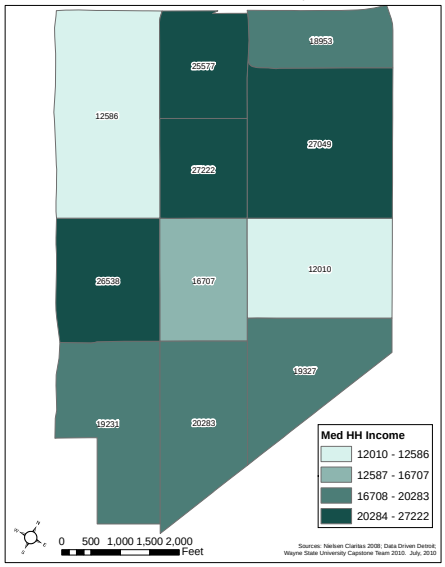
Over half of the residents in the target area work in Wayne County (53.6 percent), while a much smaller proportion (38.2 percent) work in the city

Commute Shed for Community Residents



Sources: U.S. Census Bureau, LED OnTheMap Origin-Destination Database (Beginning of Quarter Employment, 2nd Quarter 2008); Wayne State University Capstone Team 2010. July, 2010

Median Household Income, 2008

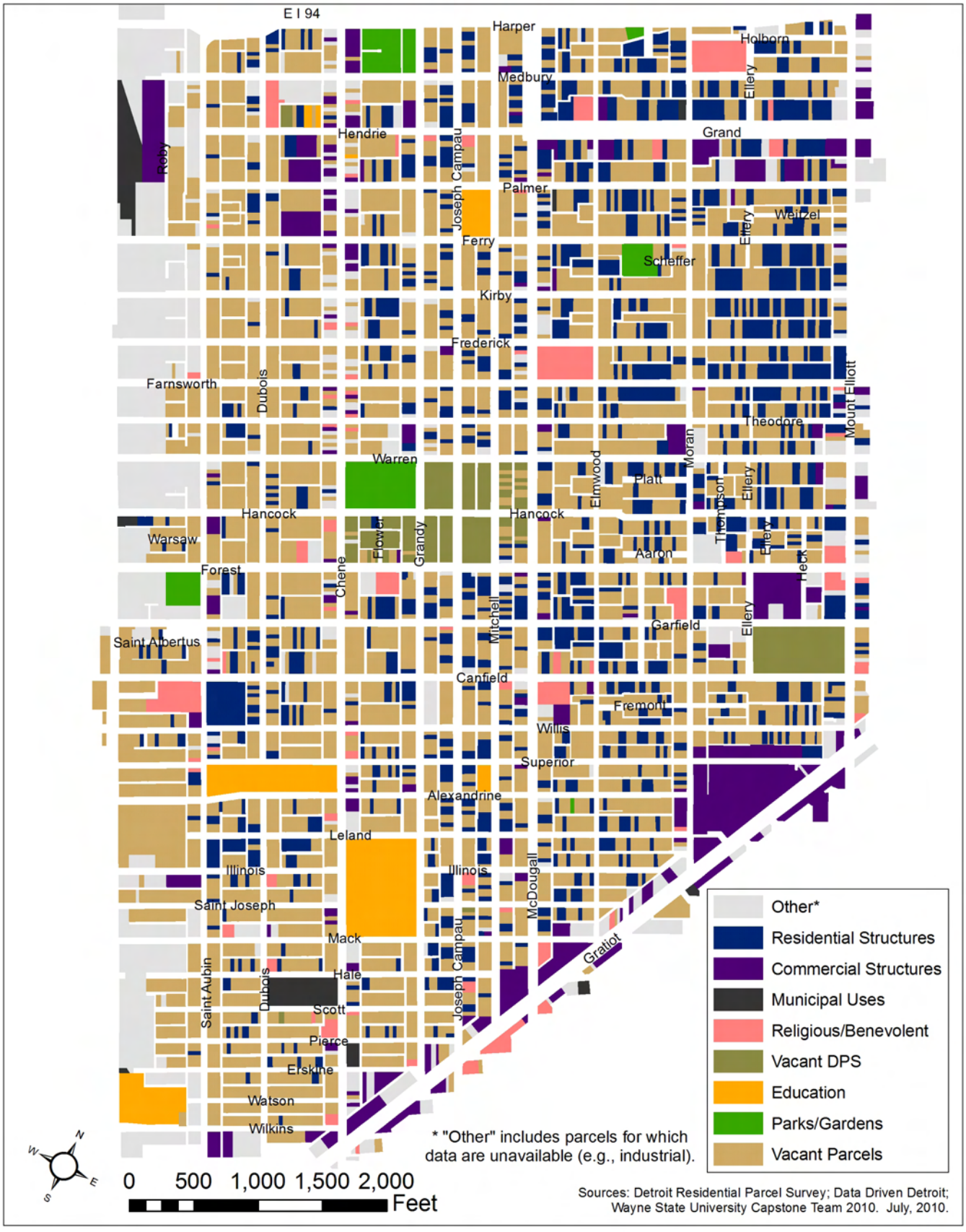


of Detroit. The RecoveryPark community is in close proximity to a number of employment hubs. The nearby central business district employs over 9 percent of the area's residents. The second major employment area, home to Detroit Medical Center, Wayne State University, and New Center, employs 6.5 percent of residents. The third largest employer of residents, which includes the southern portion of the area, Eastern Market, and Belle Isle, accounts for 6 percent of the employment in the community. Most of these jobs in the southern region are concentrated closer to the Detroit River, directly south of the RecoveryPark community.

There is a large commute shed (where workers who live within a selected geography are employed) for employed residents of the target area (view map below). After Detroit, other cities that employ a significant number of the area's residents are Southfield, Warren, Livonia, and Troy.

The northeast corner of the target area has the highest median household income. There is also a small pocket of higher median income to the west. This suggests that the strongest and most economically viable region within target area is in the northeast section, north of Warren Avenue and east of Chene Street.

Current Land Use

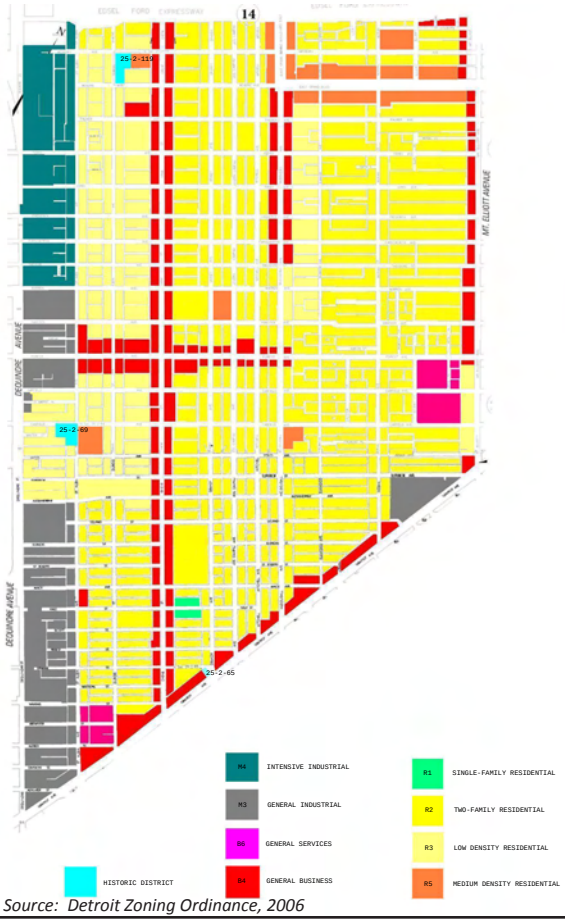


PHYSICAL ENVIRONMENT

Current Land Use

The majority of the built environment within the neighborhood is residential, though few blocks remain fully intact. Abandoned homes, businesses, and vacant parcels dominate the landscape. Many blocks contain few or no structures, and nature has reclaimed many areas which were once densely populated with single- and two-family homes. Commercial use is sparse within the community, with only a few businesses remaining on Chene and McDougall Streets. Businesses are present along the perimeter of the neighborhood on Mount Elliott Street and Gratiot Avenue. A large number of vacant commercial buildings have been converted into storefront churches. Several home-based businesses exist within the target area. Most public schools are vacant and in various states of active or passive demolition. The exception is the former Campbell Elementary School, which will be transferred to the care of the RecoveryPark project.

Existing Zoning



Source: Detroit Zoning Ordinance, 2006

Existing Zoning

The vast majority of the target area is zoned for Two-Family and Medium-Density Residential uses. Business uses are zoned along Gratiot Avenue, Chene, McDougall, and Mount Elliott Streets. East Grand Boulevard is zoned for Multi-Family Residential. Within the target area, the Faygo plant on Gratiot Avenue, between Superior and Moran Streets, is zoned as Industrial; west of St. Aubin Street most blocks are zoned as General or Intensive Industrial. Three locally-designated historic districts exist within the neighborhood - Engine House No. 11 on Gratiot Avenue at Grandy Street, the St. Stanislaus Complex located at Medbury and Dubois Streets, and the St. Albertus District is located at St. Aubin and Canfield Street.

TWO-FAMILY RESIDENTIAL DISTRICT

The district is designed to protect and enhance those areas developed or likely to develop with single- or two-family dwellings. The district regulations are designed to promote a suitable environment for homes and for activities connected with family life. The only principal uses permitted by right are single- and two-family dwellings. Additional uses are conditional.

MEDIUM DENSITY RESIDENTIAL DISTRICT

This district is designed to provide for a range of residential development from the single-family detached dwelling to medium-density multiple-family dwellings. The primary use in this district will be the rental apartment structure. In addition to permitted residential uses, certain specified non-residential uses which can be properly blended into this district may be permitted.

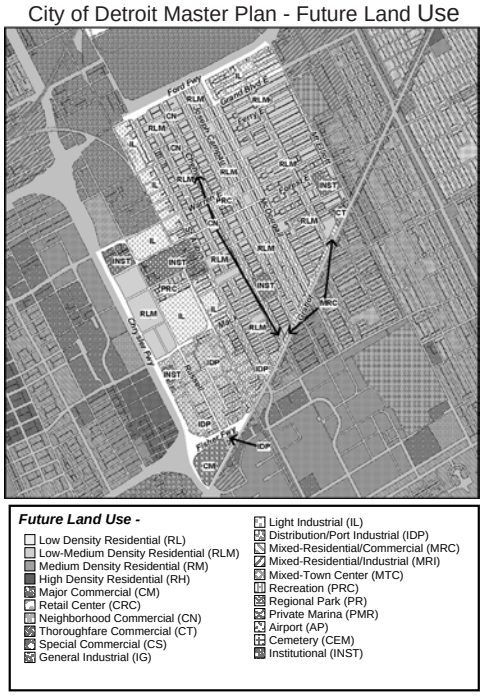
Source: Detroit Zoning Ordinance, 2006

Existing Master Plan

The most recent City of Detroit Master Plan adopted in 2009 calls for several types of changes in the neighborhood. In the northwest corner, the area bounded by East Grand Boulevard to the west and south, Mount Elliott Street to the east, and Harper Avenue to the north, currently a residential area, is planned for Light Industrial use (IL). The existing business district on McDougall is planned for Low-Medium Density Residential (RLM). The business district along Gratiot Avenue is planned to become a mixed-use Residential/Commercial (MRC) district. The various remaining residential zones within Recovery Park are currently recommended in the Master Plan to become Low-Medium Density Residential (RLM). None of the suggested changes from the 1992 master plan have been implemented in the RecoveryPark neighborhood.

The historical pattern of density in the community has been marked by constant devolution of population and physical structures. This phenomenon has contributed to the urban decay that is depicted in aerials of the target area from years past.

City of Detroit Master Plan - Future Land Use



Source: Detroit Master Plan, Adopted 2009

Residential buildings

Within the established boundary of the RecoveryPark neighborhood are approximately 1,345 residential structures – 1,005 of which are single-family dwellings. The majority (58.3 percent) of housing units in the neighborhood are renter-occupied. 806 of the existing residential structures are considered to be in "good" condition – approximately 60 percent of the housing stock. Another 318 are classified as "fair" condition, about 23 percent of the total structures. Structures categorized as either "poor" or "demolish" number 214 (16%).[1]

Condition Survey Definitions	
Good	Well maintained; structurally sound; no more than two minor repairs (i.e.: fix gutter, some paint needed)
Fair	Maintained; structurally sound; minor exterior damage three or more repairs (i.e.: repair door, window, porch)
Poor	May not be structurally sound; major exterior damage, major repairs needed (i.e.: broken windows, missing door, poor roof condition, porch repair needed)
Demolish	Not structurally sound (i.e.: major fire damage, roof caved in, leaning house)

Source: Detroit Residential Parcel Survey; Data Driven Detroit

RecoveryPark: 1949 Aerial View of Perrien Park Area

Source: DTE, WSU online, edited by Wayne State University Capstone Team 2010

RecoveryPark: 1981 Aerial View of Perrien Park Area

Source: DTE, WSU online, edited by Wayne State University Capstone Team 2010

RecoveryPark: 2010 Aerial View of Perrien Park Area

Source: Google, edited by Wayne State University Capstone Team 2010

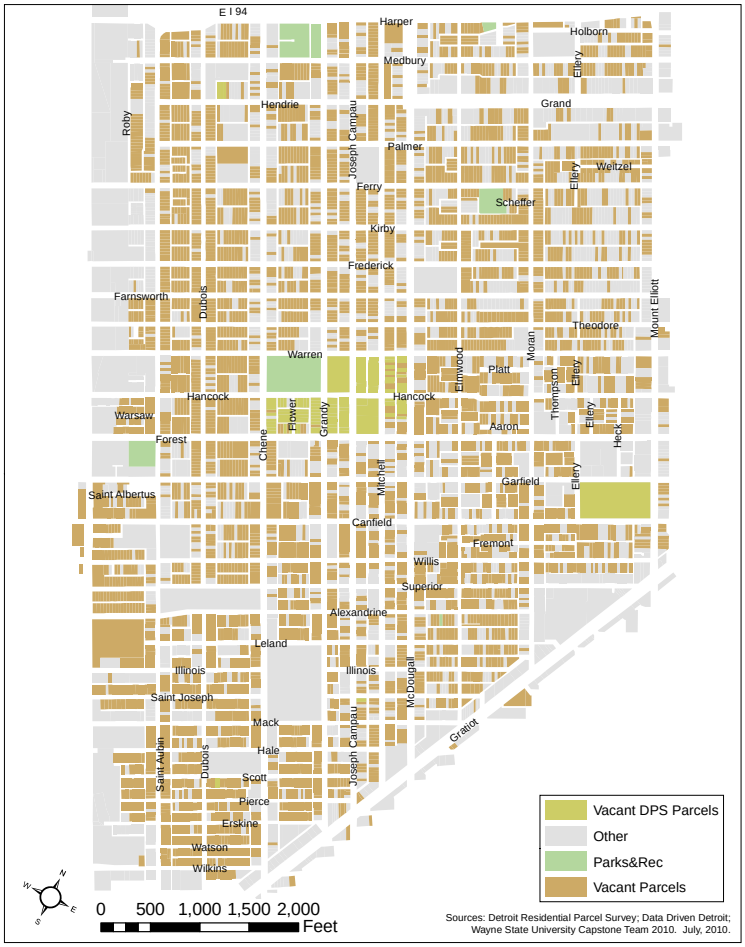
1 Detroit Residential Parcel Survey; Data Driven Detroit

Housing Units by Year Built, 2008		
	Total	Percentage
1999 to 2008	95	3.2%
1995 to 1997	27	0.9%
1990 to 1994	12	0.4%
1980 to 1989	23	0.8%
1970 to 1979	143	4.8%
1960 to 1969	205	6.9%
1950 to 1959	412	13.9%
1940 to 1949	583	19.63%
1939 or Earlier	1,470	49.5%
total	2,970	100%
Sources: Nielsen Claritas 2008, Data Driven Detroit		

Nearly 20 percent of structures, numbering 264, are recorded as "vacant" or "presumed vacant." Presumably, this total includes the majority classified as "poor" and "demolish," as well as some of those in better condition that are vacant at this time.[2] Half of the existing housing units were built prior to 1940; only five percent were built after 1980. Aside from the deterioration of the aging housing stock, the issue of lead-based paint in structures built prior to 1978, creates a specific set of challenges. Many buildings may also contain asbestos products, which need to be handled in accordance with strict regulations.

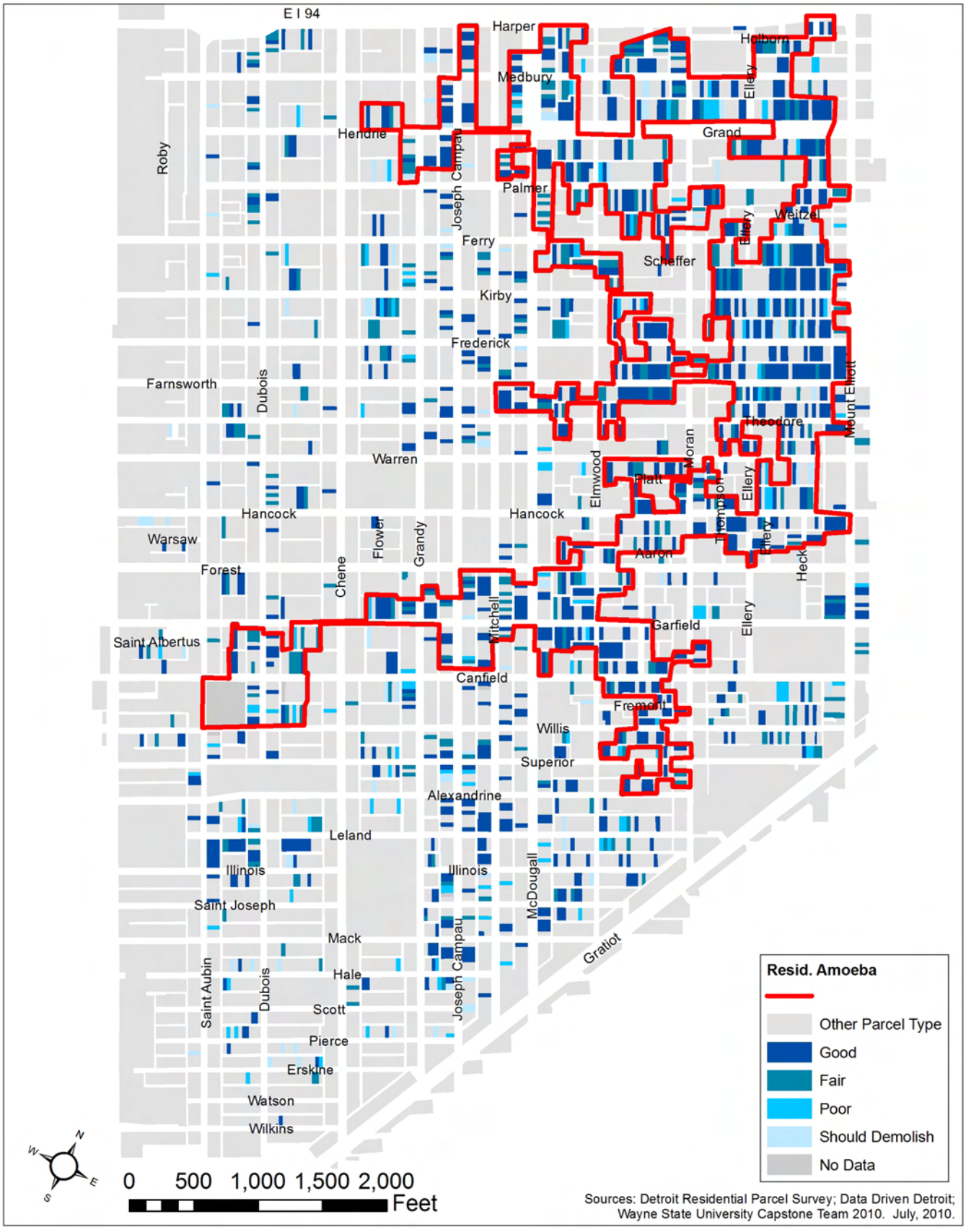
Residential structures are scattered throughout the community with an intermingling of vacant lots, a relatively small number of businesses, and several parks. The Capstone Team identified an area of contiguous, relatively dense, good and fair condition housing. The area will be referred to as the "Residential Amoeba".

Vacant Parcels

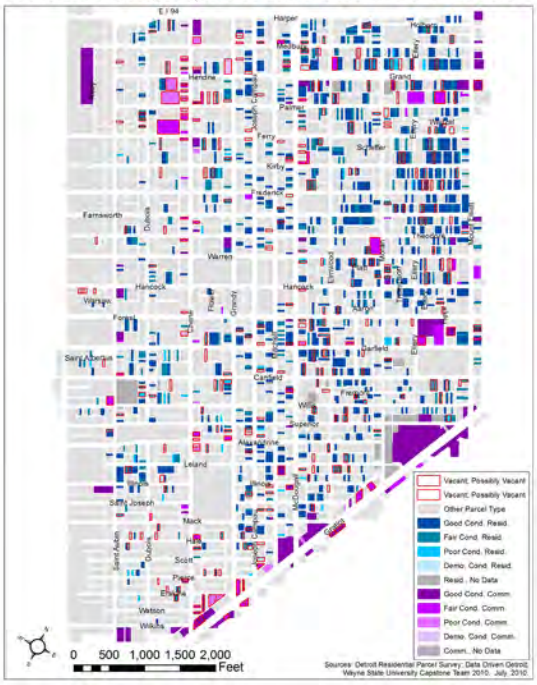


2 Detroit Residential Parcel Survey; Data Driven Detroit

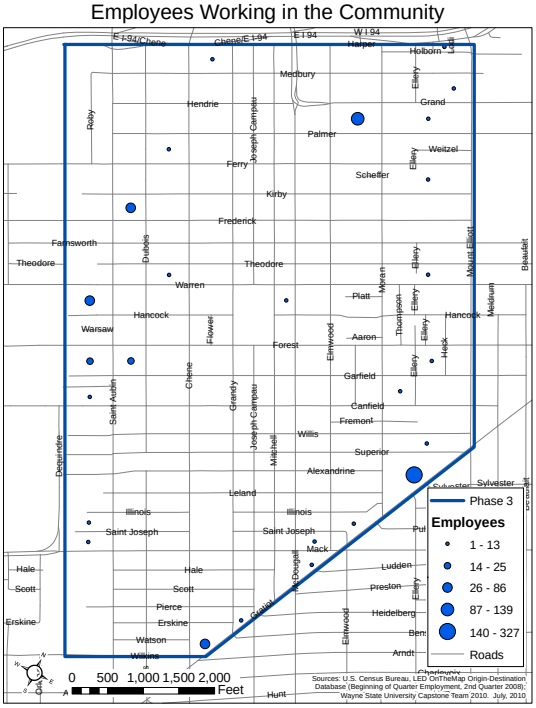
Residential Amoeba



Condition & Occupancy of Residential & Commercial Structures



Employees Working in the Community



Commercial buildings

A windshield survey conducted by the Capstone Team in July 2010 revealed a total of 192 existing commercial structures. 110 (57.3 percent) of these structures are occupied; as of July 2010, only 100 buildings (52.1 percent) are identified as for-profit businesses. The complete windshield survey results can be found in the Appendix.

Business types include Retail stores, Service establishments, Wholesale industrial, Manufacturing, and Finance. Many of the food/drink establishments are liquor stores and fast-food restaurants that do not necessarily offer healthy food options.

A total of 848 people are employed at establishments located within the RecoveryPark community. The largest employer is Faygo Beverages, located between Gratiot Avenue and Moran Street. As a result, 39.5 percent of all target area jobs (335 employees) are concentrated in the manufacturing industry. There are 162 residents employed within the healthcare and social assistance industry. The Elmwood Geriatric Center, located at East Grand Boulevard and Elmwood Street, accounts for the majority of employees in this industry. A complete listing of jobs by industry can be found in the Appendix.

For-Profit Businesses by Sector	
Retail - Food/Drink	23
Retail - Other	23
Services	35
Wholesale Trade	10
Manufacturing	7
Finance/Insurance/Real Estate	2
Source: 2010 Capstone Team	

Condition of Commercial Buildings	Good	Fair	Poor	Demolish	Occupied	Vacant	Total
For-profit	88	59	24	10	100	81	181
Non-profit	3	4	0	0	6	1	7
Public	4	0	0	0	4	0	4
Total	91	63	24	10	106	82	192
Source: 2010 Capstone Team							

Churches and Non-Profit Organizations

Over seventy churches can be found within the RecoveryPark community. Many of these are storefront churches, but a handful occupy structures recognized as important community assets based on their aesthetic and historical value. In addition to providing a place of worship, many churches also offer residents services such as counseling, shelter, food, and clothing. Paul Wrobel, the late Wayne State University professor, is quoted by Thomas Sugrue defining three great spheres of influence found within his upbringing on the east side of Detroit, "Family, Parish, and Neighborhood."

There are a limited number of non-profit entities within the target area including SHAR, Yes Farm, and the Capuchin Soup Kitchen. These organizations all provide critical services that contribute to the betterment of the residents' physical and mental health.

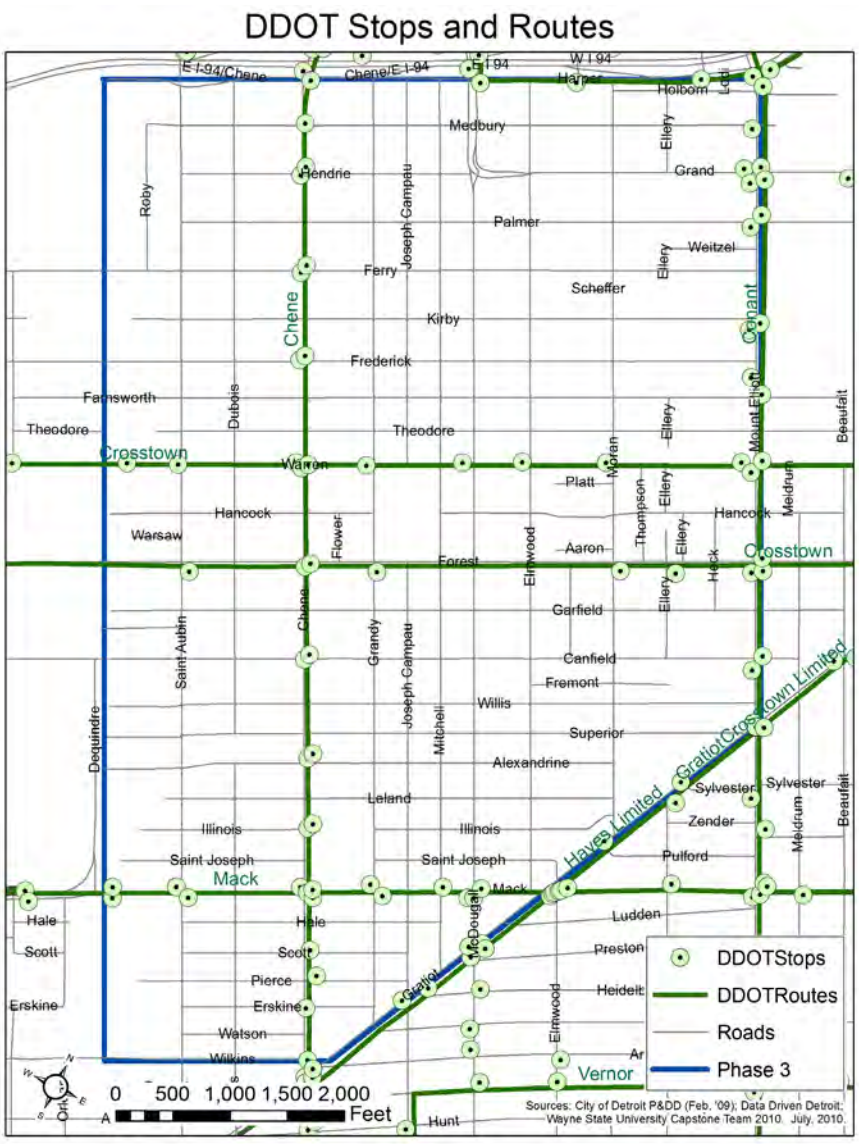
ST. HYACINTH

In 2001, St. Hyacinth received a Heritage Award from the City of Detroit's 300th Anniversary Committee, and having a brick paver placed in the Riverfront Promenade, "the only parish to be represented in such a manner." As a still functioning Roman Catholic parish, St. Hyacinth demonstrates a strong cultural and religious bond with its parishioners and the neighborhood.


St. Hyacinth


St. Elizabeth


St. Albertus



Transportation

Public transportation in metropolitan Detroit is predominantly provided by bus systems. The major provider of public transit in Detroit is the Detroit Department of Transportation (DDOT). DDOT buses operate northbound and southbound through the target area along Chene Street. Eastbound and westbound routes operate on Warren, Forest, and Mack Avenues. On the perimeter of the target area, DDOT buses operate along Gratiot Avenue, Mount Elliott Street, and Harper Avenue (eastbound only). Metro Detroit suburban busing is operated by the Suburban Mobility Authority for Regional Transportation (SMART). SMART bus lines, including the Gratiot, Schoenherr, Van Dyke, and Harper lines, pass the target along Gratiot Avenue, but do not offer any stops along the perimeter of the RecoveryPark community. The nearest SMART stop to the RecoveryPark community is on Gratiot Avenue and Antietem Street, outside the target area.

DDOT Bus Routes

Route		Begins	Ends	Crosses RecoveryPark	Frequency
10	Chene	Varjo and Van Dyke	Rosa Parks Transit Center	Runs NB/SB along Chene	M-F every 30 minutes, 5:00AM-1:00 AM Sat. every 40 minutes, 6:00 AM – 1:00 AM Sun. every 40 minutes 6:00 AM – 8:00 PM
14	Crosstown	Moross and Mack	Warren and Evergreen	(WB) Runs along Warren (EB) Runs along Forest	M-F every 20 minutes, 24 hours Sat. every 30-40 minutes, 24 hours Sun. every 40 minutes, 24 hours
31	Mack	Eastland Mall	Rosa Parks Transit Center	Runs along Mack Ave.	M-F every 20-40 minutes, 4:30 AM – 12:30 AM Sat. every 30 minutes, 6:00 AM – 12:30 AM Sun. every 25-30 minutes, 7:00 AM – 10:00 PM
11	Clairmount	Lycaste and Jefferson	Fort and Junction	Runs along Harper and East Grand Boulevard	M-F every 50 minutes, 5:00 AM – 12:00 AM Sat. every 45 minutes, 5:30 AM – 12:30 AM Sun. every 45 minutes, 6:45 AM – 9:00 PM
34	Gratiot	Gratiot and 8 Mile	Third and Michigan Ave.	Runs along Gratiot Ave.	M-F every 15-40 minutes, 24 hours Sat. every 20-30 minutes, 24 hours Sun. every 30-60 minutes, 24 hours

Source: Detroit Department of Transportation

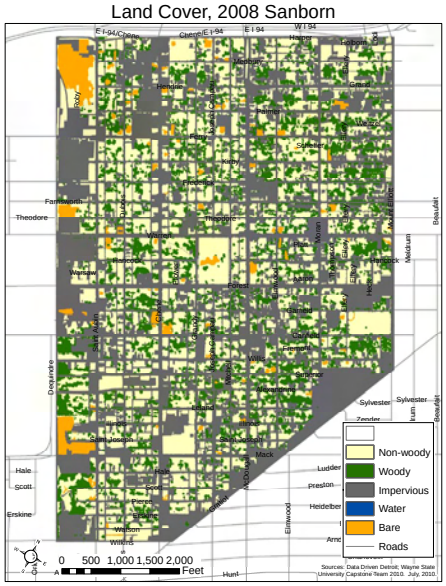
NATURAL ENVIRONMENT

An understanding of the existing natural systems needs to be developed before changes can be made to the environment. Natural elements analyzed include vacant land, habitat, plant cover, community gardens, parks, and the effects of pollution.

Land Cover

Analysis by The Sanborn Company conducted in 2008 using satellite imagery shows large areas of impermeable surfaces such as streets, driveways, parking lots and residential, commercial, and industrial structures. Tree cover is sporadic and most often associated with the clusters of remaining residential structures. The most abundant land cover, other than impervious surfaces, consists of non-woody ground cover – occupying 329 acres (33 percent) of the target neighborhood. These areas consist of abandoned and unused land, covered with tall grasses and small shrubbery. A large amount of the area's total space is reverting to grasslands, and without intervention will eventually become emergent woodlands.

Land Cover, 2008 Sanborn



When making decisions for the future uses of land, the fact that not all blocks are completely vacant should be taken into consideration. The majority of vacant parcels are publicly owned, an important aspect of the community discussed later in the plan.

VACANT PARCELS

There are 6,541 parcels within the Neighborhood, excluding parks. Of those, 4,359 (66.6%) are vacant.

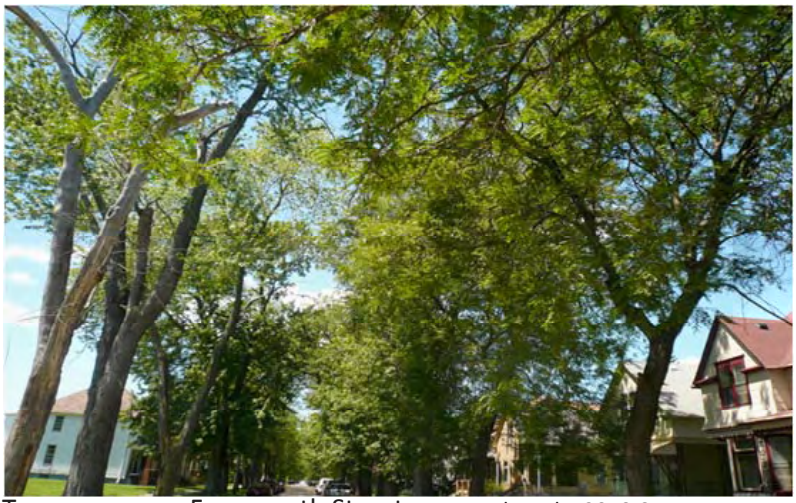
Of the vacant land, 2,511 parcels are publicly owned, by either the City of Detroit, Detroit Public Schools, Wayne County or the State of Michigan.

TREE COVER

On Farnsworth Street, mature trees dominate the streetscape and create a canopy effect. A tree canopy helps to protect the surrounding environment from harmful elements.

Significant research of the natural environment has included plant cover and wildlife habitats. Plants, especially trees, are a prominent feature of the neighborhood. In the target area, the vast amount of open space has led to years of unchecked, natural growth. In the RecoveryPark community, dense pockets of tree cover are plentiful, especially in the northeastern neighborhoods.

Other plant life includes wildflowers, various fruit and vegetable plants, and some non-flowering plants.



Tree canopy on Farnsworth Street. Photo by 2010 Capstone Team

Habitat

We should be mindful of the natural habitat when considering changes to the physical environment. Animals of all species, especially those that are endangered, should be taken into account. A multitude of birds, mammals, and insects were found during a field survey. Mammals found included brown and black squirrels, raccoons, rats, and bats. During the Capstone Team's fieldwork, various species of birds were found, including robins, grackles, crows, pigeons, chickens, roosters, and pheasants. Common insects, such as multiple species of bees, butterflies, and moths were spotted. Amphibians and reptiles were not found, most likely due to the lack of water features within the community. When planning for future uses it is recommended that environmental agencies are consulted to ensure physical structures do not disrupt the natural habitat.

Parks and Community Gardens

There are seven parcels of land in the target area designated as parkland by the City of Detroit. [3] Several of the parks are unwelcoming and poorly maintained. The four major parks in the area are Vernor, Callahan, Perrien and Dabrowski.

The RecoveryPark area contains three community gardens: on Chene Street between Kirby and Ferry Streets, a small garden at the corner of Chene and Frederick Streets, and the Farnsworth Community Garden adjacent to YES Farm on the corner of Farnsworth and Moran Streets. Private farming within the area was also found on the equivalent of six lots southeast of Frederick and Elmwood Streets.

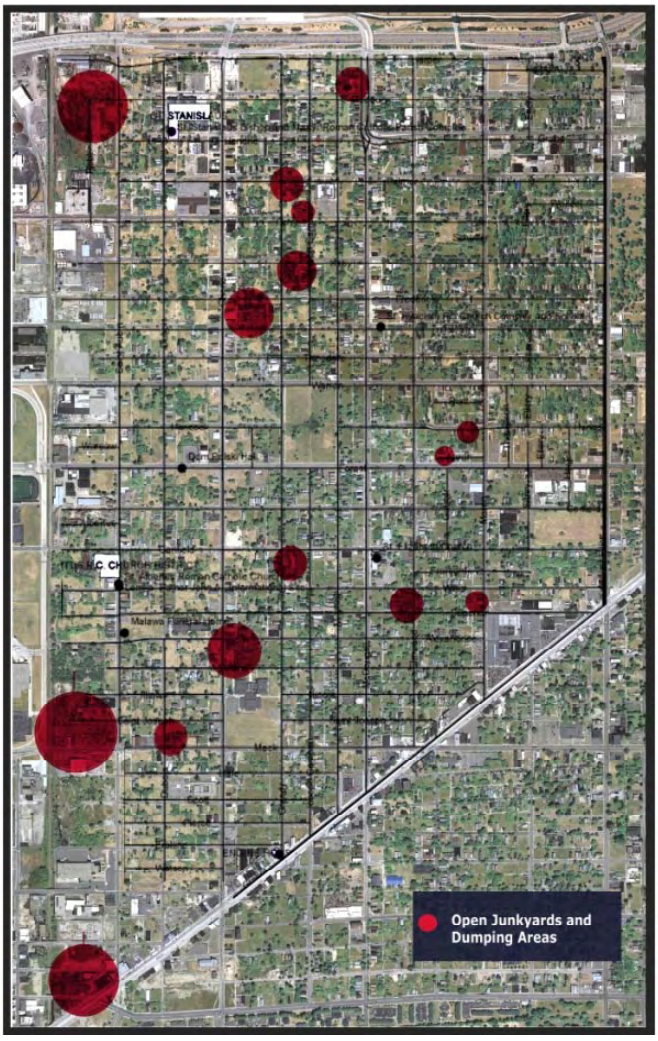
Pollution Concerns

The Greater Detroit Resource Recovery Facility is the largest waste incinerator in the world. It burns up to 4,000 tons of garbage daily. It is considered a source of toxic pollution that has been linked to high asthma rates and other illnesses in the area. It produces over 750,000 tons of CO_2 annually and is permitted to release 3.6 million pounds of regulated toxins annually. More than 50,000 pounds of these legal pollutants are classified as hazardous, including lead, mercury, cadmium and hydrogen chloride. The electricity produced from the incinerator is qualified renewable energy.

3 Data Driven Detroit

Dumping is typically found on streets with abandoned homes and vacant lots. The Capstone Team's fieldwork identified areas where illegal dumping has become a serious problem within the community. Particularly, along the Chene corridor, there were many instances of unsightly dumping grounds. There were also large concentrations of trash in the southwestern and northwestern corners of the community.

Illegal dumping can contain hazardous materials such as household chemicals and industrial waste. Health risks can come from exposure to hazardous materials and contamination. Dumping can attract insects and other vermin that affect community health.



Conclusion

Years of population decline have left the landscape of the RecoveryPark community with a vast amount of open space, and nearly 20 percent of the residential structures are unoccupied. Disinvestment and abandonment are evident throughout the area, but some residential clusters remain that can anchor stabilization efforts. Social assets have also been weakened, although a cadre of community and faith-based organizations remain. The residence of the RecoveryPark neighborhood are low-income, even relative to the city of Detroit, with 57 percent of the households receiving an annual income of less than $25,000 per year. Almost half of the residents age twenty-five and over have not earned a high school diploma, and more than two-thirds of adults are not working. Years of population decline have left the landscape of the RecoveryPark community with a vast amount of open space, and nearly twenty percent of the residential structures are unoccupied. Disinvestment and abandonment are evident throughout the area and have caused distress within the social and physical environments.

BUILD

BUILDING THE RECOVERYPARK NEIGHBORHOOD

To demonstrate the potential of urban agriculture as an economic engine, certain elements must be planned and built. A strategy should be developed to organize a new district where agricultural and other food-related businesses can develop and thrive. A community campus should also be established as a place for social integration and to serve as a home for other local initiatives.

URBAN AGRICULTURE AND FOOD-RELATED BUSINESS

Creating a Business District

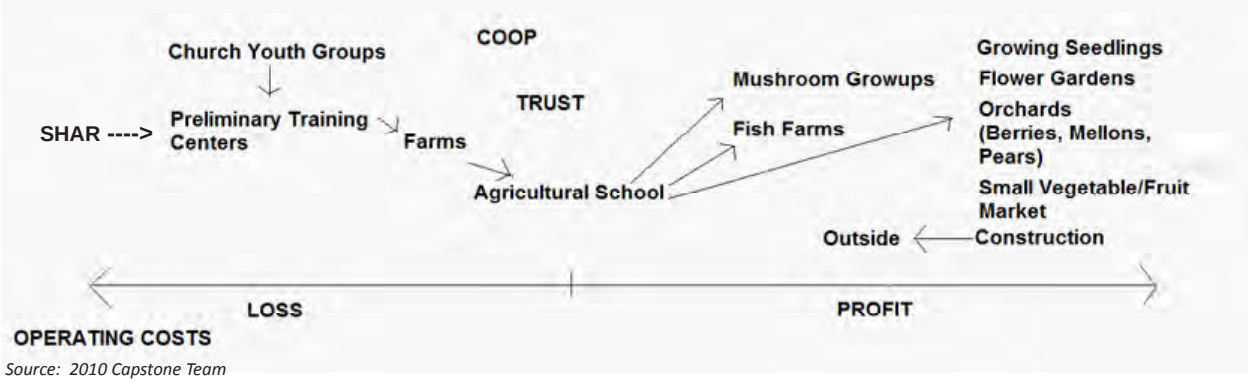
The geographic connection to Eastern Market to the southwest should be strengthened through physical and economic connections. Many of these connections will be discussed later in this report. It is important to note that the 2008 Eastern Market District Economic Development Strategy[1] identified the Wilkins Street corridor as the major east-west connection from Eastern Market to the RecoveryPark neighborhood. Eastern Market's vision for Wilkins Street is for mixed-use, work/live structures, accommodating uses from food processing to the arts. In planning to develop the southern section of the target area as an agri-business district, we have taken Eastern Market's plan into consideration. The Capstone Team has also evaluated existing structures available for reuse, adjacent food-related businesses currently in operation, and the available vacant land for future non-residential use.

1 The Eastern Market Corporation (2008). *Eastern Market Economic Development Strategy*

Food and Agricultural Business Opportunities

Many opportunities exist for SHAR and other private interests to create food and agricultural business ventures in the RecoveryPark neighborhood. SHAR has contracted with the iLabs Center for Innovation Research at the University of Michigan-Dearborn College of Business to develop a three-year business plan, which was not developed at the time of this report. One of SHAR's goals is to employ its clients in the agriculture and food processing industries to provide them with work skills and an employment history.

Possible avenues for economic growth include: arboriculture and floriculture, fruit and vegetable packing, food preparation and processing, and food storage and preservation. Indoor agriculture can take place in repurposed facilities by creating hydroponic gardens and cultivating various produce. The natural growing season in Detroit is relatively short. A hydroponic facility would provide continuous production of high-value lettuces, tomatoes, peppers and herbs – all examples of high-value crops. Hoop houses, greenhouses, and other protective structures extend the natural growing season.



Source: 2010 Capstone Team

The above graphic illustrates the spectrum of activity that can be categorized as part of the urban agriculture process. Preliminary training is one of the first steps to promote agricultural skills development within the RecoveryPark community. Commercial or non-profit-operated farms can implement apprenticeship programs that teach specialized training. The preliminary training will teach job readiness and basic agriculture skills. Advanced training will be more specific to agricultural technologies and intensive farming techniques. Eventually, land may be acquired and added into a Community Land Trust, discussed further below. A cooperative business can develop between those who lease land from the Trust to establish businesses. Continuous youth training is a critical component in the process. Ideally, a pool of talent will develop for both SHAR and for private businesses to find workers for agri-related activities

Food Processing: Adding Value

Food processing is a system of techniques and practices that are used to take raw agricultural ingredients and convert them into packaged food for the consumption by people or animals. The list below offers a variety of raw foods, raw products, and finished products that are common to the food processing industry. The key to understanding food processing as an industry is in the concept of "value added" – meaning, that raw foods have either been refined, had an addition of "ingredients," or processed or packaged to make the product(s) more attractive and valuable than raw food.

Food Processing Categories

Agricultural Category	Raw Products	Finished Products
Cereals	Wheat, Corn, Rice, Barley, etc.	Cereal, Beer, Bread, Cookies, Canned corn
Vegetables	Beans, Carrots, Cucumbers, Cabbage, Potatoes, etc.	Canned vegetables, raw vegetables, pickles
Dairy	Milk from cows, goats and other animals	Milk of numerous types, cheese, butter, ice cream, cream, yoghurt
Fruits	Apples, cherries, grapes, peaches, pineapples, berries, etc.	Canned and fresh fruit
Meats	Beef, pork, lamb, goat, rabbit and skeletal meat and by products removed from such animals such as sausages, liver, selected meat cuts, heart, etc.	Steaks, chops, roasts, sausages, etc
Fish	Tuna, haddock, lobster, shellfish, etc.	Fresh and frozen fish fillets, battered and breaded items
Poultry	Chicken, turkey, duck, eggs, pigeons, etc.	Fresh and frozen birds and products, parts and some further processed items
Fats	Vegetable oils, animal fats, various mixtures	
Sugars	Crystalline sugar, corn syrup, candies,	
Legumes and oil seeds	Dry beans, lentils, some nuts, soybeans	
Beverages	Coffee, tea, juices, carbonated beverages, beer, wines	
Miscellaneous	Spice, salt, MSG	

Source: Seideman, Steven C. (2006). Food Processing Guide. University of Arkansas Institute of Food Science & Engineering

Food processing generally requires packaging before it can be delivered to the wholesaler or customer. There are packaging companies in the target area, including two in Eastern Market. There are also two cold storage facilities nearby.

Products such as fish fillets, meats, and certain vegetables need to be kept at low temperatures to prevent spoilage. Partnerships should be formed with these industries to reduce transportation costs and strengthen local economies.

In addition to food and agricultural uses, there will be an opportunity for offshoot enterprises. Some examples include: wholesaling, equipment repair, packaging, import/export, and hydroponic supplies.

Alternative Business Models: Business and Social Cooperatives

The new businesses that will be developed in the RecoveryPark community may require a shift from a traditional to non-traditional business model thinking. Urban agriculture is a popular consideration for distressed urban areas.

A worker cooperative is a business organization owned and operated by its employees. Unlike conventional firms, ownership and decision-making powers of a cooperative should be vested in the worker-owners. In the RecoveryPark area, a worker cooperative will increase employment opportunities while building credibility and increasing productivity.

EVERGREEN COOPERATIVES

The Evergreen Cooperatives of Cleveland, Ohio has used a model of getting grant monies from foundations to start up companies in central Cleveland. The seed money is to be paid back and 10% of profits go into a fund to provide startup capital for future ventures within the larger cooperative association. Workers earn a living wage and build equity in the places they work. Currently, Evergreen operates a commercial laundry business and a solar panel and building weatherization business, and is developing a growers' cooperative that will be a 100% worker-owned, hydroponic, food production greenhouse located in the heart of Cleveland..

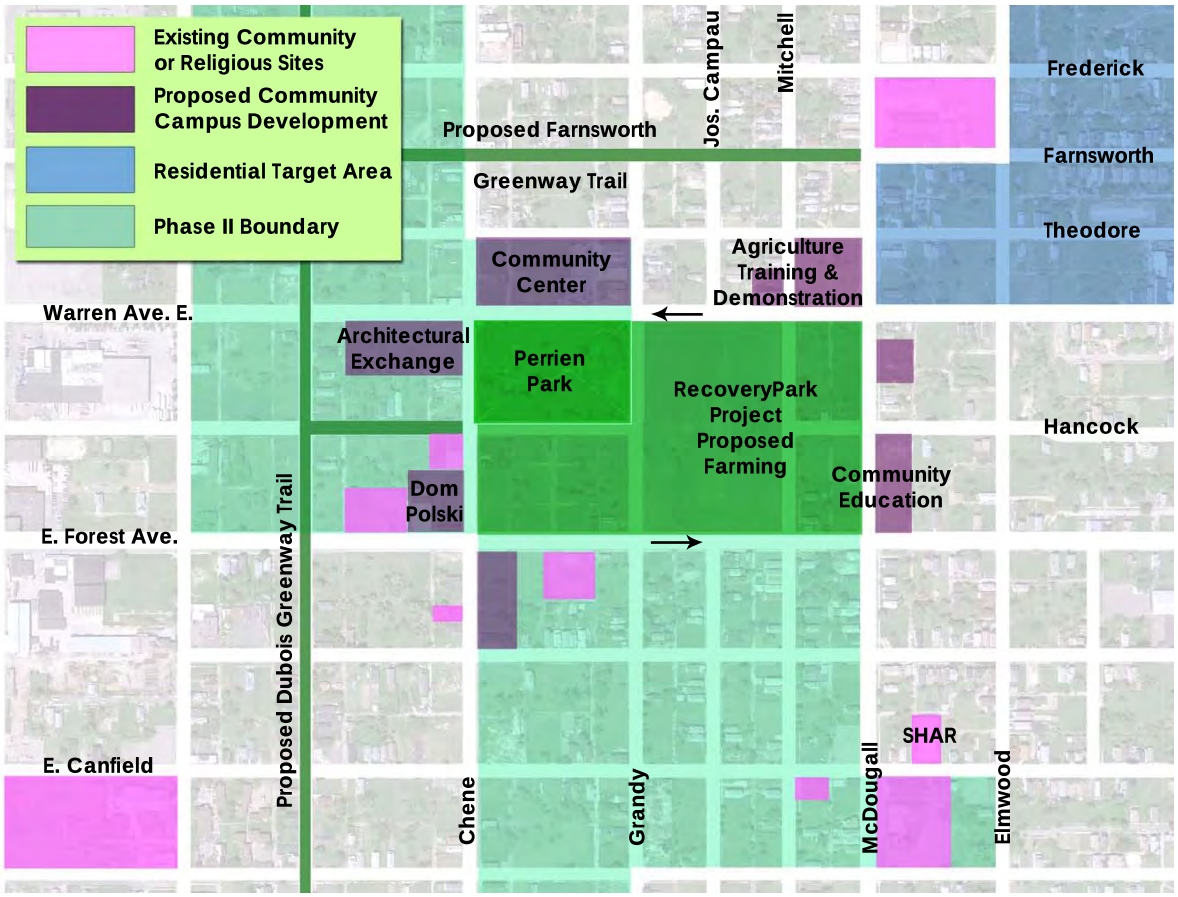
Individual growers may form farm cooperatives to encourage a coordinated distribution system for their production. Such cooperatives can be a platform for exchanging successful techniques and practices. Farm cooperatives can also suppot individuals in financing, legal, and accounting services. Farms in the RecoveryPark area could use this model to stabilize operations and pool the resources of smaller farm units.

COMMUNITY CAMPUS

Community service organizations, residents, and local business owners will enable the RecoveryPark neighborhood to flourish as a sustainable community. To become a cohesive unit, the RecoveryPark neighborhood needs a central hub of community activity to be the focus of further development. In keeping with SHAR's vision of RecoveryPark, the Community Campus will generate an ideology for change through urban agriculture as an economic engine – integrating economic opportunities with neighborhood repurposing.

This Community Campus will be built around Perrien Park and the adjacent Phase I farmland. Perrien Park provides a strategic location within the community – providing a site for recreation, public forum, and other community gatherings.[2] This site has been selected for several other important reasons:

- Proximity to the densest residential neighborhoods
- Proximity to the first phase of agricultural development
- Proximity to the existing SHAR facility
- Adequate vacant parcels and buildings for reuse
- Access to public transportation, and the;
- Central position to the entire community



2 Tye, Jim. Detroit Polonia - 100 Years - Early Historical Sites.

The core elements of the Community Campus include; a community center, an urban agriculture training and demonstration center, a community education center, and an architectural exchange building.

Community Center

The proposed Community Center will house all the community service agencies within the target area, as well as community organizations located outside the area that provide support to neighborhood.

The Community Center will be a social venue for area residents and visitors. This center will also house a library, meeting space, and an auditorium. The vision for the Community Center is to provide space for an agglomeration of non-profits to operate. Assembling community organizations in one facility creates an opportunity for programmatic and shared-service collaboration.

Similar centers exist within the region and have demonstrated success within their communities. YouthVille Detroit, created by the Detroit Youth Foundation, provides facilities to serve the youth such as a computer lab, gym, classrooms, and activity space. The top floor of the building houses non-profits that provide services for the youth.

The NEW Center, located in Ann Arbor, is a facility that provides affordable office space and shared office equipment for nonprofits. The McKinley Foundation and a diverse group of community members replaced a junkyard with a community center. The first twenty non-profit tenants of NEW Center found immediate benefits in the form of lowered overhead costs and opportunities for on-site cooperation with other nonprofits.

As we have indicated through the demographic study of the RecoveryPark community, children, seniors and female householders are important population segments within the target area. SHAR currently has a program that provides housing for women and children. The area includes various non-profits and a senior village that provides services to families and children; however, a stronger network should be established to provide the social support and services needed for the community.

THE FAIRHILL CENTER

The Fairhill Center in Cleveland, Ohio, is a community nonprofit center serving the elderly and work with children. The vision for the Fairhill Center came from a small group of organizations with complementary missions of providing direct and ancillary services to older adults and their caregivers. They determined that like-minded agencies "living" together in a professional community would encourage collaboration and make the best use of available resources. Every year, over 23,000 Greater Clevelanders come to the Fairhill multi-tenant campus for services such as the computer learning center, primary healthcare, home-delivered meals, employment assistance, art therapy, an intergenerational community school, temporary housing, programs for grandparents raising grandchildren, and the education and workshops offered by a school for caregivers.

Source: Fairhill Partners

The Community Center should be developed on the site directly north of Perrien Park. Currently, a multi-story Detroit Human Services building exists on the site. The remainder of the parcel is occupied by two-and-

a-half acres of vacant land. The Detroit Human Services building will no longer operate at this site, creating a prime location for the Community Center. This land is included within Phase II of SHAR's development plan. This site is in the vicinity of the densest residential areas and the proposed urban farming. Residents will have easy access to the community center, regardless of their mode of transportation. The area will have high visibility from the surrounding streets. The centrally located Community Center will provide an important connection between the residential areas and other community assets.

Urban Agriculture Training and Demonstration Center

Central to the long-term plan for RecoveryPark is a training component to provide SHAR's clients and community residents an opportunity to participate in urban agriculture training programs. Training programs will be offered on all levels – from workforce preparation and basic job skills to specialized training in agricultural science and technology. The facility will be located adjacent to SHAR's proposed Phase I farming site near Perrien Park, specifically, on the block at the northwest corner of Warren Avenue and McDougall Street. As a condition of adaptive reuse, the five-story vacant building at the corner of Warren Avenue and Mitchell Street should be utilized as an accessory to the facility. Both sites are located just outside of the Phase II boundary.

LEED® CERTIFICATION

The U.S. Green Building Council (USGBC) is a 501(c)3 non-profit organization committed to a prosperous and sustainable future for our nation through cost-efficient and energy-saving green buildings. Its mission is to transform the way buildings and communities are designed, built and operated, enabling an environmentally and socially responsible, healthy, and prosperous environment that improves the quality of life.

The Leadership in Energy and Environmental Design (LEED) program is an internationally recognized green building certification system, providing third-party verification that a building or community was designed and built using strategies aimed at improving performance across all the metrics that matter most: energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

2010 U.S. Green Building Council

The vacant building should be converted into a working indoor agricultural facility that is used for experimental techniques and cultivating new agricultural business ventures. This would include, but not be limited to, hydroponics and aquaculture. The facility will be open to students and the public as part of an exhibition of the RecoveryPark urban farming experience.

The newly constructed training facility should be designed and built to the LEED Platinum standards of the United States Green Building Council. The block bounded by Warren Avenue, McDougall, Theodore and Mitchell Streets provides 55,000 square feet of space. The new facility would offer training programs that teach residents the basic skills needed to work or operate businesses in the urban agriculture sector. Specifically, course offerings should include programs geared towards small business operations – from basic entrepreneurial skills to finance and management.

The Common Ground Center for environmental learning and leadership in New Haven, Connecticut is an example of a facility we envision for the community.[3] At the 20-acre site, a diverse community of children, young people, and adults cultivate habits of healthy living and sustainable environmental

3 http://commongroundct.org/

practice. In the last year more than 6,000 community members took part in field trips, after-school programs, summer ecology camp, and other community programs. One hundred and fifty high school students studied environmental justice, local history, Shakespeare, trigonometry and global issues at the charter high school. Over 5,000 pounds of organic produce is grown in their urban farm for consumption of the community's residents.

Community Education Center (pre K-12)

SHAR has frequently cited their intent to provide a learning environment that incorporates students at all grade levels. As many Detroit Public Schools are closing, the only operating public elementary school building in the neighborhood is under SHAR's stewardship. A vacant high school still remains within the boundary of the study area and presents an opportunity to educate and support the children of the surrounding community.

We propose the construction of a community school on one acre of vacant land at the northeast corner of McDougall Street and Forest Avenue. This location is near the two most concentrated residential areas in the community, and it would be developed near the Phase I farm and the proposed Urban Agriculture Training and Demonstration Center. This school would supplement the existing educational choices offered by the local religious institutions as well as those at Detroit Edison Academy[4] and the Detroit Academy of Arts and Sciences[5] charter schools.

Architectural Exchange Building

There exists a need to accommodate the deconstruction and storage of building materials for reuse within the community. A community architectural exchange will assist residents who wish to renovate their homes, and encourage the development of construction-related businesses. A community tool-sharing bank should be established to compliment the architectural exchange. A tool-sharing bank can vary in scope, from a small depot for resident-owned tools to an independent non-profit organization that can manage the purchase, lending, and repair of the tools. In Grand Rapids, Michigan, the Home Repair Services tool-sharing program has provided critical support to low-income residents for a quarter-century. Lending carpentry resources to people with an average income of $18,000 or less, the program helps its citizens achieve home ownership.[6] The tool bank could also include gardening tools to encourage more community gardens. The most appropriate site for this activity is the two acres of vacant land located along Warren Avenue to the west of Chene Street near Perrien Park. This location is easily visible and accessible to the community. Job skills training in the art of deconstruction will be incorporated through the training center – including lead paint and asbestos remediation and builder's license training.

ARCHITECTURAL SALVAGE WAREHOUSE

Located in Detroit, the Architectural Salvage Warehouse is a nonprofit whose mission is to deconstruct buildings in Southeast Michigan to keep environmental resources out of the waste stream, and to make decent, affordable housing materials available to low- and moderate-income families.

4 http://www.detroitedisonpsa.org/
5 http://daask112.com/
6 http://www.motherearthnews.com/

Building a New Perrien Park

Perrien Park is located in the center of the community campus the Capstone Team has proposed. Eighteen acres of proposed urban farmland exists within Perrien Park, along with five additional acres, located at the southeast corner of Warren Avenue and Chene Street, that are included in future park planning. Perrien Park was once a typical recreational park, with well- maintained playground equipment and a gazebo.

Over time, Perrien Park has fallen into disrepair. It should be an essential component of SHAR's short-term plan to restore Perrien Park to a condition that can function as the socially unifying town square. The Capstone Team proposes a series of meetings for the community to provide their input and discuss what amenities the park should contain. Recommendations could include a basketball court or tennis court, updated playgrounds and play structures for children, a new pavilion, as well as an updated gazebo. Due to the financial situation of municipal agencies, there should be a plan that delineates park maintenance. SHAR and other community partners should create a plan to designate responsibility for such efforts.

Dom Polski Hall *Source: www.detroit1701.org*

Other Assets and Potential Future Site Development

The plan for the development of Perrien Park includes a center for community activity to ensure additional sites and physical assets are dedicated to the purpose of future community-centered activity. Assets that fall within our sphere of interest include Dom Polski on Forest Avenue, west of Chene Street – a 15,000 square foot structure built in 1912 to function as the social center for the Polish community, and the adjacent lots fronting Chene Street. There is also a Baptist Church on Chene Street near Hancock Street and another church next to Dom Polski on Forest Avenue. This group of sites has a strong potential for future community development and should be planned for future use. St. Luke Baptist Church on Forest Avenue east of Chene Street is another religious community asset within our area. The entire block fronting the east side of Chene Street, from Forest Avenue to Garfield Street, should be acquired by a land trust, SHAR, or a group of community organizations, and maintained for future community-centered development.

Why (Re)Build?

In a neighborhood that has lost so much of its structural, social, and economic infrastructure over the years, some capital investments will be needed in order to accomplish the goals set forth by SHAR and envisioned by this report. The plan the Capstone Team has proposed establishes key anchors the community can build upon. These are long-term plans that can be successful if SHAR and the City of Detroit are to rebuild the RecoveryPark neighborhood into a model community for the future.

STRENGTHEN

STRENGTHENING THE RECOVERYPARK NEIGHBORHOOD

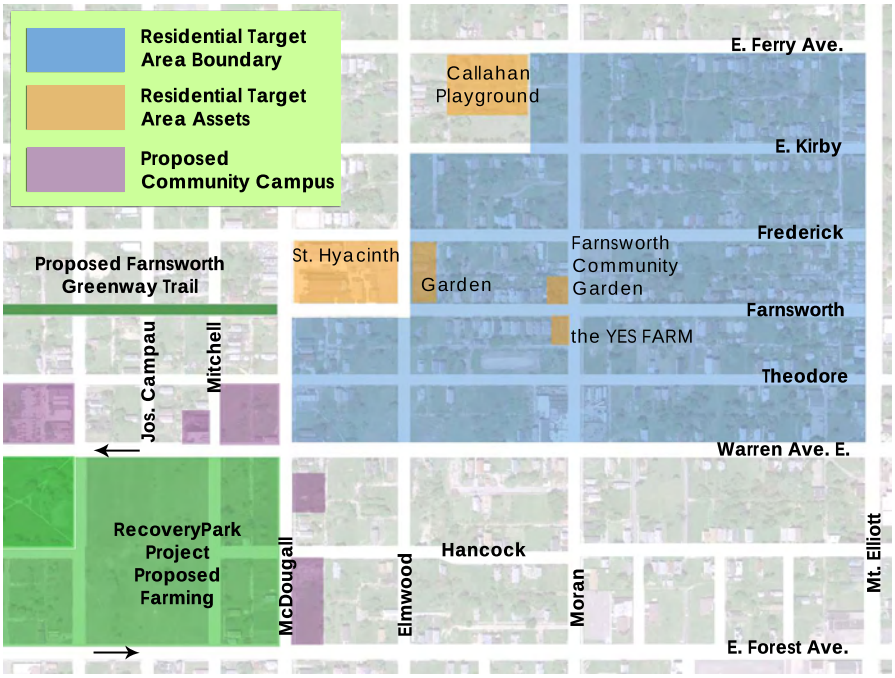
Enhancing the built environment of the RecoveryPark neighborhood is only one element in the overall proposal. Strengthening community assets is an essential strategy to further enhance what is already present. Current assets within the community include pockets of residential areas, positive social gathering places, and green space with the potential to be repurposed. Each of these elements can be combined to create a strong and united community.

Residential Target Area

As described previously, the contiguous area of residential structures in the RecoveryPark neighborhood takes on an amoeba-like shape. While the Residential Amoeba depicts the relative strength of existing residences, one particularly strong area within the Residential Amoeba, has been designated the Residential Target Area (RTA).

This plan proposes the RTA become the focal area for residential strengthening activities. Future residential development should be encouraged to locate in the RTA, and the RTA itself should become the focus of any residential incentive programs. The RTA is a starting point to strengthen the residential community in the neighborhood.

Over time, as the RTA strengthens, it is possible that residents outside of this area will choose to move to the stronger, safer neighborhoods within the RTA. As a center of community activity, adjacent areas within the amoeba should become the focus of future residential strengthening activities. However, it should be clearly stated that residents would not be required to move from their homes. Forced (or coerced) relocation of residents is unacceptable under any circumstances, and is not the stated intent of the RecoveryPark project. It is strongly encouraged, that when planning for areas of zero to low density, the residents choosing to remain be respected.



Strategies to Strengthen the Residential Target Area

Strengthening the existing housing stock of the RTA is a priority objective, which can be accomplished through a number of approaches. These strategies are detailed below in order of priority and suggested implementation:

Effective Code Enforcement

Rigorous code enforcement of all businesses, residences, and vacant land should be implemented in the entire neighborhood - this strategy is especially important in the RTA. The behavior of residents and visitors is affected by negative visual cues in the surrounding environment, such as blighted buildings, overgrown grass or trees, litter, and large piles of refuse.

The City of Detroit does not have the resources to provide additional code enforcement patrols in the area. It is instead recommended that community members be encouraged to enforce the codes themselves. The RecoveryPark project should assemble a simplified list of relevant city codes, to be provided to residents and business owners, and posted at the new Community Center. Since the Community Center is not yet built, residents and community groups are strongly encouraged to place a code enforcement document in current community gathering areas, such as churches and other existing service centers. This document

YOUNGSTOWN, OHIO

"Since adopting the Youngstown 2010 plan five years ago, the city has offered four relocation opportunities to residents in neighborhoods where, based on the city's data and planning, continued investment doesn't fit. All four declined, and the city respected that. Services haven't been cut; these residents still have trash removal, water and electricity."

-Terry Parris Jr.

Source: Model D

should also include contact information (phone numbers, address, website) for the City of Detroit Buildings & Safety Engineering Department (BSED), the Neighborhood City Hall, and other relevant departments.

Residents should be encouraged to contact BSED, as well as a designated organization within the community, with reports of violations. The designated organization would then be able to track the location and progress of code violations, allowing the city to more effectively enforce the codes rather than relying on self-policing by the community.

As a strategy to combat overgrown landscaping, a grass-cutting program implemented in the RecoveryPark neighborhood could employ local residents to maintain existing lots. The program should be extended into the winter months, providing snow shoveling and sidewalk salting.

Home Repair Assistance Programs

Home repair assistance can help those residents with few available resources to accomplish repairs such as those required by more vigorous code enforcement efforts.

Coordination with code enforcement efforts will allow a designated community organization, preferably the same organization that is tracking code violations, to identify and track properties in poor condition, with an emphasis on those that are currently occupied. It can then be determined if the owner qualifies for help with home-improvements to resolve code violations, such as painting, structural repairs, etc. The community tool bank would also play a beneficial role because home owners and renters would not have to purchase their own tools and could turn them in once finished with improvements.

Due to the high proportion of renter-occupied housing units in the community, initiatives must consider the improvement of both owner-occupied and renter-occupied structures. This may involve initial contacts and invitations to meetings with the landlords of the renter-occupied dwellings. The intended result of such incentives and meetings would be to reduce the effects of strategic gaming, which occurs when an owner of a property does nothing to improve their own structure because they are not confident other owners will enhance their structures.

Weatherization and energy efficiency upgrades to homes in the RTA should also be considered a high priority. Weatherization can include repairing windows, roofs, doors, walls and other features of a home prone to energy loss. Insulation, heating, cooling, and lighting are additional areas where weatherization would be effective. Energy and cost savings would provide a great benefit to target area residents. Home repair assistance programs would aid in the weatherization process, showing residents how to protect their homes and lower energy costs.

Targeted Infrastructure Improvements

By designating the RTA as a target area for residential use, allocation of public resources can be more spatially focused. By concentrating on a smaller area, the same amount of resources can be more effective. Public lighting, road repairs, utilities, water, sewer, and other public infrastructure improvements should be targeted to the denser residential areas of the community.

Residential Development

Residential development proposals should be encouraged within the RTA. Tax abatements and tax credits could encourage developers to build or rehabilitate the targeted area. Rehabilitation efforts should also be encouraged in the RTA.

Strengthening through Safety

A safe, comfortable home and neighborhood is vital for current residents, and essential for the promotion of the RTA to future residents and potential investors. The current problems faced by city government virtually ensure that greater policing of the area by authorities is out of the question at this time. However, research has shown that crime prevention through environmental design can serve to reduce both "the incidence and fear of crime"[1].

Safety in Numbers

One of the best deterrents to crime is the presence of other people - the Residential Target Area was selected in part for this reason. The area has the highest density of population in the neighborhood, and therefore contains the best possible environment for natural surveillance by residents. As a feeling of neighborhood unity develops, residents will be more likely to take action in the event of criminal activities against themselves and other residents. In public spaces, benches and other seating should be provided to encourage greater use of the areas.

Safety through Environmental Design

Lighting: The RTA should serve as a high-priority target area for public lighting improvement. Residents should also take it upon themselves to ensure their homes and neighborhoods are well-lit. Solar-powered lighting, or lights with dusk-dawn sensors (both of which entail minimal operating cost), should be installed on and around homes. Installed lighting should illuminate front and rear entrances, sides of homes, and sidewalks.

1 Crime Prevention Through Environmental Design, 2000

Fencing: Knee-high fencing around front yards can serve as a psychological reinforcement of territory, deterring crime without creating a barrier between personal property and public spaces. Backyard fencing should be no greater than five feet tall to allow for better neighborhood surveillance.

Landscaping: Discouraging places for criminals to conceal themselves is a priority. Landscaping should be neat and well-maintained, branches of trees should be pruned to at least seven feet off the ground, and shrubs should be trimmed to no more than three feet high.[2] To ensure that public gathering spaces are visible from residential areas, small hedges or other plantings around the perimeter of a property provide territorial reinforcement effects similar to fencing.

Commercial Safety: The same strategies to strengthen residential areas through safety should be utilized in the commercial areas. Commercial security solutions include access control, surveillance, environmental monitoring, and intrusion detection. Commercial property owners should be encouraged to cooperate in this effort, as it provides both public and private benefits.

Urban Agriculture and Food Processing Security

As agriculture and food processing businesses develop in the RecoveryPark community, safety and security of crops and facilities will be a concern. Many of the strategies for securing the residential area also apply to agricultural and food production sites. Solar lighting should be installed to ensure these areas are well-lit. Fencing should be placed around the perimeters to establish a psychological boundary. Equipment and tools used in agricultural production must be secured. The limited number of entrances should be well-lit and kept under visual surveillance.

Integrating Community Assets

There are a variety of methods to deal with the considerable number of vacant structures.

Artistic Solutions

Artists have come from all around the world to purchase affordable homes in Detroit and turn them into either art projects or artistically styled homes. The Heidelberg Project, an outdoor art exhibit, is located near the RecoveryPark neighborhood. In 1986 Tyree Guyton began a project that has since become the repurposing of nearly two city blocks surrounding Heidelberg Street and Mt. Elliott.[3] Turning houses into expressions of art with reclaimed materials, Tyree has created a visual attraction by giving life to abandoned structures.

2 Crime Prevention Through Environmental Design: General Guidelines for Designing Safer Communities. City of Virginia Beach. January 20, 2000

3 http://www.heidelberg.org/history.html

Husband and wife Gina Reichert & Mitch Cope of Design 99 have spearheaded "The Power House Project". Their information statement about the project reads, "Neighborhood stabilization and revitalization through the arts and creative enterprises."[4] They have begun the process of rehabilitating Detroit homes in extremely poor condition, including turning one structure into an off-the-electrical-grid home, producing its own energy. Several other homes have also received artistic upgrades. The holistic approach endorsed by Mitch and Regina is building a community that instills curiosity and encourages community self-reliance.

The YES Farm[5], located in the target area at Moran Street and Farnsworth Street (within the RTA), is a community arts organization that is heavily active within the community. Partnering with any of the aforementioned artist groups would help extend their efforts to areas within the community, and, perhaps encourage other groups to participate in RecoveryPark's efforts.

Land Banks and Community Land Trusts

There are three existing land banks with jurisdiction in the RecoveryPark area. A Detroit Land Bank Authority was created by City Council in 2008, but has yet to announce a single property available for purchase. The Wayne County Land Bank Corporation, established in 2006, only recently developed a website for the purpose of providing information about available properties. The stated purpose of the Wayne County Land Bank Corporation is "to manage abandoned, underutilized, or blighted property in order to return these properties into productive use."[6] The State of Michigan Land Bank provides two programs which may align with the recommendations set forth in this community plan: the Adjacent Lot Disposition Program, and the Garden for Growth Program.

Existing land bank authorities with jurisdiction over RecoveryPark provide largely unsatisfactory means through which the community may be re-imagined. Therefore, it is recommended that a community land trust be established in the RecoveryPark neighborhood. The community land trust should be operated in collaboration with citywide or regional government entities to ensure a more timely process for land acquisition. Organizational structure of the land trust would comprise residents of the community, the RecoveryPark project, and other community organizations.

SOUTHSIDE COMMUNITY LAND TRUST

Created in 1981, SCLT serves over 8,500 residents per year. The SCLT provides education on growing and farming crops for youths. The mission of the SCLT is to "provide access to land, education and other resources so people in Greater Providence can grow food in environmentally sustainable ways and create community food systems where locally produced, affordable, and healthy food is available to all."

Source: http://www.southsideclt.org

THE NEIGHBORHOOD GARDENS

"The Neighborhood Gardens Association / A Philadelphia Land Trust (NGA) is a nonprofit corporation whose mission is the continuity and long-term preservation of community-managed gardens and green spaces in Philadelphia neighborhoods."

Source: http://www.ngalandtrust.org

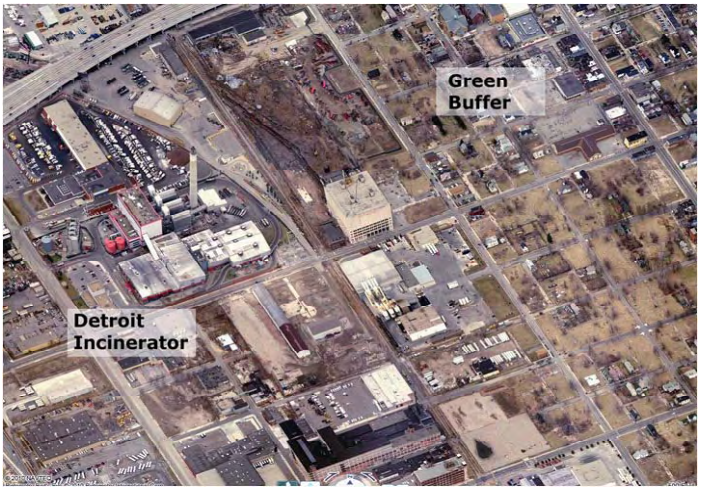
4 Power House Productions
5 http://theyesfarm.blogspot.com/
6 Wayne County Land Bank. http://www.waynecounty.com/landbank

Eco-Buffers and Urban Forestry

The strategic planting of trees and other flora play an integral role in the process of achieving a sustainable environment. Utilizing trees is a cost-effective, environmentally supportive, and aesthetically pleasing means to create a buffer. If the RecoveryPark neighborhood is to become an agri-based community with an intrinsic identity, dense tree buffers should be implemented to shield the area from environmentally hazardous and unsightly uses. The Greater Detroit Resource Recovery Facility (commonly known as the Incinerator) is located in the northwest corner of the target area. The existing wind patterns spread unpleasant odors and harmful airborne pollutants to residential areas east of the incinerator. A dense tree buffer would be a sensible solution to protect the community, wildlife, and natural systems from unwanted pollutants. Below are before and after illustrations of what the area would look like with eco-buffers protecting areas around the incinerator.

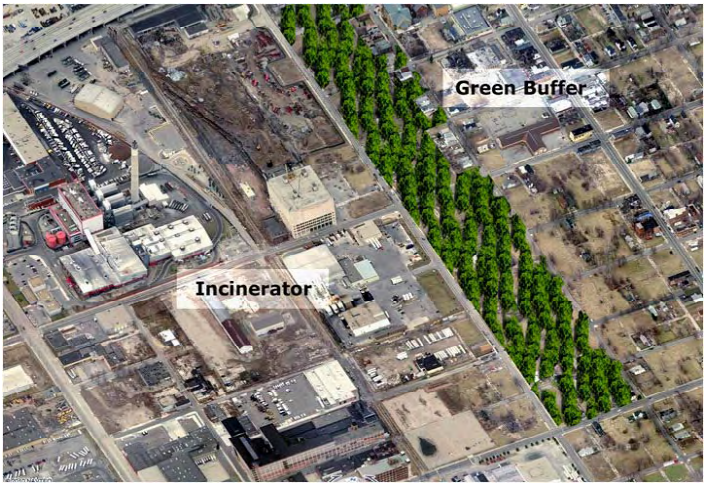
Along with eco-buffers, urban forestry should be addressed to enhance health and economic concerns within the target area. Reducing carbon emissions and increasing property values are two of the benefits urban forestry brings to a community.[7] The recommended location of the urban forest should be located along St. Aubin Street south of the eco-buffer. The Michigan Department of Natural Resources (MDNR) provides an urban forestry grant for areas interested. The MDNR also offers a list of consultants to aid in incorporating urban forestry within the target area. Utilizing resources within the community such as Greening of Detroit to aid in the urban forestry process is recommended.

EXISTING



Source: WSU Capstone Team 2010

PROPOSED



Source: WSU Capstone Team 2010

7 http://www.state.sc.us/forest/urbben.htm

Daylighting and Watershed Management

Daylighting bloody run creek would add a natural water feature to urban agriculture, providing a natural habitat for wildlife in the urban environment. Daylighting is a process of unearthing and restoring a watercourse, returning it to a more natural state. The team has identified the daylighting of Bloody Run Creek as an ideal component of the neighborhood plan. Bloody Run Creek was originally culverted in 1875, and by 1915, the stream was buried into a sewer, leaving only a small portion within Elmwood Cemetery visible.

Bloody Run Creek in Elmwood Cemetery
Source: WSU Capstone Team 2010

Daylighting of streams can be part of an overall process of stormwater management and watershed restoration. This involves the reintegration of storm sewers and drainage into a naturalized drainage system.

The choice to daylight a portion of a stormwater sewer also involves modifying the drainage patterns in an area adjacent to that stream. The RecoveryPark project goal of bringing nature back to the city and healing the natural landscape through greening can be partially achieved through this process.

The course would run between Chene and Grandy to the Frederick Douglass Academy, where a large open space exists ideal for a retention pond at the terminus of two northern tributaries of Bloody Run Creek. One could branch to the west along Alexandrine and the other north, adjacent to Dubois. Delineating a boundary of a watershed of several thousand feet on both sides of the tributaries could establish a higher water table and a water resource for a new stream. This would integrate a watershed within the Phase II portion of RecoveryPark, consisting mostly of urban agriculture and parklands - uses that are highly compatible with a naturalized watershed and daylighted streams.

Historic Course of Bloody Run Creek
Source: WSU Capstone Team 2010

STREAM RESTORATION

An example of a successful stream restoration project occurred in Seattle, Washington. "The day-lighting project has reconnected cool spring-fed creek waters with the shoreline, increasing habitat benefits for all types of local wildlife including the migrating endangered juvenile Chinook salmon and other salmon species. It has also involved 300 or more volunteers in watershed restoration and creek construction, thereby increasing opportunities for inner-city environmental stewardship, education and awareness. The intent of the project is also to inform, inspire and encourage others to act and restore ecosystems in their neighborhoods."

Source: http://www.cityofseattle.net/parks/maintenance/MadronaCreek.htm

Urban Prairies

As nature reclaims the land, indigenous plants have begun to grow and some wildlife has returned. With the natural systems in place, today's sparsely settled landscape is ripe for repurposing. The vision of the RecoveryPark project is to reclaim vacant land through agricultural initiatives. It is a priority to connect the surrounding community with the RecoveryPark project and, ultimately, create an environment that embraces sustainability and innovation. The following are examples of land use techniques that can strengthen the community.

Urban Prairie in Detroit Source: Detroit Free Press

Planning for the entire study area would be insurmountable considering the vast amount of vacant land; not all of the land will be acquired by a land trust. Given the amount of open space outside of the RTA, we must be prepared to embrace a return to nature. The western fringe and southern regions of the target area are ideal locations for this to occur based on the Capstone Team's analysis of current land use.

Summary

The community should work to accomplish residential improvements, upgrade safety features, build on community gathering places, and enhance vacant space. The proposals cannot be accomplished without strong community planning. Combining efforts to strengthen current assets in the area leads to the connection of economic, social and environmental targets.

CONNECT

CONNECTING THE RECOVERYPARK NEIGHBORHOOD

The plan identifies connectivity as a key component of street-level design to compliment the core recommendations to build and strengthen the RecoveryPark community. The plan delineates the key components of connectivity that will help grow social networks and generate economic stability. The plan reshapes the built and natural environments to form a connected entity, creating a healthier place to live, work, and interact. Connection can be achieved through pedestrian paths, streets, and architectural and landscaping features that create spatial and visual continuity.

Connecting to Economic Opportunities

A number of major transportation arteries help connect residents with the resources not found within their own community. These roads provide linkages to commercial goods, employment opportunities, services, and recreational activities.

Mack Avenue provides access to medical services at the Detroit Medical Center. Warren Avenue connects residents with Wayne State University. Gratiot Avenue is the area's key connector to downtown. I-94 and I-75 can connect the goods produced in the RecoveryPark community to markets beyond the boundaries of the study area. For residents with vehicles, nearby freeways provide access to communities with employment opportunities, such as Dearborn, Southfield, Warren, and Troy. Linkage to opportunities outside of the area is a crucial element to increasing the quality of life within the community.

Connecting with Eastern Market and the regional food system

Eastern Market, an established food center, is located adjacent to the southwest corner of the target area, and can be a key asset to the RecoveryPark project and its food production business. Producers, wholesalers, and a variety of restaurant equipment stores are located in close proximity to the market. Eastern Market Corporation (EMC), the non-profit entity charged with managing Eastern Market) can serve as a catalyst to incorporate the RecoveryPark community's products into the Detroit-area food system. Doing this effectively is best promoted by establishing a strong relationship with EMC.

It is estimated that over 40,000 visitors travel to Eastern Market on a typical Saturday to purchase fresh produce from the market's farmers and retailers. Throughout the workweek, the market is open from midnight until 7:00 a.m., for wholesalers to sell their products to large commercial entities, grocery stores, and restaurants for use or resale throughout the region.

EMC participates in a variety of projects that create awareness of the benefits of eating fresh, local food, and facilitate Detroit residents' access to these products. One example is the "Fresh Food Share" program, which allows residents of the Near East Side to purchase a box of fresh food each month at an affordable rate. This program is administered through the Green Ribbon Collaborative, which includes EMC, Greening of Detroit, Gleaners Food Bank and the Fair Food Network. If appropriate based on the food produced within the target area, RecoveryPark should become a member of this collaborative.

Food processing

The development of new food processing facilities should be concentrated near Wilkins Street, between Gratiot Avenue and St. Aubin Street. Wilkins Street provides a direct connection between the neighborhood and Eastern Market.

In addition to developing a community food- processing center, there are five potential partners already established in the Eastern Market District. Each enterprise is well entrenched in the food processing industry: Germack Pistachio Company, Wolverine Packing Company, McInerney Miller Brothers Poultry, T. Wrigley and the Berry/Sons Islamic Slaughter.

Existing Food Processors

Name of processor	Annual Revenue	Number of employees
Germack Pistachio Company	$1 to 2.5 million	20 to 49
Wolverine Packing Company	$5 to 10 million	1 to 4
McInerney Miller Brothers Poultry	$50 to 100 million	250 to 499
T. Wrigley	$50 to 100 million	250 to 499
Berry/Sons Islamic Slaughter	$2.5 to 5 million	5 to 9

Source: Manta Media, Inc.

Street Connectivity

The current grid network of streets in the area strongly encourages motorized transportation. With a lack of sufficient pedestrian paths, the streets create physical barriers that isolate residents and harm social interactions. The plan aims to transform the current street pattern into a more diverse network where the grid can serve as a foundation for multiple layers of interweaving elements.

Gratiot Avenue has the potential to be a strong link for commercial activity between Eastern Market and the Recovery Park community. Gratiot Avenue is one of the main points of entry into Eastern Market. According to Eastern Market's traffic study , the main vehicular entrances to the market from Gratiot Avenue are St. Aubin Street and Adelaide Street. Erecting signage would help direct visitors to these areas as well as to RecoveryPark.

While Gratiot Avenue is ideal for vehicular traffic, Wilkins Street provides opportunity for increased non-motorized traffic. Wilkins Street runs through the center of the Eastern Market District and connects to the southwestern corner of the RecoveryPark neighborhood. The Chene DDOT bus line makes a stop at the intersection of Chene Street and Wilkins Street, providing a connection northward to the RecoveryPark community. Wilkins Street continues past the Dequindre Cut, through Eastern Market, and crosses I-75. Wilkins Street connects to the site proposed for food processing at the southern edge of SHAR's planned Phase II activity area, and can serve as the main artery to connect goods produced in the RecoveryPark community to Eastern Market.

Detroit's Midtown is also an important connection for the RecoveryPark neighborhood. Midtown is home to WSU, DMC, the main branch of the Detroit Public Library, and several museums. Mack and Warren Avenues are major connectors to Midtown; Canfield Street serves as the local connector. A safer neighborhood can attract university students and create a stronger link to higher-education opportunities, healthcare, and employment for neighborhood residents.

The planned closing of the last public school within the community will direct local elementary school-age children to Spain Elementary School or the Golightly Education Center. The resident population will be forced to cross an Interstate Highway to attend schools outside the RecoveryPark community. Warren Avenue and Ferry Street will likely become major connectors for these students.

Complete Streets

The National Complete Streets Coalition defines complete streets as those "designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street." The complete street approach is not a "cookie-cutter" approach; the policy is applied differently in rural, suburban, and urban settings. A variety of safety enhancing methods, including intersection design, street trees, lane designation, and signage are included in the implementation of a complete streets program.

When planning for how and where people travel, it is imperative to correctly analyze the streetscape so that the plan creates a place where everyone can move about safely. The RecoveryPark community and the surrounding areas need to provide the safest route for all travelers to and from each destination.

Although all streets can become complete streets, integrating the approach into an existing street network can be difficult. When prioritizing the implementation of complete streets, it is necessary to identify the streets that encounter the most diverse types of traffic on a given day. Within the community, complete streets are proposed on several streets of various character, including Mack, Gratiot, and Warren Avenues, and Chene, Ferry, Farnsworth, and Wilkins Streets. Of these, Ferry and Wilkins Streets do not carry public transportation routes, but are still important linkages to destinations outside the target area.

Types of Complete Street Applications

Residential Street

Source: www.completestreets.org

Crosswalk

Source: www.completestreets.org

Small Town Main Street

Source: www.completestreets.org

Public Transportation

Source: www.completestreets.org

Enhancing the Main Arteries

The most traveled arterial streets serving the target area are Mack and Gratiot Avenues. To create complete streets along these thoroughfares, additional crosswalks would be installed for pedestrians and bicyclists to cross safely. The National Complete Streets Coalition describes the method of eliminating motor vehicle lanes and designating lanes for bicycle traffic only as a "street diet." Bicycle lanes along Gratiot Avenue will allow non-motorized access to downtown. Ferry Street and Warren Avenue would also gain dedicated bicycle lanes to ease access to WSU and DMC.

Safety and Security through Complete Streets

A safe route to school is essential, and complete streets would provide greater safety for children walking through the neighborhood. The major streets crossing over I-75 include Ferry Street, located in the northern portion of the target area, and Warren Avenue located in the central portion. Sidewalks currently exist along Warren Avenue, but proper signage needs to be in place to alert motorists that children will be crossing this area.

The elderly and physically challenged populations are also important demographics to consider as part of the planning process for complete streets. Pedestrian rest areas are needed and should include benches and railings near transit stops. For pedestrians with sight impairments, cross lights and signals should provide visual and audio cues.

Source: Urban Richmond Blog

Non-Motorized Transportation Routes

The needs of pedestrians and cyclists must be considered in the complete streets model. For areas that do not have pedestrian and bicycle-only routes, separated bicycle lanes are a safe alternative to painted-on lanes. Separated bicycle lanes can be designed to allow for parallel parking of cars next to a concrete or vegetative buffer. The buffer creates a clear separation between automobile and bicycle, protecting cyclists and pedestrians from motorized traffic. Mack and Gratiot Avenues are ideal locations for separated bike lanes because they are relatively high traffic areas.

Greenways

In the RecoveryPark neighborhood, the availability of vacant land creates the opportunity for a network between open spaces, natural areas, and arterial transportation corridors to enable safe, non-motorized movement along green corridors.

The Dequindre Cut Greenway is a 1.35-mile "urban recreational path," that offers a non-motorized link between the Riverfront, Eastern Market, and the residential areas in between. Formerly a Grand Trunk Railroad line, the Dequindre Cut features a twenty-foot-wide paved pathway, including separate lanes for pedestrian and bicycle traffic, and runs parallel to St. Aubin Street from the Riverwalk to Gratiot Avenue.

Local development partners, including the EMC, have identified the extension of the Dequindre Cut Greenway as an opportunity to link the University Cultural Center Area, the Midtown Loop, and a number of residential neighborhoods.

There are plans to extend the pathway north from Gratiot Avenue to Mack Avenue, but it is unclear whether there will be access to a northbound route. However, this creates an opportunity to divert the Dequindre Cut eastward using Wilkins Street or Gratiot Avenue as a connector to a north-south route appropriate for greenway re-purposing. Farnsworth Street can be converted into a pedestrian path that runs adjacent to St. Hyacinth rector, linking the residential area with the community center.

DuBois Street is a possible route that can connect the Dequindre Cut from the newly enhanced complete streets of Wilkins Street, Gratiot Avenue, or Mack Avenue north to eventually connect Midtown and the Cultural District. DuBois Street, which now carried little traffic, should be closed and converted to a greenway for bicyclists and pedestrians. Establishing a green artery in the target area, with multiple east and west access points, will facilitate movement of residents and visitors through the neighborhood.

As residential patterns evolve and traffic patterns shift, additional streets can be converted for non-motorized use. The addition of open area pockets within the pedestrian linkages can create a rich street experience and improve the walkability of the neighborhood.

IMPLEMENTATION

SHORT TERM TARGETS OF OPPORTUNITY

Short Term Targets of Opportunity

The strategies of Build, Strengthen, and Connect have been developed for a long-term plan. The success of the RecoveryPark project will depend upon early completion of small, but visible projects. The Capstone Team has included recommendations of subsequent steps for the RecoveryPark project. This plan is intended to be a living document. Each of the three strategies has low-cost, short-term opportunities that are relatively easy to implement, likely to be viewed positively by the community, and could serve as a catalyst toward future investments. They include:

Build: Community Tool Bank

A community tool bank should be established to facilitate landscaping, home improvement, small scale farming, and deconstruction. As SHAR begins to develop urban agriculture and supportive facilities, there should be significant investment into complimentary tools and resources. These tools can be used to strengthen and beautify the neighborhood. Instructions should also be given to the residents on how to properly use the tools.

Strengthen: Start with Safety

A visible increase in safety is crucial to keeping the current residents and business owners to remain in the target area. Increasing safety efforts will also protect the assets and investments created by the urban agriculture initiatives of RecoveryPark. The plan suggests a variety of cost-effective, low-maintenance options to improve safety.

SHAR and its clients can work with residents and businesses to increase vigilance within the community by promoting awareness of city codes. Establishing a list of important city codes will increase the number of residents actively working to protect the community through efforts such as increased lighting and properly maintained landscaping. Such safety precautions should be a main focus in the RTA.

Connect: With People and Organizations

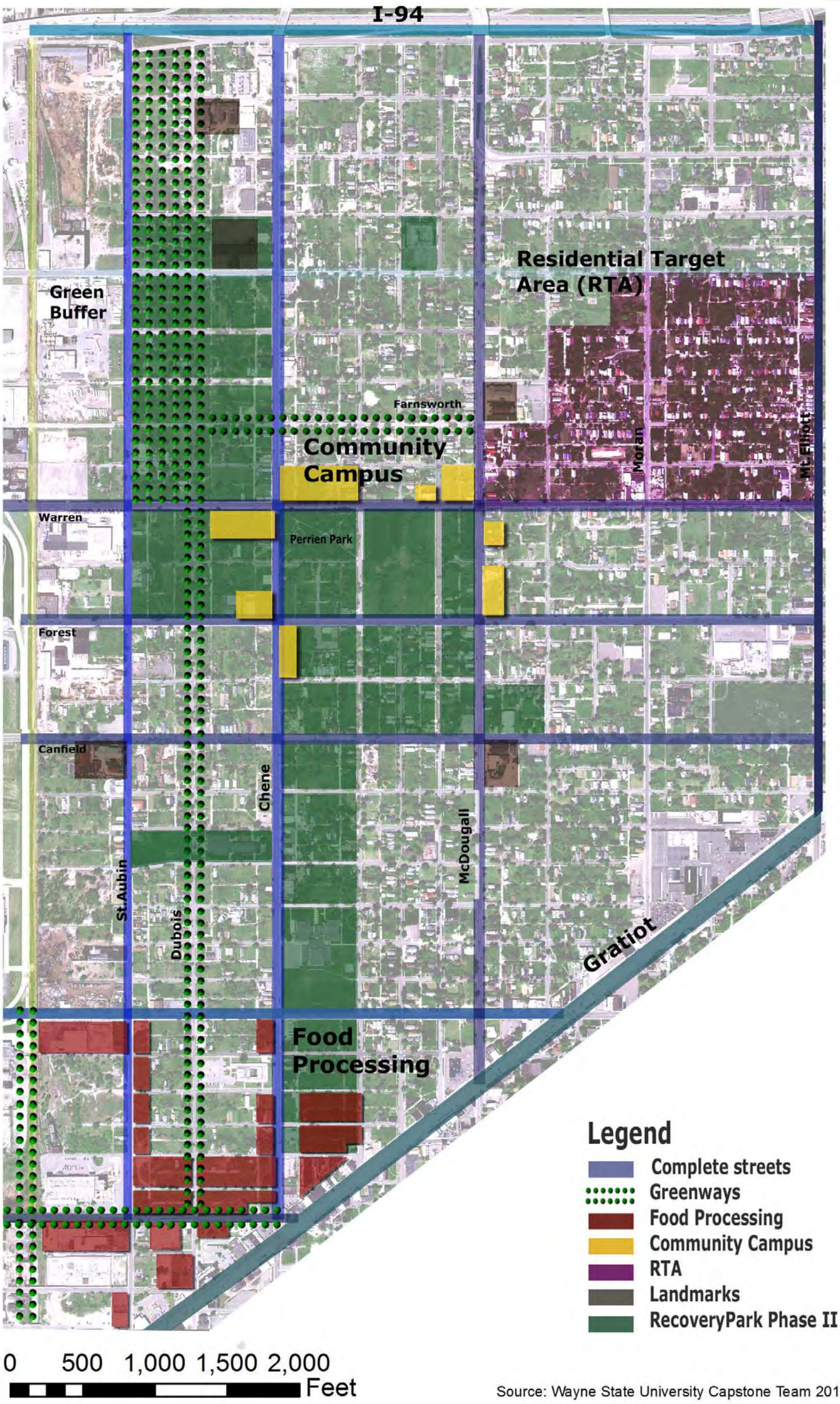
SHAR should continue to strengthen collaborations with key individuals and organizations to contribute to the success of RecoveryPark. In addition to the Leadership Taskforce Team, a smaller working group may be helpful in building and strengthening key relationships. The Eastern Market Corporation and other businesses located in Eastern Market should be a primary vehicle for connectivity.

Goals for collaboration between SHAR and Eastern Market

- Establish a strong commercial link with Eastern Market and "The Green Ribbon Collaborative" in order to facilitate connections to the local and regional food systems.
- Locate food processing in restored, former industrial structures (e.g., Hoban Foods and Thorn Apple Valley plants).
- Increase signage to create awareness of Eastern Market, the Dequindre Cut, the Gratiot Corridor, and the Recovery Park community.
- Develop Wilkins Street to become the main artery, connecting produce and people to Eastern Market to serve as a main greenway connector to nearby neighborhoods.

Urban farming is a relatively new and popular solution to combat depopulation in post-industrial cities. Detroit is presented with an opportunity to show the world how urban agriculture can be used to replace vacated open space. The RecoveryPark community's land and location are suitable for this type of repurposing. This plan aims to guide SHAR's success in becoming the first model that enables agriculture, green business, and residents to coexist and thrive in an urban environment.

The Community Plan



Source: Wayne State University Capstone Team 2010. July, 2010.

APPENDIX A

LOCAL EMPLOYMENT DYNAMICS DATABASE

The Local Employment Dynamics dataset[1] is created through a partnership between the U.S. Census Bureau and state labor market information agencies. 47 state labor market information agencies (three states do not participate in the voluntary program) collect data on employers through unemployment insurance filings, which are then delivered to the Census Bureau where all data are combined with a multitude of federal data sources. Unemployment insurance filings are reported at the headquarter level of employers, regardless of individual establishment location. Employees are therefore recorded as working at the location of firm headquarters, even though multiple branches may exist elsewhere. Employees of these "multi-unit" businesses are assigned to "unit" (place of work) locations using a complex multiple imputation methodology, but the methodology is far from perfect. Therefore, on occasion, it will appear as though employees living in a particular location are employed at locations quite far from home.

1 U.S. Census Bureau, LEHD Program. The LEHD Infrastructure Files and the Creation of the Quarterly Workforce Indicators. December 5, 2005

APPENDIX B

WINDSHIELD SURVEY METHODOLOGY

Target area: St. Aubin Street to the west, I-94 to the north, Mt Elliott Street to the east, and Gratiot Avenue to the south.

Survey subject: structures which may contain businesses (including for-profit businesses, non-profit organizations, public agencies, and religious organizations)

Survey tools: car, GPS, camera, parcel maps with address numbers, list of possible businesses.
Process of the windshield survey:

1. Team members drove all streets within the target area, as well as the perimeter streets. Photographs were taken of every apparent business, as well as structures possibly used for business activity. Photographs were expected to record address numbers whenever possible. In cases where address numbers were unclear or absent, surveyors estimated address number using the parcel maps provided.
2. Each business detected in the first round of the survey was recorded in an Excel spreadsheet by name and address. This list was then compared with the list of possible businesses provided by Data Driven Detroit[1]. This comparison allowed the team to generate a list of businesses for a second round of surveying.
3. The team conducted a second survey of the target area, again taking photographs of each business.
4. Results of the first and second windshield surveys were assembled into a final Excel spreadsheet containing 378 records, and ten fields of data, including:
   - Business Order Number – an identification number assigned to each business, corresponding to the order of photographs displayed in an online album stored at: http://picasaweb.google.com/yuchenwsu.
   - Address Number
   - Street Name
   - Business Name
   - Occupancy Status – "occupied," "unoccupied," or "uncertain."
   - Condition of Structures – "good," "fair," "poor," or should "demolish."[2]
   - Institutional Type – "for-profit," "non-profit," "public agency," or "church."
   - Industry Type – for-profit business by SIC[3] industry type.
   - DUNSNUMBER – unique business identification number used by NETS.
   - Notes – indication of nonexistent businesses, residential businesses, and assorted miscellaneous information. Nonexistent indicates businesses from the possible business list (NETS) that were not found by surveyors.
5. Residential businesses were removed from the dataset due to the difficulties in determining existence or occupancy of businesses operating out of residents' homes. 312 businesses remained in the spreadsheet.
6. Nonexistent businesses were also removed, leaving 266 existing business structures for analysis.
7. Religious structures (74 records) were separated into a separate table for analysis. The final list of existing business structures contains 192 records.

1 The possible business list was generated using data from the 2008 National Establishment Time-Series (NETS) database (Dun & Bradstreet data). Data Driven Detroit georeferenced each point to a parcel, and clipped the parcels to match the geography of the RecoveryPark project neighborhood..

2 Condition of business was determined using the same classifications as the Detroit Residential Parcel Survey, as defined below.
Good: well maintained, structurally sound, and no more than two minor repairs. (i.e.: gutter needing to be fixed, some paint needed, windows without glass, etc).
Fair: maintained; structurally sound; more than two minor repairs.
Poor: may not be structurally sound; major exterior damage and major repairs needed (i.e.: missing door, broken windows, missing door, poor roof condition, etc.).
Demolish: not structurally sound (i.e.: major fire damage, roof caved in, leaning house, etc.).

3 Details of the SIC (Standard Industrial Classification) System can be found at http://www.osha.gov/pls/imis/sic_manual.html. While SIC has been largely replaced by the North American Industry Classification System (NAICS, http://www.census.gov/eos/www/naics/) first introduced in 1997, the NETS database continues to use both systems because data are recorded back to 1990.

APPENDIX C

WORK AREA PROFILE REPORT

Work Area Profile Report (for persons employed by establishments located in the RecoveryPark neighborhood)		
Total Primary Jobs	**2008**	
	Count	**Share**
Total Primary Jobs	848	100.00%
Jobs by Worker Age	**2008**	
	Count	**Share**
Age 29 or younger	117	13.80%
Age 30 to 54	552	65.10%
Age 55 or older	179	21.10%
Jobs by Earnings Paid	**2008**	
	Count	**Share**
$1,250 per month or less	88	10.40%
$1,251 to $3,333 per month	274	32.30%
More than $3,333 per month	486	57.30%
Jobs by Industry Type (2-digit NAICS)	**2008**	
	Count	**Share**
Agriculture, Forestry, Fishing and Hunting	0	0.00%
Mining, Quarrying, and Oil and Gas Extraction	0	0.00%
Utilities	0	0.00%
Construction	26	3.10%
Manufacturing	335	39.50%
Wholesale Trade	48	5.70%
Retail Trade	47	5.50%
Transportation and Warehousing	83	9.80%
Information	0	0.00%
Finance and Insurance	52	6.10%
Real Estate and Rental and Leasing	0	0.00%
Professional, Scientific, and Technical Services	8	0.90%
Management of Companies and Enterprises	0	0.00%
Administration & Support, Waste Management and Remediation	76	9.00%
Educational Services	0	0.00%
Health Care and Social Assistance	165	19.50%
Arts, Entertainment, and Recreation	0	0.00%
Accommodation and Food Services	8	0.90%
Other Services (excluding Public Administration)	0	0.00%
Public Administration	0	0.00%

Data Sources
US Census Bureau, LED OnTheMap Origin-Destination Database
(Beginning of Quarter Employment, 2nd Quarter 2008)

APPENDIX D

HOME AREA PROFILE REPORT

Home Area Profile Report (for employed persons living in the RecoveryPark neighborhood)		
Total Primary Jobs	**2008**	
	Count	**Share**
Total Primary Jobs	1,114	100.00%
Jobs by Worker Age	**2008**	
	Count	**Share**
Age 29 or younger	283	25.40%
Age 30 to 54	633	56.80%
Age 55 or older	198	17.80%
Jobs by Earnings Paid	**2008**	
	Count	**Share**
$1,250 per month or less	373	33.50%
$1,251 to $3,333 per month	498	44.70%
More than $3,333 per month	243	21.80%
Jobs by Industry Type (2-digit NAICS)	**2008**	
	Count	**Share**
Agriculture, Forestry, Fishing and Hunting	0	0.00%
Mining, Quarrying, and Oil and Gas Extraction	0	0.00%
Utilities	4	0.40%
Construction	21	1.90%
Manufacturing	95	8.50%
Wholesale Trade	55	4.90%
Retail Trade	145	13.00%
Transportation and Warehousing	29	2.60%
Information	29	2.60%
Finance and Insurance	34	3.10%
Real Estate and Rental and Leasing	20	1.80%
Professional, Scientific, and Technical Services	60	5.40%
Management of Companies and Enterprises	11	1.00%
Administration & Support, Waste Management and Remediation	106	9.50%
Educational Services	78	7.00%
Health Care and Social Assistance	213	19.10%
Arts, Entertainment, and Recreation	32	2.90%
Accommodation and Food Services	93	8.30%
Other Services (excluding Public Administration)	41	3.70%
Public Administration	48	4.30%

Data Sources
US Census Bureau, LED OnTheMap Origin-Destination Database
(Beginning of Quarter Employment, 2nd Quarter 2008)

APPENDIX E
COMMUTE SHED REPORT

Commute Shed Report -- Where Workers are Employed who Live in the Selection Area		
Total Primary Jobs	**2008**	
	Count	**Share**
Total Primary Jobs	1,114	100.00%
Jobs in Places (Cities, CDPs, etc.) Where Workers are Employed	**2008**	
	Count	**Share**
Detroit city, MI	426	38.20%
Lansing city, MI	61	5.50%
Southfield city, MI	44	3.90%
Warren city, MI	41	3.70%
Livonia city, MI	33	3.00%
Troy city, MI	29	2.60%
Dearborn city, MI	27	2.40%
Oak Park city, MI	22	2.00%
Farmington Hills city, MI	20	1.80%
Westland city, MI	19	1.70%
All Other Locations	392	35.20%
Jobs in Counties Where Workers are Employed	**2008**	
	Count	**Share**
Wayne County, MI	597	53.60%
Oakland County, MI	229	20.60%
Macomb County, MI	101	9.10%
Ingham County, MI	68	6.10%
Washtenaw County, MI	25	2.20%
Kent County, MI	12	1.10%
Genesee County, MI	11	1.00%
Kalamazoo County, MI	9	0.80%
St. Clair County, MI	6	0.50%
Livingston County, MI	6	0.50%
All Other Locations	50	4.50%
Jobs in Census Tracts Where Workers are Employed	**2008**	
	Count	**Share**
15 (Ingham, MI)	54	4.80%
5207 (Wayne, MI)	48	4.30%
5202 (Wayne, MI)	44	3.90%
5172 (Wayne, MI)	34	3.10%
5177 (Wayne, MI)	27	2.40%
5203 (Wayne, MI)	18	1.60%
5208 (Wayne, MI)	16	1.40%
5175 (Wayne, MI)	12	1.10%
5165 (Wayne, MI)	11	1.00%
1715 (Oakland, MI)	11	1.00%
All Other Locations	839	75.30%

Data Sources
US Census Bureau, LED OnTheMap Origin-Destination Database
(Beginning of Quarter Employment, 2nd Quarter 2008)