



FOCUS ON THE FUTURE

A Plan for the HOPE Village Initiative Area



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Executive Summary

Executive Summary

In 2009, Focus: HOPE launched the HOPE Village Initiative with the prospect of developing a collection of programs that will improve the quality of life for residents from birth through old age.

Focus: HOPE has defined the 90-block area immediately around Focus: HOPE's campus as the target area for the HOPE Village Initiative. Focus: HOPE can target investment in key locations to offer maximum impact. The area has assets such as schools, parks, a library, and areas of well maintained housing that provide starting points to build upon. Some approaches can restore confidence in the area and inspire residents to invest in their own properties.

Four main goals guide the plan:



Attract and retain residents and locally oriented retail



Improve safety



Increase access to healthy activities and environments



Improve connections between residents and institutions

Conditions and People

While vacant houses exist throughout the area, empty lots occur more frequently in the East and North Zones of the HOPE Village Initiative Area than in other sections. Compared to residential properties, the commercial and industrial blocks show more deterioration.

In 2000, the area had 7,733 residents, a 12.7% decline from 1990. Educational attainment is lower in the area compared to both Detroit and the metropolitan region.

The poverty rate in the area is much higher than in Detroit as a whole and nearly four times as high as in the metropolitan region. Per capita income is significantly lower than in Detroit and in the metropolitan region.

Themes and Strategies

Four major themes guide the organization of this plan.

- **Addressing vacancy** issues can promote further investment in the area.
- **Protecting and enhancing occupied properties** can strengthen resident confidence in the area.
- **Establishing new resources and public spaces** can promote networking connections among residents.
- **Improving mobility** can facilitate access to necessary goods and services.

Several specific strategies fall under each theme:

Address Vacancy

Vacant lots and buildings have a negative effect on neighborhood conditions. Targeted efforts to repurpose and improve vacant lots and abandoned buildings can lead to improved conditions and investment in neighborhoods. The following strategies address vacancy issues in the area with the purpose of attracting and retaining residents, improving safety, and increasing access to healthy activities and environments:

- **Create a system for reporting code violations**
Well-documented code violations can help to target priority properties and encourage the City of Detroit Buildings & Safety Engineering (BSE) Department to enforce building and safety code within the area.
- **Encourage side-lot acquisition**
The purchase of government-owned side-lots by homeowners can ensure continued maintenance of those properties. The Central Zone includes a priority area for this activity.
- **Clean up and restore vacant lots**
Removing trash, debris, and overgrown plants can significantly improve the appearance of vacant lots and address many of the health and safety concerns that result from vacant lots in a neighborhood. Priority areas in the Central, West, and North Zones have been identified for this strategy.

- Secure and remove vacant buildings
Boarding and securing the windows and doors of vacant structures can help to prevent illegal activity in the short-term. Demolishing or deconstructing vacant structures that are not suitable for rehabilitation can eliminate the negative impacts of vacant buildings on surrounding properties. The same priority areas for cleaning and restoring vacant lots apply here.

Enhance Property

Property enhancements can help shape the HOPE Village Initiative Area into an attractive, safe, healthy and well-connected place. These improvements work to create an environment that residents will want to maintain. Focus: HOPE can take the following approaches in order to enhance vacant and deteriorating property with the purpose of attracting and retaining residents, improving safety, increasing access to healthy activities and environments, and creating stronger connections between residents and institutions:

- Invest in safe homes
Weatherization and minor home repair can prevent the deterioration of housing stock. Priority areas that have high owner-occupancy rates and well-maintained structures are located in the West and Central Zones.
- Repair vacant houses
Returning vacant residential properties in the area to use can help stabilize and revitalize surrounding properties. This strategy could give other property owners the confidence to continue to invest in their own properties.
- Re-use existing commercial and industrial buildings
Promoting reuse of vacant commercial and industrial structures can create a more attractive environment for retail and mixed-use development. To keep the amount of financial investment low, Focus: HOPE could act as real estate marketer, highlighting potential uses for vacant commercial buildings, and function as a contact for information about the properties and the area. Smaller properties along Fenkell and Linwood are prime candidates.
- Encourage for-profit agriculture
Farming in the eastern section of the area could provide local jobs while putting vacant areas to productive use and providing a nearby source of fresh produce. Focus: HOPE has developed the Oakman Green plan, which proposes mostly residential land use along with an agricultural component.
- Promote public art
Public art can improve the physical appearance of the HOPE Village Initiative Area. Art

work such as murals can be located in high visibility areas with pedestrian traffic such as Ford/La Salle Park, Salsinger Park, and the Focus: HOPE campus.

Establish New Resources

Creating opportunities for resident engagement encourages a stronger sense of responsibility to each other and the neighborhoods. Focus: HOPE can facilitate the establishment of new resources throughout the initiative area by helping residents organize themselves around health and safety issues. The following strategies detail specific actions that Focus: HOPE can take to increase opportunities for residents to establish locally oriented resources with the purpose of improving safety, increasing access to healthy activities and environments, and creating stronger connections between residents and institutions:

- Promote safety programs among residents
This strategy focuses on integrating safety programs and physical design improvements in the West and Central Zones. This includes the promotion of awareness-raising campaigns, citizen patrol trainings, and an illegal dumping task force.
- Establish a community and recreation center
Community centers and recreation centers provide residents with a space for events, meetings, networking, and physical activities. These types of spaces could be located in buildings that Detroit Public Schools may close including Glazer Elementary and Robeson Early Learning Center.
- Create community owned gardens
Creating community gardens in the Hope Village Initiative Area would provide an amenity and community-building opportunity for residents, while offering access to healthy homegrown produce. Potential locations are concentrated in the West and Central Zones.
- Create school-based gardens
Focus: HOPE can partner with local schools to integrate gardening into an educational curriculum at Glazer Elementary and Paul Robeson Charter Academy.
- Attract a produce delivery service
Focus: HOPE could partner with an existing service or develop a new service to offer fresh produce by delivery to residents' homes. This can address the lack of fresh fruits and vegetables available to residents.
- Establish a local health clinic
The U.S. Department of Health and Human Services has designated the area as a Health Professional Shortage Area (HPSA) with the ratio of population to primary care

Executive Summary

physicians at more than 3,500 to one. Focus: HOPE can facilitate the development of a health clinic in the Bell Building or in locations on Linwood between Oakman Blvd. and Davison Street.

Improve Mobility

The HOPE Village Initiative Area benefits from several existing resources such as a library, a grocery store, and several parks and schools. However, many residents have difficulty accessing these resources due to lack of transportation and unsafe bike and pedestrian routes. Focus: HOPE and partnering institutions can make physical changes by working with city agencies and regional organizations with the purpose of improving safety, increasing access to healthy activities and environments, and creating stronger connections between residents and institutions:

- Create a shuttle service and promote paratransit use
Focus: HOPE can facilitate the establishment of a shuttle service that would help senior citizens, residents without cars, residents in single-car households, and non-driving age youth to access retail, schools and recreation opportunities. Focus: HOPE can host community workshops to teach older and disabled residents how to access existing paratransit services and can assist with applications.
- Create bike lanes and calm traffic
The HOPE Village Initiative could help develop bicycle lanes throughout the area to promote a healthier and more connected population. Several main roads through the area are wide enough to accommodate bike lanes on at least one side.
- Designate pedestrian-friendly routes
Pedestrian walking paths can provide opportunities for residents to exercise as well as interact with other path users. Paths along Ford, La Salle, Wildemere, and other streets can connect residents to popular destinations in all four zones of the area.
- Install signs and street maps for wayfinding
Wayfinding signage can help residents identify with the area where they live, help visitors find important destinations, and symbolically unite the neighborhoods in the HOPE Village Initiative Area.
- Establish a greenway connector
Greenways provide residents with a way to connect with each other and a place to exercise and stay active. Focus: HOPE could work with others to transform the railroad corridor south of Fenkell into part of a regional trail network.

Implementation

Focus: HOPE could prioritize the implementation of these strategies by considering:

- Access to potential partner organizations
- Required resources
- Relevance to the stated goals
- Length of time until completion

Focus: HOPE and its partners cannot implement all strategies immediately. Some of the strategies can be implemented rapidly while others may take 10 to 15 years to fully realize.

- Phase I – Strategies completed by Year 3
These first three years could see the installation of public art projects, initiation of resident-organized safety programs, and development of community and recreation centers. These strategies pave the way for later efforts by focusing on strengthening networks among residents.
- Phase II – Strategies completed by Year 7
Building on earlier achievements, the first seven years would see management of vacant lots and buildings, development of community and school-based gardens, and other initiatives. These initiatives can foster a safe environment, improve the appearance of neighborhood blocks, and help connect residents to each other and to daily needs.
- Phase III – Strategies completed by Year 10
By the end of year ten, assets such as a shuttle service, health clinic, and designated safe walking routes can be developed. These initiatives can further connect residents to resources in and around the initiative area and would foster safe and healthy neighborhoods.
- Phase IV – Strategies completed by Year 15
After safety and other conditions have improved, the area will be in a stronger position to implement the final strategies. Long term initiatives would include establishing a greenway connector, reusing vacant industrial and commercial buildings, and encouraging for-profit urban farming.

By 2025, the HOPE Village Initiative Area could see significant improvements in multiple respects. Focus: HOPE and local residents can build on the many existing assets in the area and strategically invest time and energy to create a more appealing, safe, healthy, and connected community.

Introduction

Chapter 1

Focus: HOPE has a long history of promoting social justice and community building in Detroit. The nonprofit organization focuses on three principal areas of work: career training, food distribution, and community revitalization.¹ In 2009, Focus: HOPE launched the HOPE Village Initiative with the prospect of obtaining funds through the U.S. Department of Education's Promise Neighborhood Initiative. The HOPE Village Initiative, modeled after the Harlem Children's Zone, seeks "to build a community where people want to live, work and raise a family."² In line with this mission, Focus: HOPE is developing a collection of programs that will serve area residents from birth through old age. These programs are organized into sub-initiatives to improve:

- Education and leadership
- Community health and safety
- Community and economic development³

Area Description

The HOPE Village Initiative Area is located in north central Detroit and a small section of the City of Highland Park as shown in Figure 1.1. Focus: HOPE has defined the 90-block area with the boundaries of Dexter Ave. to the west, West Davison Ave. to the south, Hamilton Ave. to the east, and the former railroad right of way and John C. Lodge Expressway to the north.

This plan refers to the area in terms of four zones: West, Central, East, and North, shown in Figure 1.2. While zone boundaries conveniently follow existing infrastructure (major roads like the Lodge Freeway and Linwood), they also identify areas with similar social and physical conditions. Within each of these zones, residents face challenges in economic stability, safety, and social opportunities; however, they also have access to nearby resources.



Figure 1.1. Location of the HOPE Village Initiative Area
Source: Michigan Center for Geographic Information and ESRI

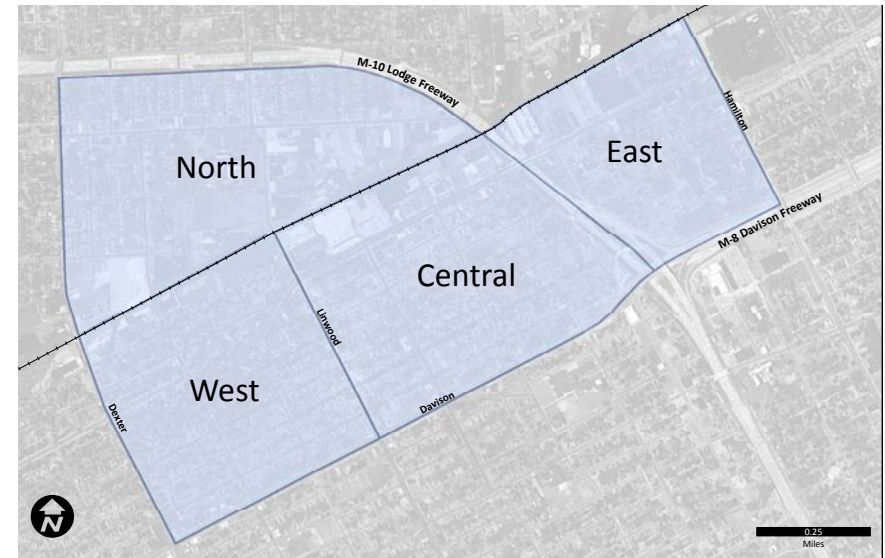


Figure 1.2. Zone Boundaries
Source: Google Earth, imagery date May 2007

West Zone



Figure 1.3. Noteworthy Points: West Zone
Source: Google Earth, imagery date May 2007

Residential structures in the West Zone are generally in good condition, relative to other zones in the area. The section of Oakman Blvd. that travels through this zone has City of Detroit historic district status, which provides a state tax credit for homeowners to improve their property.⁴ Residents in the northeast section of this zone have easy access to the Parkman Branch Public Library, located on Oakman Blvd. In the southern section, residents have access to the busiest commercial blocks of the Davison corridor, which include Atlas Market, the area's only large grocery store.

Central Zone



Figure 1.4. Noteworthy Points: Central Zone
Source: Google Earth, imagery date May 2007

The Central Zone is home to the recently renovated Ford/La Salle Park, which provides space for recreational and social activities for residents of all ages. However, residents report that it is also a gathering place for individuals who engage in illegal activity. Detroit Public Schools officials have announced the possible future closure of Glazer Elementary, a longtime neighborhood anchor. Residents and Focus: HOPE have contested the closure and as of now, the fate of the school remains unknown. In the event that the school closes, the building offers an opportunity to develop other uses, such as a community center or charter school. Residents in this zone also have access to an existing community garden located at Linwood and Kendall, which offers the potential for social engagement and access to fresh produce. The Focus: HOPE campus lies within the Central Zone, and is accessible to most residents throughout the initiative area.

East Zone

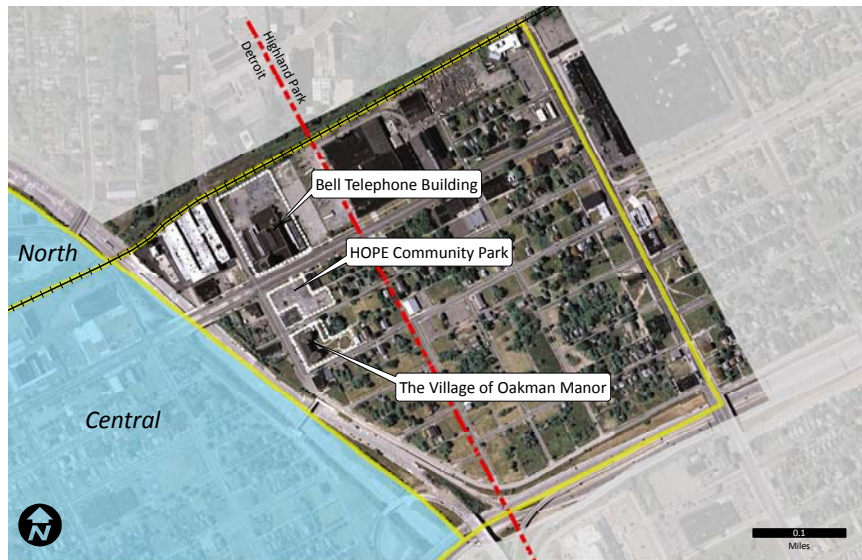


Figure 1.5. Noteworthy Points: East Zone
Source: Google Earth, imagery date May 2007

East of the Lodge Freeway, the area's East Zone falls within both the City of Detroit and Highland Park, creating an opportunity in regard to collaborative development efforts between the two jurisdictions. Many vacant lots exist in this zone, with the best housing conditions concentrated along Kendall and LaBelle. The Village of Oakman Manor, opened in 2007, is the only senior-focused apartment building located in the area, offering an alternative housing option to the local aging population. Next door to Oakman Manor, the new HOPE Community Park provides residents with green space for gathering and events. Additionally, the proposed renovation of the iconic Bell Building would provide access to a health clinic and 200 apartments and offices.⁵

North Zone

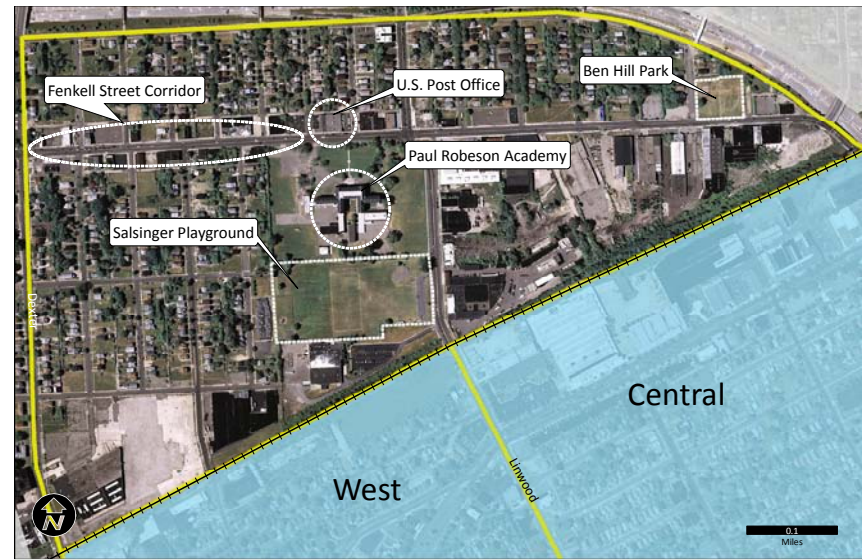


Figure 1.6. Noteworthy Points: North Zone
Source: Google Earth, imagery date May 2007

The railroad, industrial buildings, and the Lodge Freeway physically disconnect residents of the North Zone from the rest of the area and surrounding neighborhoods. Though the entire HOPE Village Initiative Area contends with abandoned and deteriorating structures, the North Zone has the most widespread incidence of such properties. However, residents in this zone benefit from their proximity to two parks: Ben Hill Playground on Fenkell Road and Salsinger Park, the area's largest public open space. Fenkell Road has the highest concentration of religious institutions and locally oriented services in the area, as well as the only post office. The North Zone is also home to Robeson Academy, a highly regarded school that serves as the chief asset of the zone.

The Need for a Plan

Focus: HOPE has developed several plans for new activities and programs to serve residents in the HOPE Village Initiative Area. Some of these plans focus on a specific location, such as the mixed-use development proposed at the Bell Building. Other plans are more conceptual, such as home improvement programs, safety initiatives, and neighborhood gardening projects.⁶ In the winter of 2010, Focus: HOPE invited a team of urban planning master's students from the University of Michigan to prepare a plan that prioritizes investment opportunities and locates recommended actions throughout the HOPE Village Initiative Area.

A plan for the area can work to reinforce the efforts of Focus: HOPE and residents to create a living environment that is safe and attractive. Each investment strategy identified in this plan addresses the issues of vacancy and the disconnectedness of residents. Because each zone, and even each block or street, in the area faces different challenges and has access to different resources, the plan recommends implementing strategies based on context.

Focus: HOPE has invested heavily in major projects in the area with positive results. However, this plan highlights how Focus: HOPE could focus its efforts in a range of ways to get more with less.

- **Location matters:** Focus: HOPE cannot possibly invest time, money, and resources into every property in every part of the area. Thus, this plan highlights how Focus: HOPE could invest in key locations to affect other properties as well.
- **Building on existing assets:** The area has assets such as the library, schools, parks, and areas of strong housing. These assets can provide residents and Focus: HOPE with starting points to build around, and Focus: HOPE can reinforce these assets in redevelopment efforts.
- **Small investments = big effects:** Sometimes, improving one or two houses or lots can turn a block around by restoring other property owners' confidence in the area. Focus: HOPE can work with homeowners and partner organizations to take small steps at improving a deteriorated vacant house or an abandoned lot on a street. One house can inspire others on that block to improve their homes, which can inspire other nearby blocks, and ultimately may inspire entire neighborhoods.

Plan Goals

In order to respond to local needs and interests, the planning students worked with Focus: HOPE staff and area residents to identify the following goals:

- **Attract and retain residents and locally oriented retail:** The Hope Village Initiative can nurture an attractive living environment by improving the quality of the area's housing stock and infrastructure, as well as encouraging resident-led beautification projects.
- **Improve safety:** The HOPE Village Initiative can provide a safer and more walkable public space by applying design improvements to key walking paths and vacant properties.
- **Increase access to healthy activities and environments:** The HOPE Village Initiative can improve residents' quality of life by promoting recreational activities, healthy food options, and access to medical care.
- **Improve connections between residents and institutions:** The HOPE Village Initiative can reconnect area residents to surrounding resources by improving transportation options and fostering social networking opportunities.

This plan recommends specific strategies Focus: HOPE and others can implement to work towards these goals. Chapter 2 discusses the area's physical and social conditions and how these conditions have informed the development of the plan. Chapter 3 details how the strategies in the plan are grouped into themes that address the goals. Chapters four through seven explain the strategies in detail and chapter eight illustrates how Focus: HOPE, residents, and partnering institutions can implement the strategies to achieve the goals.

Notes

1. "About Focus: HOPE," Focus: HOPE, http://www.focushope.edu/page.aspx?content_id=1&content_type=level1.
2. "Transforming Communities," Focus: HOPE, http://www.focushope.edu/page.aspx?content_id=3&content_type=level1.
3. "Focus: HOPE's HOPE Village Initiative," Focus: HOPE, 2009, (presented at Focus:HOPE headquarters, Detroit, MI, January 14, 2010).
4. "Financial Incentives," Detroit Historic District Commission, <http://www.detroitmi.gov/historic/financial.htm>.
5. "Bell Building Renovation," Deak Planning and Design, http://www.deakplanningdesign.com/?page_id=104.
6. "Community Safety Initiatives," Focus: HOPE, http://www.focushope.edu/page.aspx?content_id=97&content_type=level2.

Current Conditions

Chapter 2

This chapter details the current conditions of the HOPE Village Initiative Area, focusing on its history, social conditions, and physical conditions. The following information will clarify the need for the strategies laid out later in the plan and provide a framework for understanding the people and places in the area.

History

The eastern end of the HOPE Village Initiative Area saw development begin around 1910, coinciding with the beginnings of the automotive industry in Detroit. West of Rosa Parks Boulevard, most housing structures date to the 1920s with a few blocks built in the 1930s and 1940s. North of Fenkell Street, nearly all of the housing stock is from the 1920s. Throughout the area, very little residential construction took place after the 1950s.¹

Nearby employers, including the Ford Highland Park plant and other automotive industries, transformed this area in the 1920s by providing high-paying jobs to a large number of laborers. The legacy of this era in Detroit history remains visible in the area, where most of the housing units are modest, wood-frame structures that a factory worker's family could afford.²

Small commercial properties in the area were constructed at the same time as most housing, largely in the 1920s through 1940s. Industrial structures are a mix of old and new; some, like the Bell Telephone Building, date to the 1920s. Others were built in the 1960s and 1970s, likely replacing older facilities.³ No more than 20 properties of the more than 2,600 in the area have seen new construction since 1970.⁴

In 1942, the State of Michigan completed the Davison Freeway—the nation's first below-grade urban expressway—followed in the mid-1950s by construction of the John C. Lodge Expressway through central Detroit (see Figure 2.1).⁵ Condemnation and acquisition of the land to build the freeways removed hundreds of houses from the city's neighborhoods. The Lodge provided fast access to downtown Detroit for people in the northwestern suburbs but cut wide swaths from the fabric of Detroit neighborhoods. While freeways enabled people in the area and their neighbors in suburbs to the north to reach jobs and destinations in downtown Detroit with ease, the new highways interrupted local streets and cut off entire neighborhoods from access to local commercial centers and corridors.⁶ In the initiative area specifically, the Lodge Freeway separates 14 residential blocks from the blocks to their immediate north, and interrupts six residential east-west streets east of Rosa Parks Boulevard.



Figure 2.1. Lodge Construction
Source: www.clas.wayne.edu/photos

The People

Residents of the HOPE Village Initiative Area experience life in the context of their personal background, as well as the availability of home ownership and transit opportunities. While this plan focuses on developing strategies for physical improvements, it considers the situations of the residents.

HOPE Village Initiative Area Residents

In 2000, the area had 7,733 residents, a 12.7% decline from 1990. In that same decade, the population of the city of Detroit declined by 7.5%, and the population of Highland Park decreased by 16.8%, while the metropolitan area grew by 4.8%. The area had a high retirement age population, with 15.2% of its population over 65, compared to 10% in Detroit in 2000. As shown in Figure 2.2, the area had a larger share of school age population than both Detroit and Highland Park that year.⁸

Area residents face high poverty rates and low levels of income. In 1999, the poverty rate in the HOPE Village Initiative Area was higher (35%) than the rate in the city of Detroit (26%) and over three times as high as in the metropolitan area (11%) (see Figure 2.3). Per capita income in the area was over 15% lower than in the city of Detroit and about half of that for metropolitan Detroit, with about \$12,183 of income per resident in the area in 1999 (see Figure 2.4).⁹

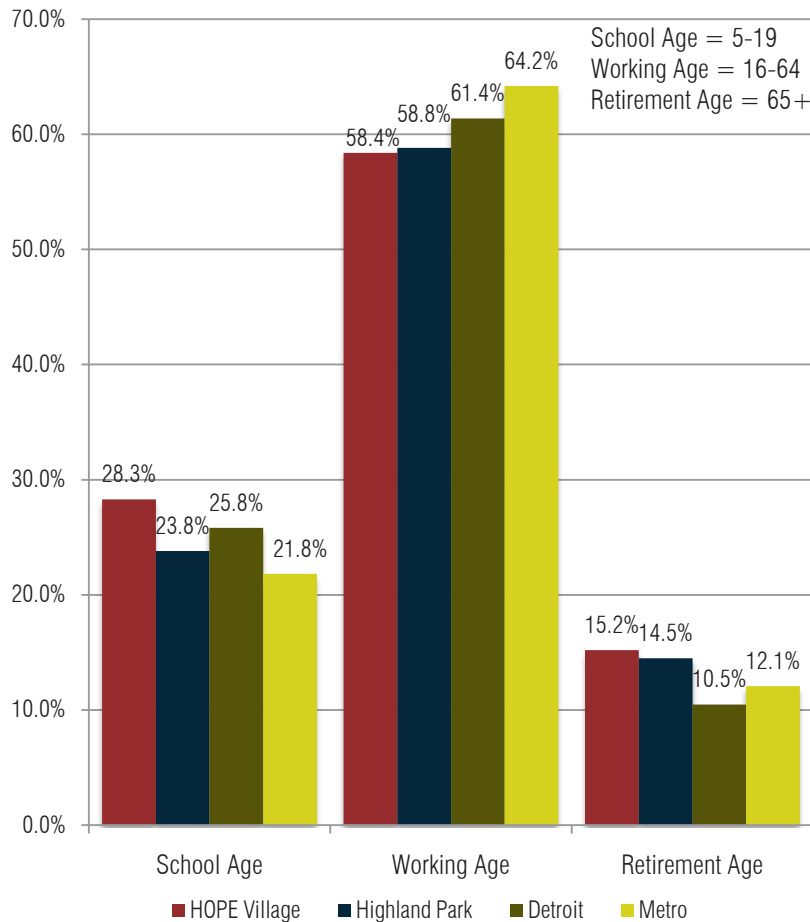


Figure 2.2. Age of the Area Population Compared to Highland Park, Detroit, and the Metro Area, 2000
Source: US Census 2000

Educational attainment by area residents was lower in 2000 than in Detroit and the metropolitan region (see Figure 2.5). In the area, 13% of residents had a college degree (associates or higher) compared to 16.1% in Detroit and 29.9% in the metro region. Additionally, 33% of residents did not have a high school diploma in 2000. This was nearly double the metropolitan average and higher than Detroit's 30.3%.¹⁰

Transportation for Initiative Area Residents

In 2000, 32.8% of area households lacked a vehicle. In the city of Detroit, the number was lower, at 21.9%. In the metropolitan region, only 9.2% of households lacked a vehicle.¹¹

Residents of the area primarily drive to work, but they rely more heavily on carpooling and public transportation options compared to residents citywide (see Figures 2.6 and 2.7). Of those residents in the area who take public transportation, 34% have travel times of over an hour.¹²

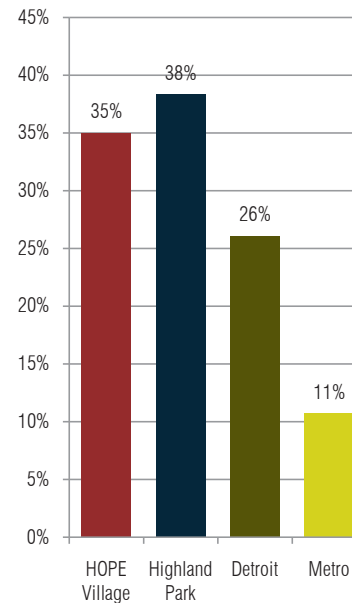


Figure 2.3. Poverty Rate of the Area Compared to Highland Park, Detroit and the Metro Area, 1999
Source: US Census 2000

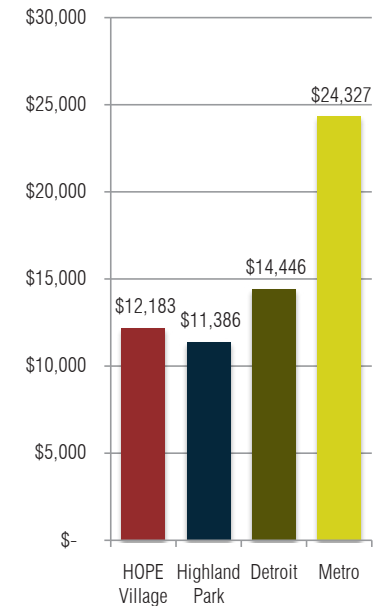


Figure 2.4. Per Capita Income, 1999
Source: US Census 2000

Current Conditions

Five Detroit Department of Transportation bus routes serve the area (Figure 2.8). Buses generally arrive every 20 to 40 minutes, depending on the route, time of day, and day of the week. Frequency and reliability of public transportation, however, are concerns for residents in the area who find it inconvenient to rely on the service for daily use.¹³ Residents state that they frequently use the Woodward bus (#53) to get downtown.¹⁴ As Tables 2.1 and 2.2 show, a rider from the area needing to travel to and from downtown, will have an average trip time of over an hour each way. This includes an average wait time of more than 20 minutes between buses on the return trip. The same trip in a car could take as little as 10 minutes; however, as evidenced by the low car ownership rate, this is not an option for many residents. Thus, the area has an asset in the number of routes that surround and dissect the area, but frequency and reliability issues devalue the asset.

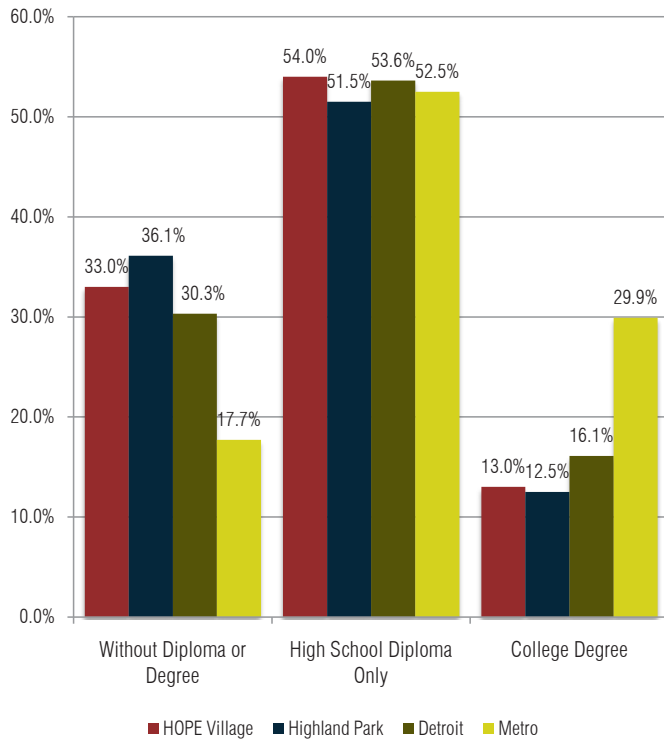


Figure 2.5. Educational Attainment of the Area Compared to Highland Park, Detroit and the Metro Area, 2000
Source: US Census 2000

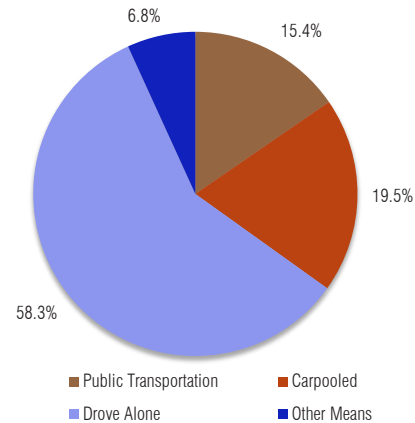


Figure 2.6. Mode of Transportation to Work: HOPE Village Initiative Area, 2000
Source: US Census 2000

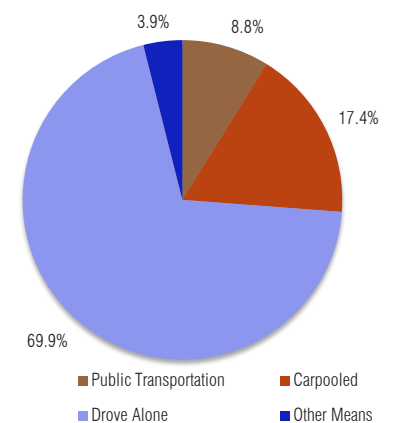


Figure 2.7. Mode of Transportation to Work: City of Detroit, 2000
Source: US Census 2000

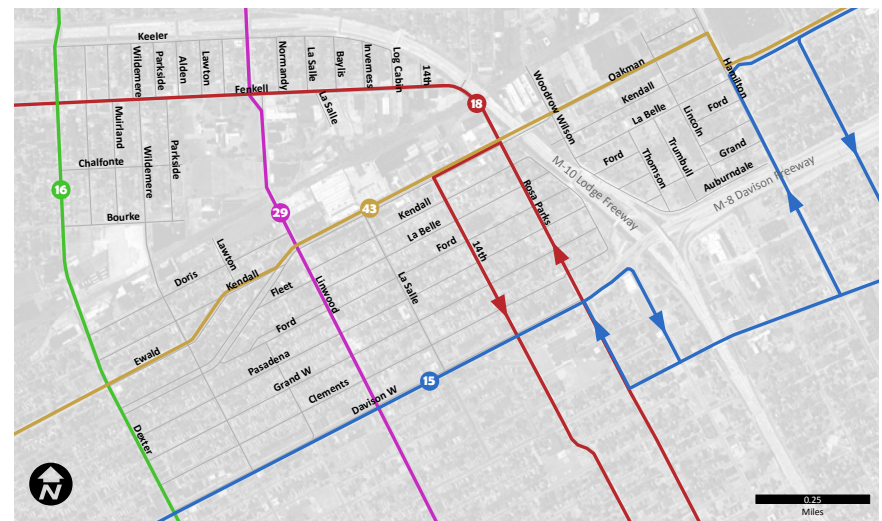


Figure 2.8. Bus Routes in the HOPE Village Initiative Area
Source: Detroit Department of Transportation 2009 and Google Earth, imagery date May 2007

Time of Downtown Arrival	#43		#53		Total Trip Time
	Ewald/Livernois	Manchester/Woodward	Manchester/Woodward	Beaubien/Jefferson	
7:00A	5:37A	5:51A	5:53A	6:25A	48 min
			6:10A	6:47A	1 hr 10 min
			6:18A	6:55A	1 hr 18 min
8:00A	(5:37A)	(5:51A)	6:26A	7:03A	1 hr 26 min
			6:34A	7:11A	1 hr 34 min
	6:27A	6:41A	6:42A	7:19A	52 min
			6:50A	7:27A	1 hr
			6:58A	7:35A	1 hr 8 min
			7:06A	7:43A	1 hr 16 min
			7:14A	7:51A	1 hr 24 min
			7:22A	7:59A	1 hr 32 min
9:00A	(6:27A)	(6:41A)	7:30A	8:07A	1 hr 40 min
	7:17A	7:31A	7:38A	8:15A	58 min
			7:46A	8:23A	1 hr 6 min
			7:54A	8:31A	1 hr 14 min
			8:02A	8:39A	1 hr 22 min
			8:10A	8:47A	1 hr 30 min
			8:18A	8:55A	1 hr 38 min
					Average = 1 hr 16 min

Table 2.1. Morning Bus Schedules to Downtown from HOPE Village Initiative Area: #43 and #53
Source: Detroit Department of Transportation 2009

Housing for Initiative Area Residents

The HOPE Village Initiative Area lost housing stock as population declined. From 1990 to 2000 housing units dropped by 4.9% compared to an 8.5% drop in Detroit. In 2000, vacancy rates were at 12.9% in the area, compared to 10.3% in Detroit and 14.5% in Highland Park (see Figure 2.9).¹⁵

In 2000, 38.7% of the housing units in the area were owner occupied, compared to 49.2% in Detroit and 33.0% in Highland Park.¹⁶ The area has a high amount of multi-family housing, which generally leads to lower owner occupancy. In fact, 52% of the units were in multi-family structures, most of which were two-unit structures, compared to 11% in Detroit and 12% in Highland Park.¹⁷ Area housing units are much older than the average for either Detroit or Highland Park. In 2000, only 26.3% of the housing units in the area were built after 1950, compared to 43.9% in Detroit and 37.6% in Highland Park.¹⁸

Time of Downtown Departure	#53		Wait Time	#43		Total Trip Time
	Beaubien/Jefferson	Manchester/Woodward		Manchester/Woodward	Ewald/Livernois	
4:00P	4:01P	4:42P	23 min	5:05P	5:19P	1 hr 18 min
	4:09P	4:50P	15 min			1 hr 10 min
	4:17P	4:58P	7 min			1 hr 2 min
5:00P	4:25P	5:06	49 min	5:55P	6:09P	1 hr 44 min
	4:33P	5:14P	41 min			1 hr 36 min
	4:41P	5:22P	33 min			1 hr 28 min
	4:49P	5:30P	25 min			1 hr 20 min
	4:57P	5:38P	17 min			1 hr 12 min
	5:05P	5:46P	9 min			1 hr 4 min
	5:13P	5:54P	1 min			56 min
	5:21P	6:02P	43 min	6:45P	6:59P	1 hr 38 min
	5:29P	6:10P	35 min			1 hr 30 min
	5:37P	6:18P	27 min			1 hr 22 min
	5:45P	6:26P	19 min			1 hr 14 min
	5:53P	6:34P	11 min			1 hr 6 min
6:00P	6:00P	6:41P	4 min			59 min
	6:10P	6:51P	44 min	7:35P	7:49P	1 hr 39 min
	6:20P	7:01P	34 min			1 hr 29 min
	6:30P	7:11P	24 min			1 hr 19 min
	6:40P	7:21P	14 min			1 hr 9 min
	6:50P	7:31P	4 min			59 min
					Average = 23 min	Average = 1 hr 18 min

Table 2.2. Evening Bus Schedules from Downtown to HOPE Village Initiative Area: #43 and #53
Source: Detroit Department of Transportation 2009

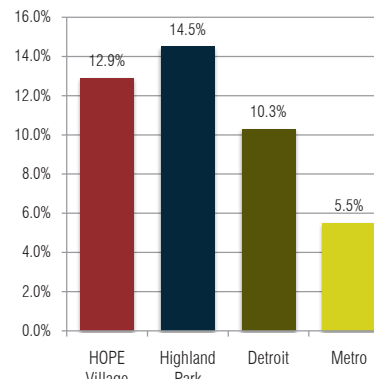


Figure 2.9. Vacancy Rate of the Area Compared to Highland Park, Detroit and the Metro Area, 2000
Source: US Census 2000

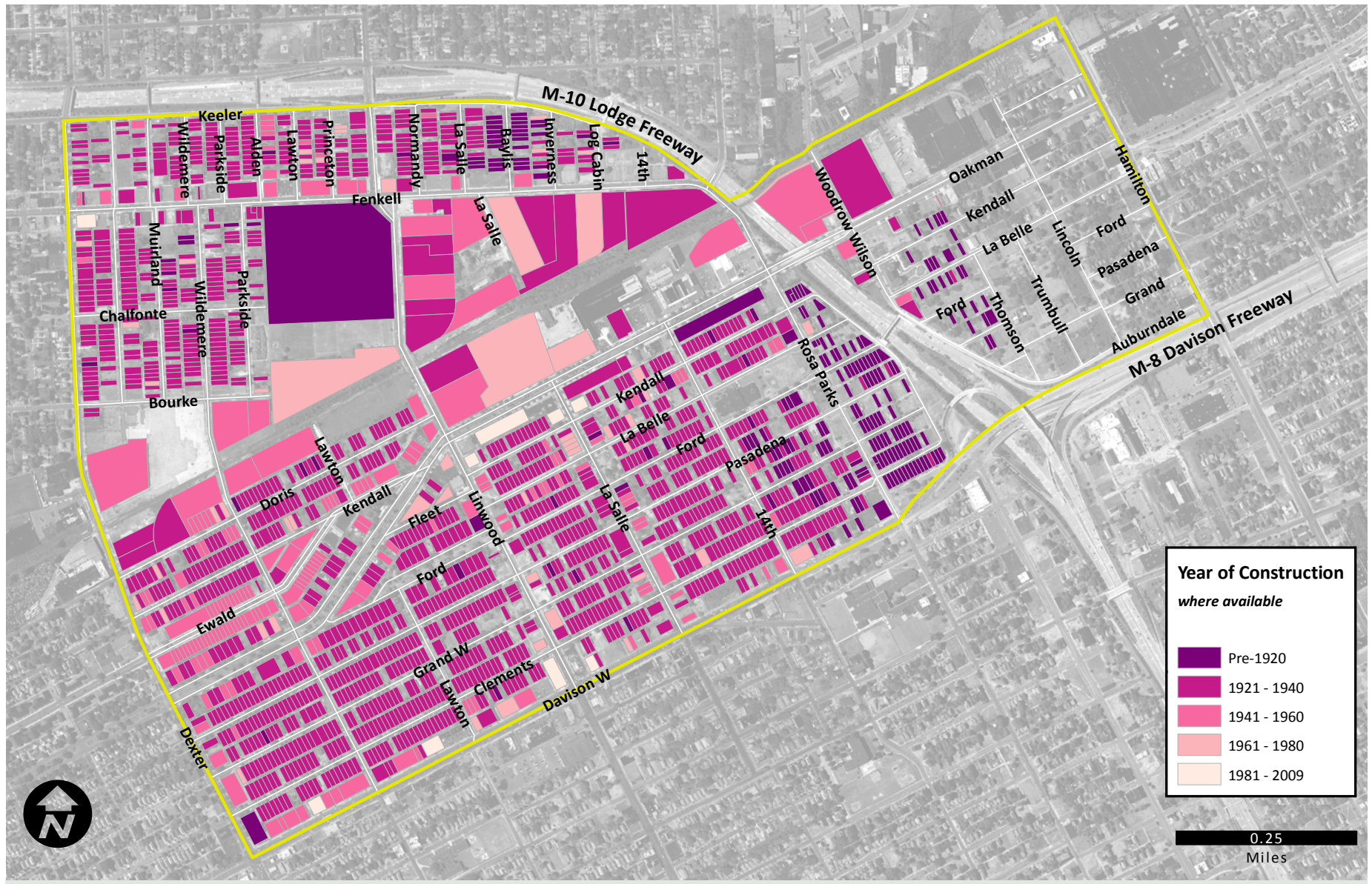


Figure 2.10. Age of Buildings in the HOPE Village Initiative Area

Source: City of Detroit Assessors Data 2009 and Google Earth, imagery date May 2007

Structural Conditions and Vacancy

Structural conditions and vacancy vary widely throughout the area. Pockets of high vacancy and poor conditions exist throughout the area, which suggests entire zones need not be designated as priority areas. Rather, improving just a few structures on a block can have a very substantial effect in bettering the overall condition of the area.

Residential Properties

The housing stock in the Hope Village Initiative Area was largely constructed before 1920 (see Figure 2.10). Figures 2.11 through 2.14 illustrate some of the existing housing conditions. The area has a large number of well-maintained single-family houses and duplexes, especially in the West and Central Zones. Of the 1,760 houses in the area, 1,424 are in “good” condition while only 336 are of lower quality. Roughly 80% of houses in the Central and North Zones are in good condition, as are more than 90% in the West Zone. The East Zone, in contrast, has less than a quarter of its houses in good condition and 35% in a condition making them candidates for demolition.¹⁹ Figures 2.15 and 2.16 summarize these locational situations (see Appendix for definition of conditions).



Figure 2.11. Residential Conditions: Example of “Good”



Figure 2.12. Residential Conditions: Example of “Fair”



Figure 2.13. Residential Conditions: Example of “Needs Improvement”



Figure 2.14. Residential Conditions: Example of “Candidate for Demolition”

Vacancy is a concern throughout the area (see Figure 2.16). At least 351 houses were recorded as vacant in 2009, of which most are in the North Zone (84).²⁰ There are 66 vacant houses in the West Zone, 77 in the Central Zone, and six in the East Zone. Fewer vacant houses exist in the East Zone because so few structures remain overall; only 34 percent of its residential lots still have a house standing.

While vacant houses exist throughout the area, empty lots occur more frequently in some places than in others (see Figure 2.18). Seven hundred forty-two properties of the 2,502 residential lots (30%) are empty, most of which were at one time occupied by houses. The West Zone has the lowest proportion of empty lots, at 10%. The Central Zone has 20%, and the North Zone has 32%. In the East Zone, 66% of the residential properties are empty lots.

Adjacent property owners often take ownership of vacant lots. In the North Zone, 33 percent of empty lots are “side lots,” or empty lots owned by a neighboring resident; 40 percent of empty lots in the West Zone and 23 percent in the Central Zone are side lots. Ownership rates cannot be determined for the East Zone because taxpayers’ names are not available from the City of Highland Park.²¹

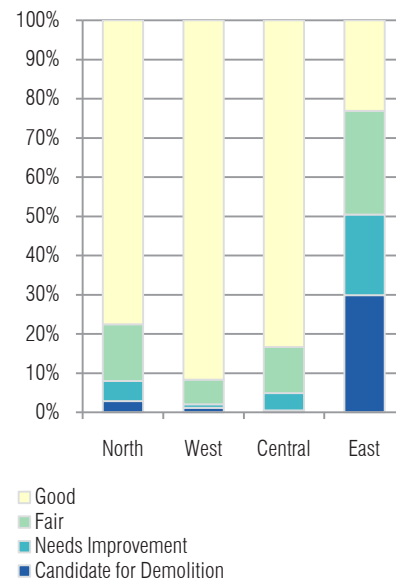


Figure 2.15. Housing Conditions by Zone
Source: Detroit Residential Parcel Survey 2009

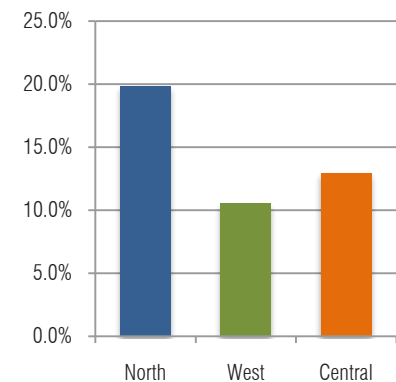


Figure 2.16. Percent of Residential Vacancy by Zone
Note: Data not available for the East Zone
Source: Detroit Residential Parcel Survey 2009

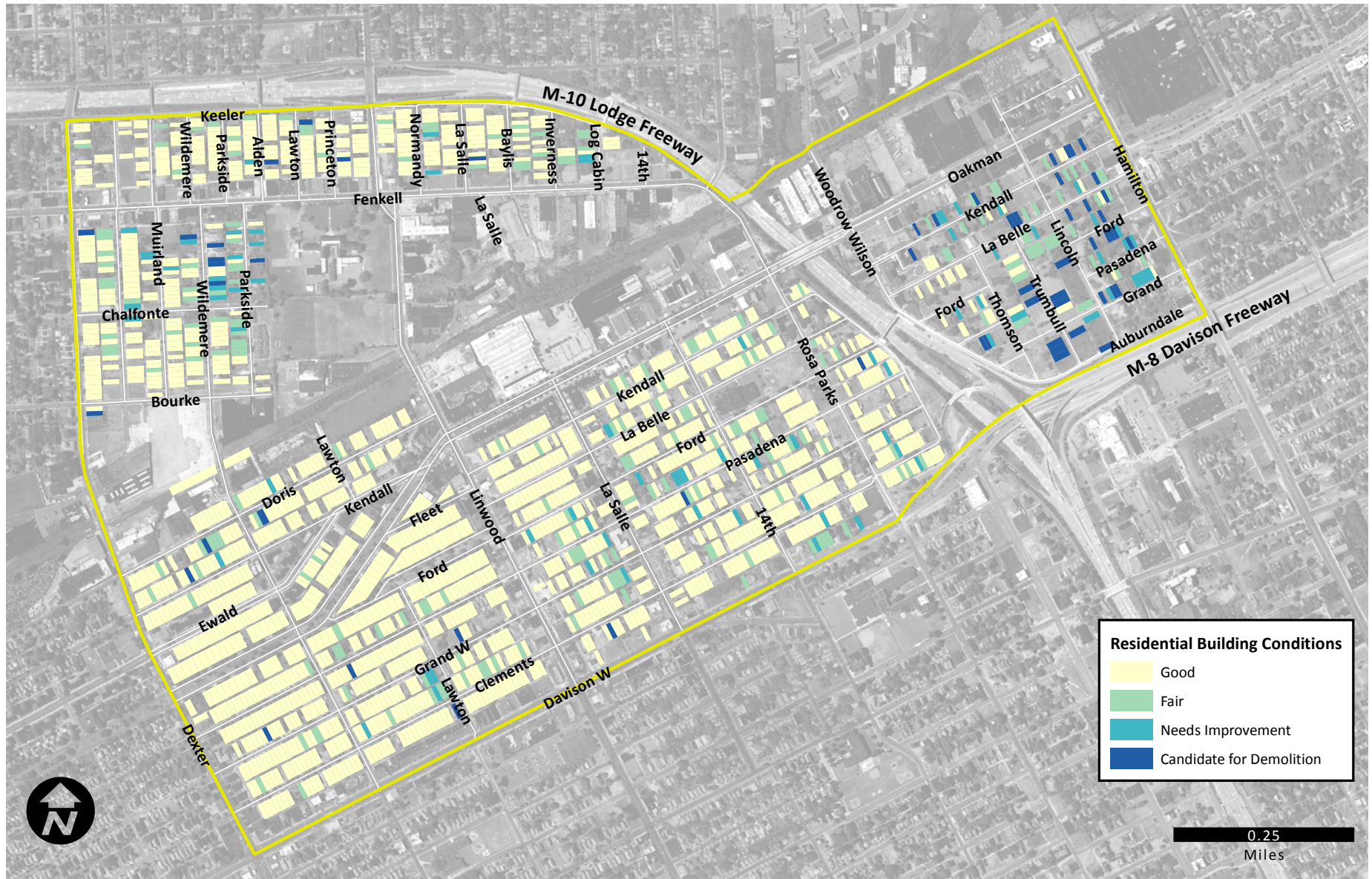


Figure 2.17. Residential Housing Conditions by Parcel

Source: Detroit Residential Parcel Survey 2009 and Google Earth, imagery date May 2007

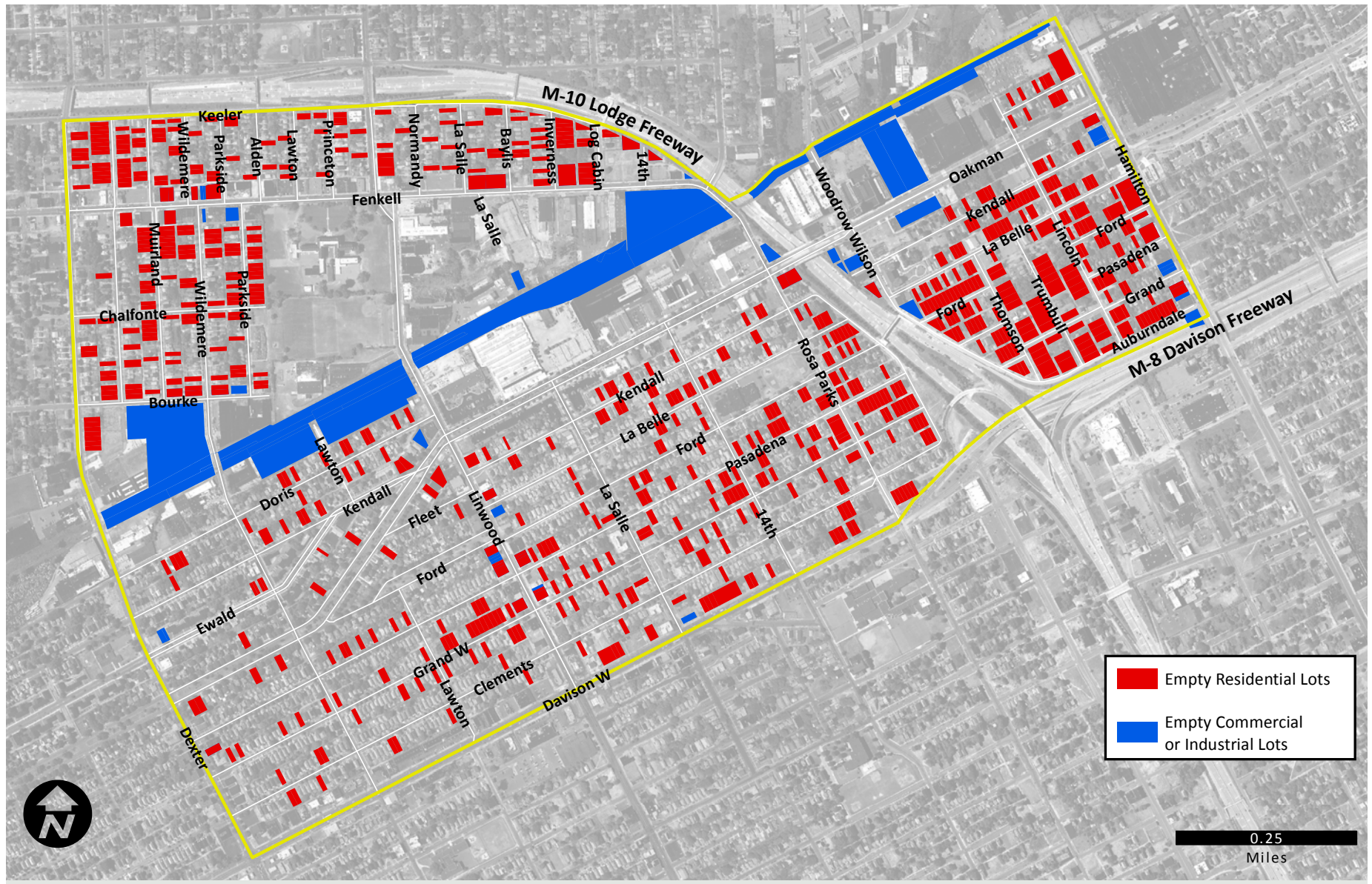


Figure 2.18. Vacant Lots in the HOPE Village Initiative Area: Residential, Commercial and Industrial Properties

Source: Field survey, Feb 2010 and Google Earth, imagery date May 2007

Commercial and Industrial Properties

Compared to residential properties, the commercial and industrial blocks show more deterioration (see Figures 2.19 and 2.20). The area has a total of 199 commercial properties and 96 industrial properties, occupying 31.3% of the total net land area.²² Industrial land accounts for 22.5% (104 acres) of the area's net property.²³ Nineteen percent of commercial and industrial buildings are in good condition; 24 percent are in fair condition. Twenty percent (40 structures) require significant improvement or demolition, while vacant lots make up the remaining 31 percent of commercial and industrial properties.²⁴

Commercial properties border seven corridors: Hamilton, Rosa Parks, La Salle, Linwood, Davison, Dexter and Fenkell. These include businesses such as retail stores, restaurants, and gas stations, as well as apartment buildings. Among the 199 commercial properties, only 23% are occupied and in good condition. Vacant structures account for 15% of commercial properties, and vacant lots account for another 15%. Figure 2.19 shows conditions by zone.

Industrial properties – factories and warehouses, for example – are in somewhat worse condition than commercial properties. Of the 96 industrial properties in the area, nearly all of which line the old railroad route, those that are occupied and in good condition account for only 10%, while vacant buildings account for 13%, and vacant lots account for 35%. Conditions by parcel are shown in Figure 2.20.

Conclusion

The remainder of this plan outlines strategies that incorporate the assets and challenges contributing to the conditions described above. Chapter 3 will detail how the strategies in Chapters 4 through 7 will enable Focus: HOPE, residents, and partners to achieve their goals.



Figure 2.19. Commercial Building Conditions by Zone
Source: Field observation Feb 2010

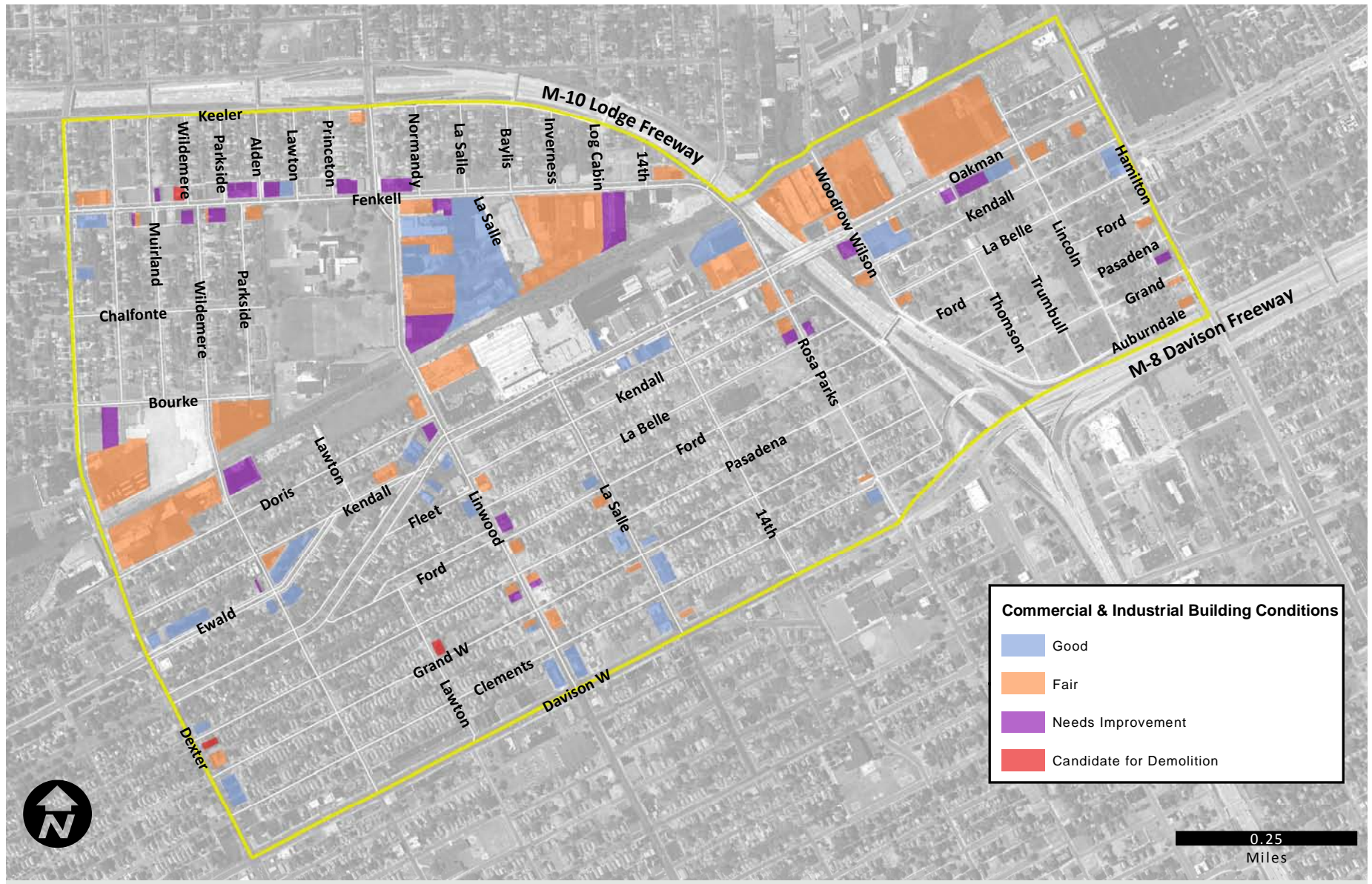


Figure 2.20. Commercial and Industrial Building Conditions by Parcel

Source: Field observation Feb 2010 and Google Earth, imagery date May 2007

Notes

1. "Structures' Year of Construction," City of Detroit Tax Assessor data file, (2009).
2. Clifford Edward Clark, *The American Family Home, 1800-1960*, (Chapel Hill, NC: University of North Carolina Press, 1986).
3. Visual analysis of historic aerials, Detroit, MI, 1949-1997, http://www.clas.wayne.edu/photos/ap_index.htm; Wayne County Tax Assessor data file, (2009).
4. "Structures' Year of Construction," City of Detroit Tax Assessor data file, (2009).
5. LeRoy Barnett, *A Drive Down Memory Lane: The Named State and Federal Highways of Michigan*, (Allegan Forest, MI: Princilla Press, 2004).
6. Thomas Sugrue, *The Origins of the Urban Crisis: Race and Inequality in Postwar Detroit*, (Princeton, NJ: Princeton University Press, 1996).
7. Census 1990 and 2000 Summary File 1, 100-Percent Data, Detailed Tables, place level, block group level, P1 Total Population. American FactFinder, US Census Bureau, www.factfinder.census.gov.
8. Census 2000 Summary File 1, 100-Percent Data, Detailed Tables, place level, block group level, P12 Sex by Age, American FactFinder, US Census Bureau, www.factfinder.census.gov.
9. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, P87 Poverty Status in 1999 by Age and P82 Per Capita Income in 1999 by Age, American FactFinder, US Census Bureau, www.factfinder.census.gov.
10. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, P37 Sex by Educational Attainment for the Population 25+ Years, American FactFinder, US Census Bureau, www.factfinder.census.gov.
11. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, H44 Tenure by Vehicles Available, American FactFinder, US Census Bureau, www.factfinder.census.gov.
12. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, P32 Travel Time to Work by Means of Transportation to Work for Workers 16 Years and Over who did not Work at Home, American FactFinder, US Census Bureau, www.factfinder.census.gov.
13. Resident Participant, Community Meeting, February 25, 2010.
14. Resident Participant, Community Meeting, February 25, 2010.
15. Census 2000 and 1990 Summary File 3, Sample Data, Detailed Tables, place level, block group level, H1 Housing Units, American FactFinder, US Census Bureau, www.factfinder.census.gov.
16. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, H3 Occupancy Status, American FactFinder, US Census Bureau, www.factfinder.census.gov.
17. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, H30 Units in Structure, American FactFinder, US Census Bureau, www.factfinder.census.gov.
18. US Census Bureau. American FactFinder. Census 2000 Summary File 3, Sample Data, Detailed Tables, place level, block group level, H34 Year Structure Built. Retrieved 23 Mar 2010. www.factfinder.census.gov.
19. Detroit Residential Parcel Survey, (2009) data file.
20. Detroit Residential Parcel Survey, (2009) data file. Note: This number is imprecise. It relies on observation of the house from the street, and not all vacancies can be accurately identified in this way.
21. Highland Park ownership is unavailable because ownership was determined by the Detroit Residential Parcel Survey, (2009)
22. *Net land area* refers to all parcels in the area, regardless of ownership, presence of a building, or condition; It is equal to the gross area minus streets and street rights-of-way.
23. The authors used a geographic information system to analyze tax assessors' data from the cities of Detroit and Highland Park.
24. Conditions of commercial and industrial properties were evaluated by the authors during a field survey, February 23, 2010. See Appendix for more information on property conditions assessment methods.

The Plan and a Vision

Chapter 3

The Plan and a Vision

The strategies outlined in the next four chapters address the goals laid out for the plan: (1) attract and retain **residents and** locally oriented **retail**, (2) improve **safety**, (3) increase access to **healthy** activities and environments, and (4) improve **connections** between residents and institutions. In consideration of the characteristics of the residents and the physical conditions in the HOPE Village Initiative Area, described in Chapter 2, the plan organizes these strategies around four broad themes: vacancy, property enhancement, access to resources, and mobility. Each of these themes title the next four chapters. Figure 3.1 illustrates the relationship between the goals, recommended strategies, and themes. The figure below also uses symbols that will be used throughout the plan to represent the goals.

By implementing the strategies laid out in the following chapters, Focus: HOPE, area residents, and partner organizations can achieve the stated goals in the HOPE Village Initiative Area. By 2025, the area could see improvements in the housing conditions, access to resources, and residents' engagement in healthy and social activities. Residents could see enhanced transportation options – both auto and pedestrian-oriented modes – easing access to resources in the area, such as schools, parks, and retail. Figure 3.2 highlights some of the existing assets in the area and illustrates what the initiative area could become with the implementation of the strategies detailed in this plan.

By strategically investing time and energy and building on the many existing assets, Focus: HOPE and residents could achieve their goals of an appealing, safe, healthy, connected community.

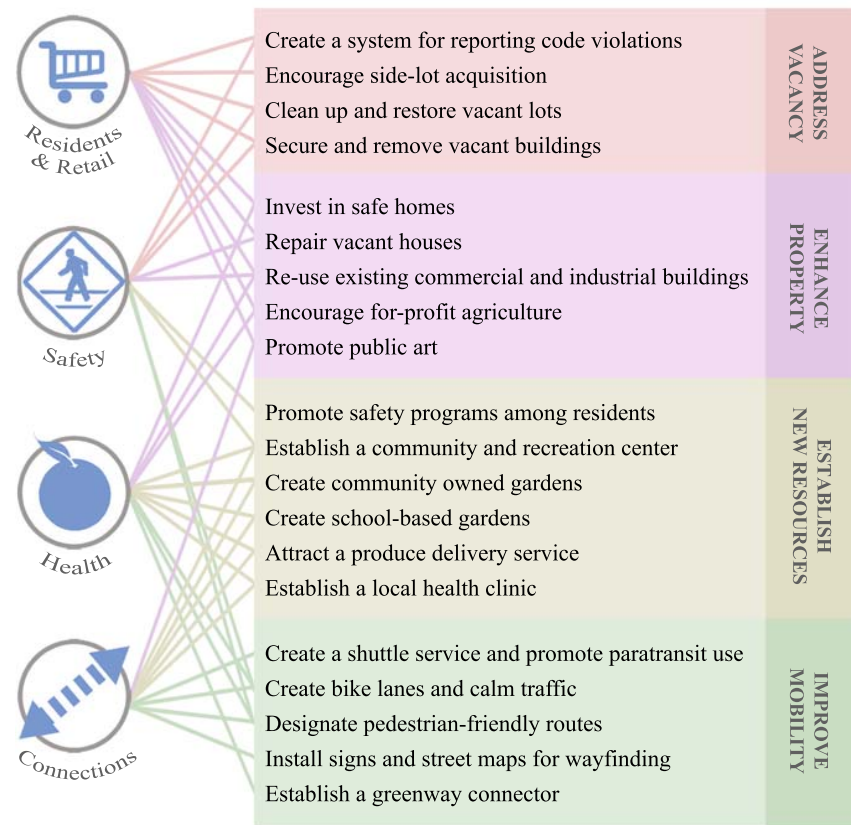


Figure 3.1. Connecting Strategies to Goals and Themes



Figure 3.2: A Vision for the HOPE Village Initiative Area

Address Vacancy

Chapter 4

Introduction

Vacant lots and buildings have a negative impact on neighborhood conditions over time. Abandonment and accompanying lack of maintenance have led to reduced property values and continued disinvestment in many urban areas across the US.¹ Further, derelict properties that appear un-kept, either because of trash and debris or broken windows and sagging porches, invite crime.² Fortunately, strategic, targeted efforts to repurpose and improve vacant lots and abandoned buildings can lead to further investment in neighborhoods.³ The following strategies address vacancy issues in the area with the purpose of attracting and retaining residents, improving safety and environmental health, and creating stronger connections between residents and institutions.

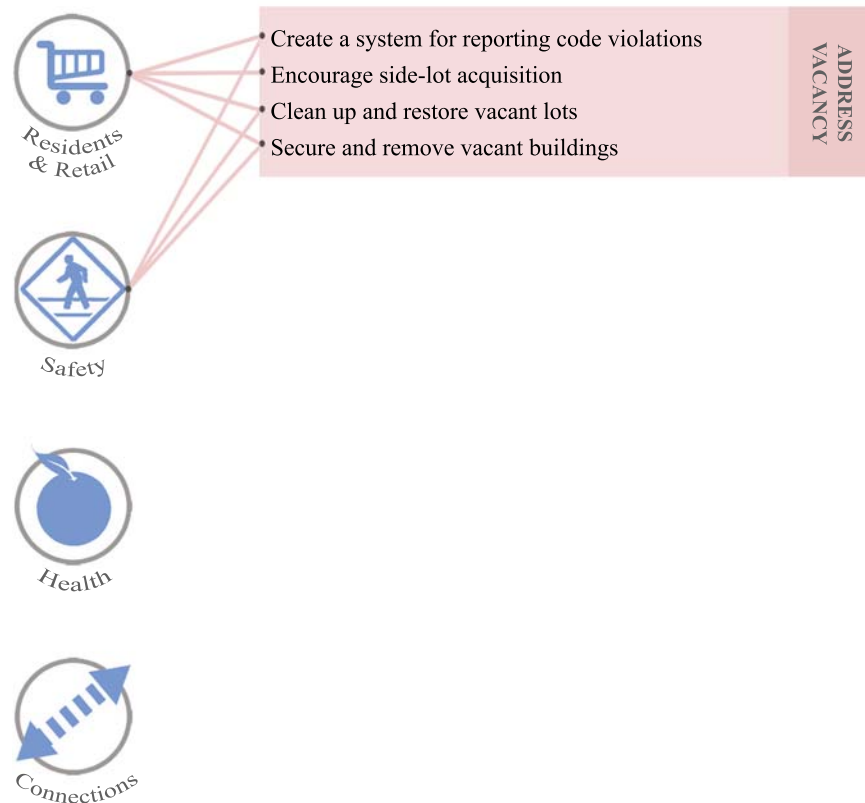


Figure 4.1. Connecting Strategies to Themes and Goals: Addressing Vacancy

Creating a vacant property inventory can help provide the basis for implementing the strategies in this chapter. See Figure 4.2.

Figure 4.2. Vacant Property Inventory

Identifying vacant and abandoned properties in the initiative area can aid in facilitating other strategies discussed in this chapter. Focus: HOPE has begun compiling a vacant property list through the Detroit Vacant Property Campaign.⁴ Regularly updating and maintaining this list could help the organization to:

- Encourage the City of Detroit Buildings & Safety Engineering (BSE) Department to enforce local ordinances.
- Identify potential buyers of publicly held property (city, county, state, or land bank owned).
- Prioritize areas for clean-up, restoration, and maintenance of vacant lots.
- Prioritize areas for securing or demolishing vacant structures.

Focus: HOPE can complete a vacant property inventory by compiling the following data:

- Occupancy/vacancy status from the Detroit Residential Parcel Survey, 2009
- Lot/building conditions from the Detroit Residential Parcel Survey, 2009
- Tax information from the city assessor

Additionally, by engaging partners through LISC's Central Woodward/North End Collaborative, as well as expanding partnerships with Detroit Vacant Property Campaign (DVPC), Focus: HOPE could have an inventory compiled within a few months. Focus: HOPE staff can oversee the maintenance of an inventory and can enlist the help of residents, partner organizations, or AmeriCorps members to conduct the necessary data collection and entry.

Focus: HOPE will need to make regular updates to the inventory to ensure the information is current, preferably every three to six months, but at least every year by doing a field survey. The organization can keep a list of vacant lots and buildings up to date by:

Figure 4.2. Vacant Property Inventory (continued)

- Sharing data with DVPC, LISC, Data Driven Detroit and the City of Detroit.
- Teaching residents to identify and report vacancy and building code violations.
- Conducting field surveys to verify and document conditions.

An inventory will be useful in providing Focus: HOPE with information to target locations for implementation of various strategies. It will allow Focus: HOPE to see a range of factors about properties and neighborhoods in one database, aiding decision-making about where to focus efforts and providing the ability to track changes over time.

Create a System for Reporting Code Violations

Persistent city building and safety code violations often result in many of the problems associated with abandoned buildings and neglected vacant lots. Consistent pressure and well-documented code violations can help encourage the Buildings & Safety Engineering (BSE) Department to target priority properties and enforce codes in the initiative area. By recording specific violation information and identifying priority structures, Focus: HOPE can assist BSE more effectively enforce building and safety code within the area.

Focus: HOPE can work with residents to:

- Create a citizen's guide that provides building code information so initiative area residents can identify and report violations to Focus: HOPE.
- Perform a field survey of resident reported code violations to confirm and document the violations in detail.
- Create a list of enforcement priorities (criteria discussed below) and coordinate code enforcement efforts with BSE.

Coordination among Focus: HOPE, initiative area residents, and the BSE department can allow for more strategic and effective code enforcement by encouraging the department to view the HOPE Village Initiative Area as an enforcement priority.⁵ Code enforcement units in many cities have begun to partner with community organizations to share responsibilities and more efficiently pursue code enforcement (see Figure 4.3). Given the limited resources

Figure 4.3. Code Enforcement Partnerships (Cleveland, OH)

The City of Cleveland formed partnerships with 19 Cleveland-area community development corporations to create a system that responds to code violations and citizen complaints. City officials felt that community development corporations (CDC) know their neighborhoods best and have formed relationships that make residents feel more comfortable reporting violations. The system also allows CDCs to prioritize requests to address violations based on neighborhood needs. This system for reporting code violations is the key driver behind the success of Cleveland's program.⁶

of the BSE Department, city-community coordination can play an important role in local code enforcement efforts in the City of Detroit.

Reporting violations throughout the entire HOPE Village Initiative Area can demonstrate the scope of issues associated with vacancy to the BSE Department. However, Focus: HOPE could give priority to the properties that pose the most significant safety and health risks with the aim of getting these addressed sooner. Focus: HOPE could prioritize reporting building violations within the blocks surrounding Glazer Elementary and Paul Robeson Academy to protect children and families from safety and health concerns resulting from vacant property, an action that Focus: HOPE's Community Safety Initiative is already undertaking. In addition to schools, Focus: HOPE could address violations around other places in the West and Central Zones that residents and families tend to frequent, like popular walking routes, parks, and the library. Addressing code enforcement in these priority areas can help maintain property values and encourage other owners to continue to invest in their properties.

Encourage Side-Lot Acquisition

Many vacant properties go into tax foreclosure and consequently become the property of a public entity, whether the city, county, or a land bank authority. Encouraging area homeowners to purchase government owned side-lots can help to ensure continued maintenance and can lead to improved neighborhood quality. This strategy most directly addresses the goals of improving safety and attracting and retaining residents and locally oriented retail.

Address Vacancy

1 2 3 4 5 6 7 8

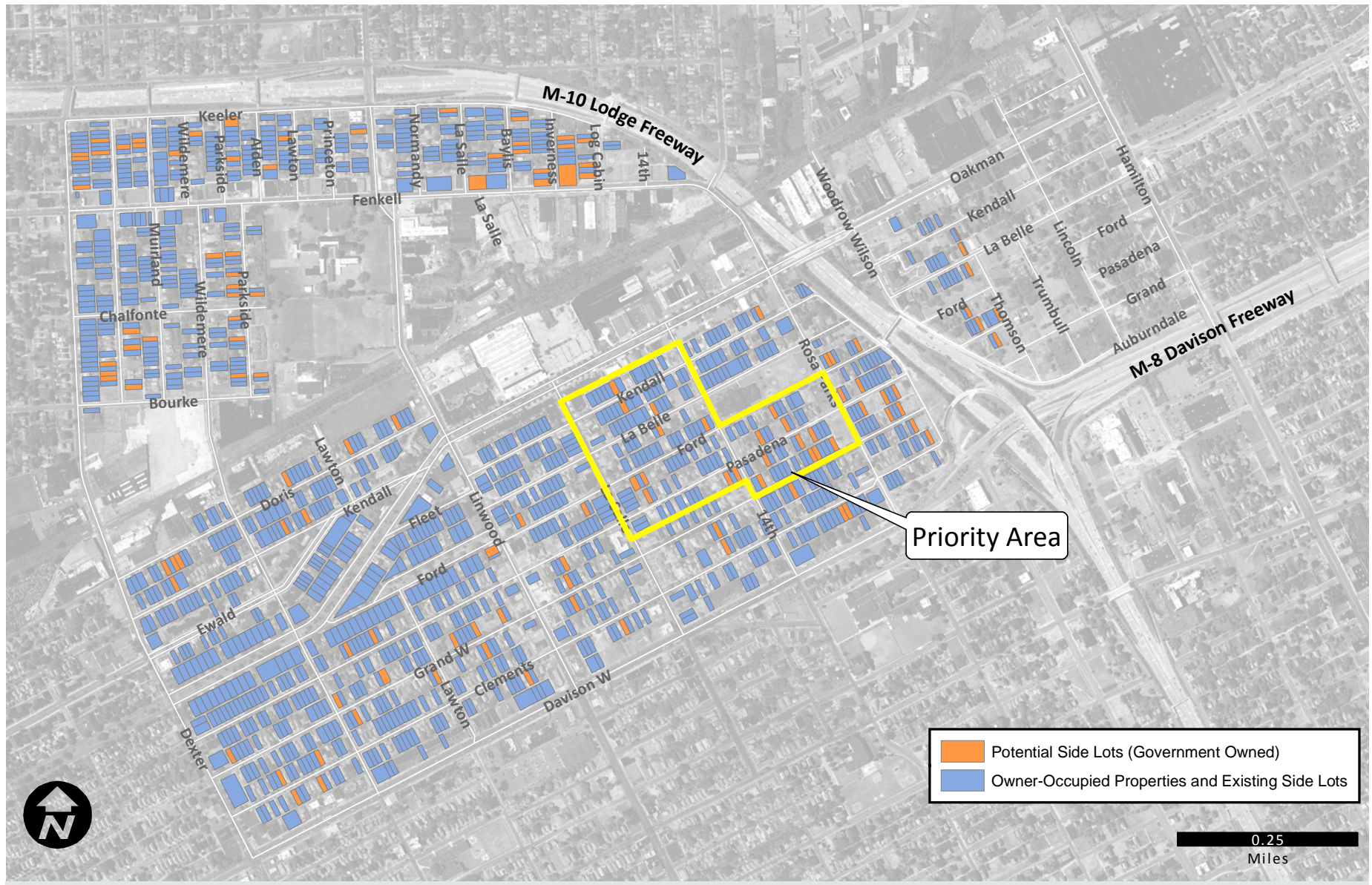


Figure 4.4. Priority Area: Side-Lot Acquisition

Source: Detroit Residential Parcel Survey, 2009; City of Detroit Assessor Data, 2009; Google Earth, imagery date May 2007

In order to prioritize and facilitate side-lot acquisitions, Focus: HOPE can:

- Identify public ownership of land from administrative data.
- Identify owner-occupied housing adjacent to publicly held property.
- Engage homeowners and facilitate side-lot property transfers.

Ideal areas for side-lot property acquisition exist on blocks that have high rates of home ownership with publicly owned vacant lots intermixed. Figure 4.4 shows a specific area with these characteristics. Figure 4.5 shows an aerial image of an example of lots that adjacent homeowners have acquired and maintained in the initiative area. Focus: HOPE could emphasize building upon assets in the Central Zone of the initiative area by giving top priority to encouraging side-lot transfers that will reinforce neighborhoods by restoring residents' confidence in neighborhood strength. This plan gives priority to areas with public ownership of side-lots in areas with high rates of owner-occupancy because public ownership makes acquisition of land easier and adjoining owner-occupants are more likely to acquire and maintain side lots.



Figure 4.5. Side Lot Locations
Source: www.bing.com/maps/

Clean Up and Restore Vacant Lots

General lot maintenance can improve many of the health and safety concerns that result from vacant lots in a neighborhood. Removing trash, debris, and overgrown plants can significantly improve the appearance of vacant lots and in some cases may encourage neighboring homeowners to acquire publicly owned vacant lots. In addition to cleanup, the restoration method and long-term maintenance plan can help to ensure that improvements have continuing impact in the HOPE Village Initiative Area. The approach for restoration depends on the conditions of each lot.

In order to facilitate the clean-up of vacant lots, Focus: HOPE can:

- Continue to organize clean-up days and expand programming to involve more residents (see Figure 4.6).
- Encourage and support block club leaders to organize resident volunteers.
- Partner with law enforcement to use Sheriff Work Crews to provide labor for cleanup day events.

Following clean-up, site restoration and other improvements can help retain a positive appearance. Using native plantings can help to restore natural habitats, reduce maintenance needs, and provide lasting aesthetic improvements to vacant lots. Information on Michigan native species appropriate for lot improvements may be available through The Greening of Detroit, the University of Michigan School of Natural Resources and Environment or other area organizations. In addition to landscape elements, Focus: HOPE can use other approaches to address site-specific issues. For instance, lots that attract illegal dumping may require deterrents such as fencing, signs, and possible surveillance, which are not necessary for a lot that suffers only from being overgrown and unsightly.



Figure 4.6. Lot Clean-Up
Source: FocusHope.org

Address Vacancy

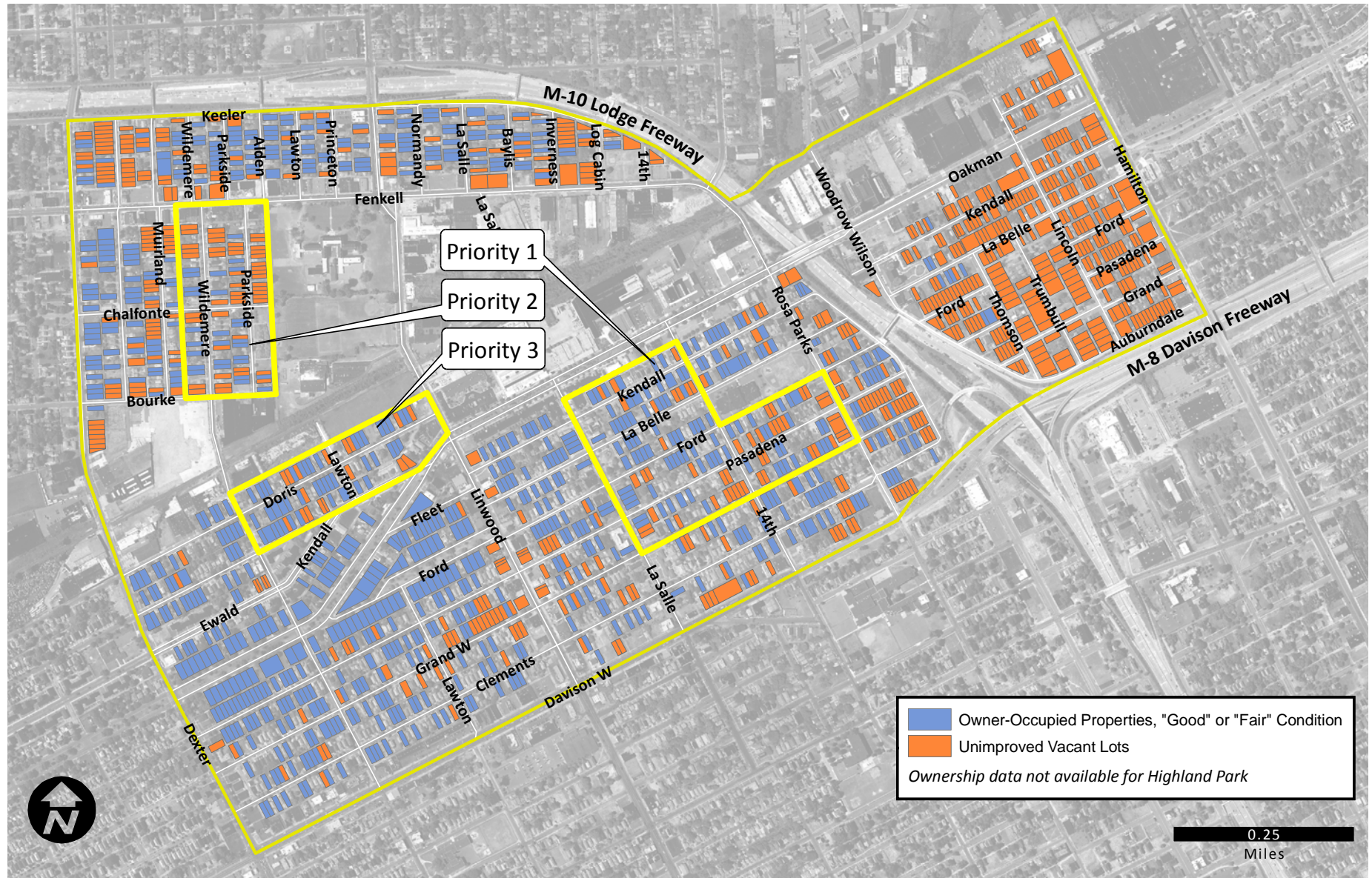


Figure 4.7. Priority Areas: Vacant Lot Clean-Up and Restoration

Source: Detroit Residential Parcel Survey, 2009, and Google Earth, imagery date May 2007

In order to facilitate the restoration of vacant lots, Focus: HOPE and block club leaders can:

- Engage with The Greening of Detroit and the University of Michigan to explore strategies for lot restoration using native landscaping or community gardens.
- Assemble and distribute information about low-maintenance landscaping solutions for residents.
- Expand clean-up days to include landscaping, wood fence installation, no-dumping signage, and other approaches to reduce long-term maintenance requirements (see Figure 4.8).
- Use information available through Detroit Vacant Property Campaign, such as the vacant property toolbox, to expand public understanding of vacancy issues and solutions.⁷

Figure 4.8. Vacant Lot Improvements (Philadelphia, PA)

The city of Philadelphia commissioned the Pennsylvania Horticultural Society (PHS) to produce a program for “greening” greater Philadelphia through a variety of techniques, including reclaiming abandoned and vacant land.⁸ The program developed by PHS included a Community-Based Vacant Land Maintenance Program to partner with neighborhood non-profits and address vacant lots. The program has successfully improved numerous vacant properties, strengthening neighborhoods throughout the city. As part of the program, PHS has developed a manual, “Reclaiming Vacant Lots, a Philadelphia Green Guide,” that may be helpful in addressing vacant lots in the HOPE Village Initiative Area.

Priority areas recommended for the cleanup and maintenance of vacant lots focus on areas located near existing assets. Generally, this plan prioritizes the blocks surrounding Glazer Elementary and Paul Robeson Academy, the commercial properties along Linwood and Oakman, and the residential blocks with high owner-occupancy rates. Figure 4.8 shows vacant lots in the area and priority zones for clean-up and improvements. In determining priority areas, the plan focuses on retaining homeowners and reinforcing blocks in good condition.

- First priority: The area south and west of Glazer Elementary has high owner occupancy, and the homes are in good condition. The blocks surround Glazer Elementary School, where children might pass most frequently heading to and from school.

- Second priority: The area near Paul Robeson Academy is another area children and families tend to pass through. High owner occupancy and homes in good condition are also criteria for selecting target blocks.
- Third priority: The area in the West Zone of the initiative area has low vacancy, and blocks tend to be in good condition. Focus: HOPE can reinforce the strength of this zone by prioritizing vacant lots on blocks with high owner occupancy where the homes are in good condition.

Secure and Remove Vacant Buildings

Boarding and securing open and dangerous buildings and demolishing dilapidated and unsound structures can address neighborhood safety and health and help to retain residents and locally-based retailers.

- Boarding and securing the windows and doors of vacant structures can improve the appearance of vacant, open property and help to prevent trespassing and other illegal activity in the short-term (see Figure 4.9).
- Demolishing or deconstructing vacant structures that pose considerable safety concerns (i.e. fire, crime) and are not suitable for rehabilitation can eliminate the negative impacts of vacant buildings on surrounding properties.



Figure 4.9. Securing Vacant Building
Source: FocusHope.org

Address Vacancy

1 2 3 4 5 6 7 8

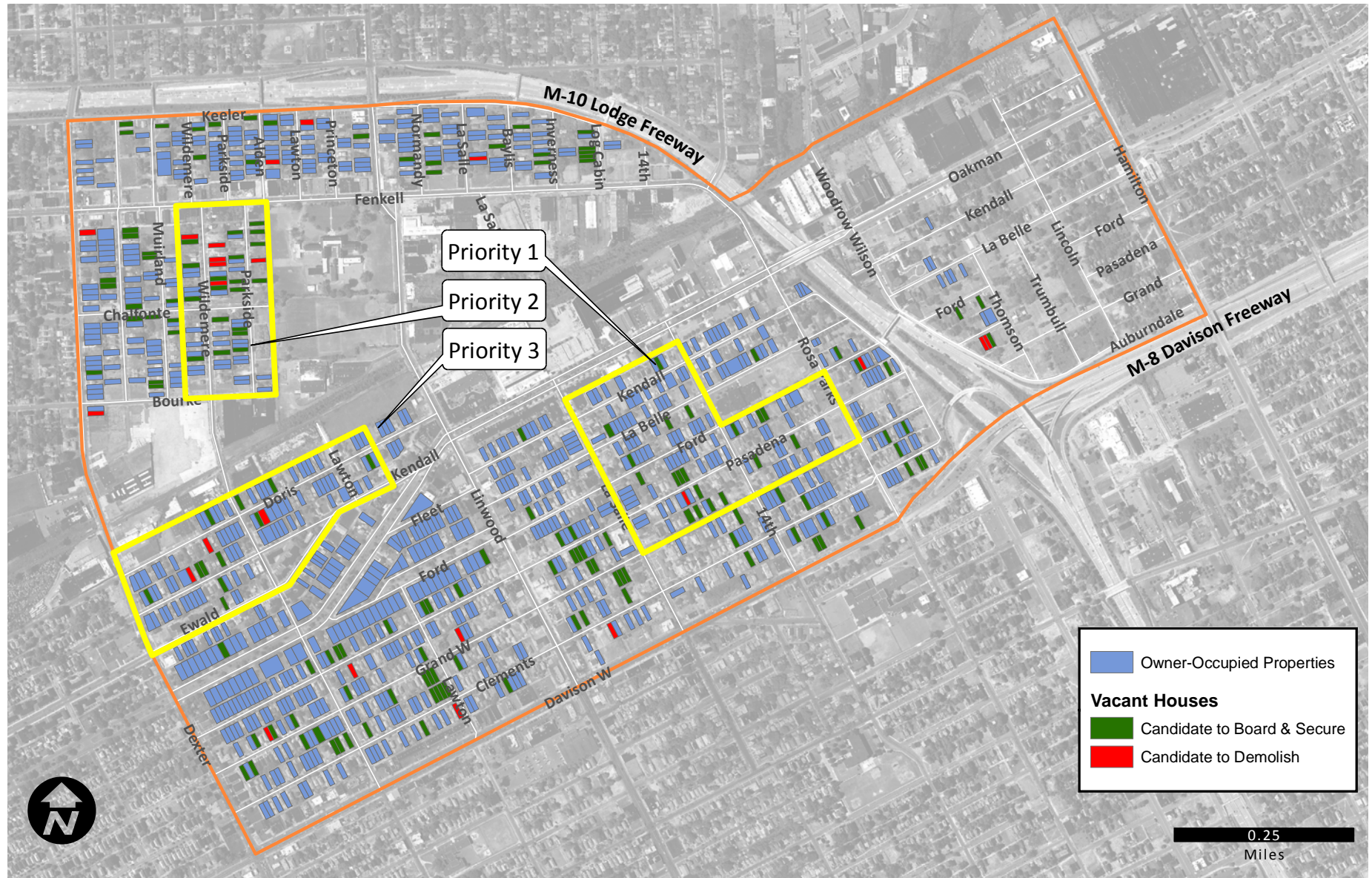


Figure 4.10. Priority Areas for Securing and Removing Vacant Buildings

Source: Detroit Residential Parcel Survey, 2009, and Google Earth, imagery date May 2007

This plan recommends boarding and securing open structures for immediate impact. Demolition can have significant positive impacts on neighboring property values, but the associated costs are significant and can take months to coordinate.

To board and secure buildings in the area, Focus: HOPE can:

- Continue to coordinate volunteer workdays to secure vacant buildings.
- Encourage residents and block club members to organize independent workdays and assist by supplying training and materials.
- Attempt to partner with building suppliers willing to donate the necessary materials.
- Store materials in facilities at Focus: HOPE to ensure required materials and tools are on hand.

Figure 4.11. Deconstruction Pilot Study (Wayne County, MI)

A partnership between Wayne County and Goodwill Industries formed in 2009 for a deconstruction pilot program. The program employed 14 workers through Goodwill's Flip the Script Program and found deconstruction costs to exceed costs for demolition. In addition to providing employment opportunities, deconstruction is more environmentally responsible than demolition because the salvaged material is reused.⁹

Demolition is the traditional method of removing vacant, uninhabitable structures, which generally requires heavy equipment to level and remove the structure. As an alternative to demolition, deconstruction is a process of removing and salvaging building materials for re-use (see Figure 4.11). Deconstruction is a labor-intensive process and found to be nearly 25 percent more expensive than demolition.¹⁰ However, deconstruction also can provide short-term employment opportunities for residents. This plan recommends that all 23 homes identified by the DRPS as candidates for demolition be removed, either through deconstruction or traditional demolition.

To demolish and deconstruct buildings in the area, Focus: HOPE can:

- Encourage the city, county, and state to demolish structures in the area.
- Prioritize demolition of structures identified by the DRPS in the Central and West Zones.
- Start a deconstruction program to employ area residents.

Figure 4.10 highlights potential vacant properties for boarding and securing based on fair and poor ratings assigned in the Detroit Residential Property Survey. Similar to the other strategies for improving vacancy conditions, priority areas for securing and demolishing structures are near existing neighborhood assets to reinforce property values and stabilize neighborhood conditions. In determining priority areas, the plan focuses on retaining homeowners and reinforcing blocks in good condition. The same prioritization criteria described in the Clean Up and Restore Vacant Lots section above could create priority areas for securing and removing vacant structures.

Conclusions

Addressing vacancy in the HOPE Village Initiative Area will help to stabilize property values and encourage investment in the neighborhoods. Improving lots and securing or removing buildings will help to discourage criminal activity, remove environmental health hazards, and signal that area residents are present and engaged in the safety of their neighborhood. Chapter 5 discusses ways that Focus: HOPE can enhance both vacant and occupied property throughout the initiative area.

Notes

1. Ann Bowman and Michael Pagano, *Terra Incognita: Vacant Land and Urban Strategies*, (Washington DC: Georgetown University Press, 2004), 2.
2. George L. Kelling and James Q. Wilson, "Broken Windows," *Atlantic Monthly*, March 1982.
3. George Galster, Peter Tatian, and John Accordino, "Targeting Investments for Neighborhood Revitalization" *Journal of the American Planning Association*, Vol. 72, No. 4, (2006).
4. Debbie Fisher, Manager, Community and Economic Development, *Focus: HOPE. Personal Contact*, (April 6, 2010).
5. Joseph Schilling and Elizabeth Schilling, "Leveraging Code Enforcement for Neighborhood Safety: Insights for Community Developers" (New York: LISC, Community Safety Initiative), 5, <http://www.lisc.org/resources>.
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Enhance Property

Chapter 5

Introduction

Focus: HOPE can enhance the land and structures throughout the HOPE Village Initiative Area through certain kinds of investments. By addressing the physical conditions of structures, Focus: HOPE can foster an environment that attracts and retains residents and locally oriented retail, improves safe and healthy living conditions, and enhances connections between residents and institutions. The following strategies recommend steps Focus: HOPE can take to enhance vacant and deteriorating property.

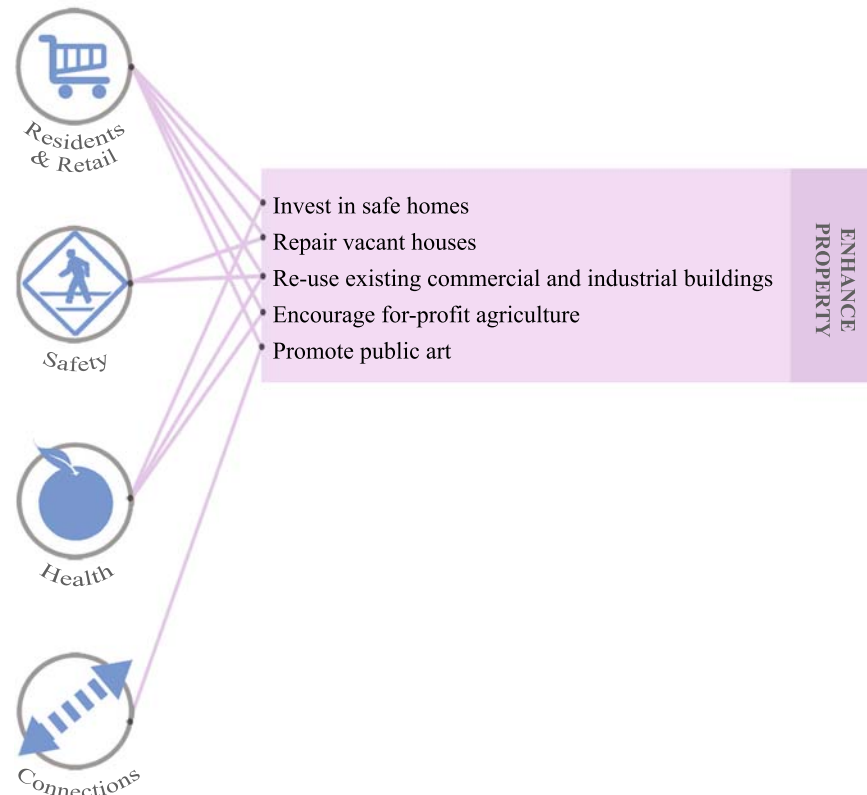


Figure 5.1: Connecting Goals to Strategies: Enhancing Property

Invest in Safe Homes

This strategy focuses on maintaining and repairing residents' homes. By addressing the physical conditions of occupied homes, the HOPE Village Initiative can directly improve environmental health and safety for area residents. Though many homes throughout the area could benefit from minor home repair assistance, efforts often result in greater impact when concentrated within a small area and with committed multi-year support.¹ Strategic investment in areas with high owner-occupancy rates can result in neighbors' feeling that their property is also worth maintaining.²

With this in mind, this plan recommends that Focus: HOPE concentrate home repair efforts within the West and Central Zones. These zones show higher owner-occupancy rates than other zones and generally well-maintained structures, though they are beginning to show signs of deterioration. Figure 5.2 identifies specific houses in these zones in "fair" or "needs improvement" condition.³

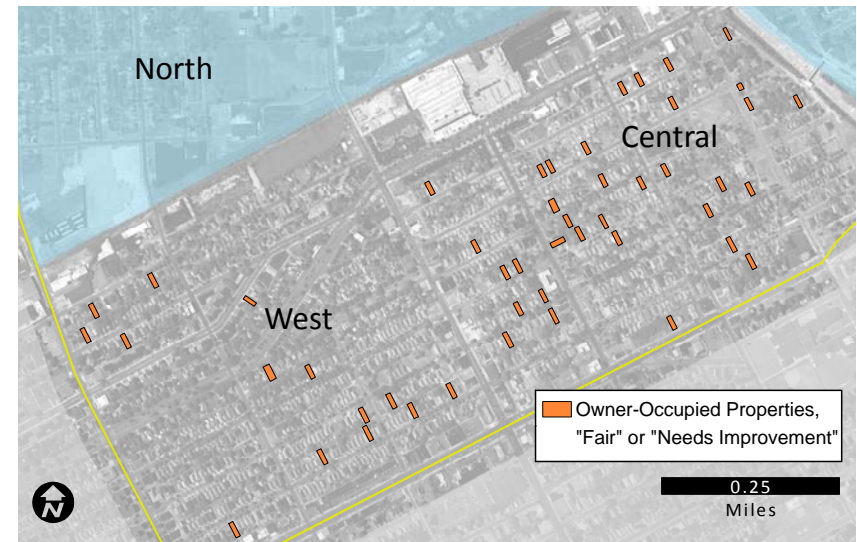


Figure 5.2. Candidates for Minor Home Repair of Owner-Occupied Housing
Source: Google Earth, imagery date May 2007; Detroit Residential Property Survey, 2009; City of Detroit Assessor Data, 2009

Focus: HOPE can continue to make an impact area-wide by integrating housing-related health and safety initiatives into existing programs by:

- Continuing a partnership with ClearCorps for lead abatement.
- Incorporating a practical component of Focus: HOPE's weatherization training program that pairs students with residents whose homes need minor repairs.
- Organizing regular neighborhood clean-up days, coordinated with special events.

Rehabilitate Vacant Houses

By returning vacant residential properties in the HOPE Village Initiative Area to productive use, Focus: HOPE can help attract and retain residents, address safety and health concerns, and improve connections among residents. Focus: HOPE can promote rehabilitation within the area by identifying interested private developers or directly performing the rehabilitation work. Similar to the home repair strategy, concentrating efforts in neighborhoods that need less widespread investment can produce a stabilizing and revitalizing effect on surrounding properties. Again, concentrating on the West and Central Zones could result in investment that would give other property owners the confidence to continue to invest in their own properties. By acquiring vacant residential properties for rehabilitation in these areas Focus: HOPE can prevent further abandonment and decay of entire blocks, while helping to increase the supply of quality affordable housing.

Several options exist for Focus: HOPE to acquire residential properties, including traditional purchases at market value and less traditional methods of donation or bequest. Donated or willed property is the least expensive option for acquisition, whether a vacant lot or structure. However, redevelopment may not be financially feasible in all cases and not all donated properties will be in ideal locations within the area. Therefore, with these considerations in mind, Focus: HOPE could:

- Rehabilitate housing in the Central and West Zones because other homes in fair to good condition create market viability on those blocks.
- Invest in vacant or deteriorated homes on blocks where returning vacant or deteriorated housing to good condition will keep existing homeowners from losing hope in the future of their neighborhood and encourage them to continue to invest in their own homes.

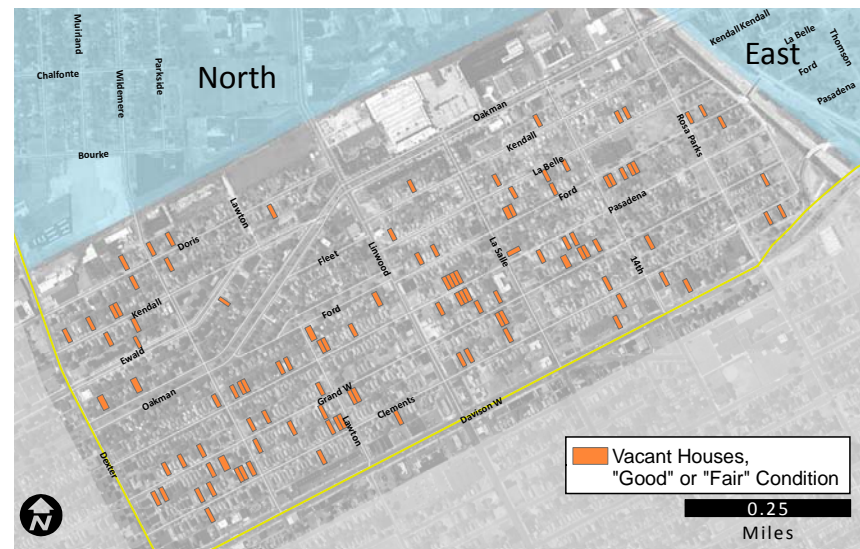


Figure 5.3. Candidates for Property Acquisition

Source: Google Earth, imagery date May 2007 and Detroit Residential Property Survey, 2009

Figure 5.3 shows recommended zones for property acquisition within the HOPE Village Initiative Area. Some specific properties are also highlighted. Properties are selected based on their proximity to existing assets, owner-occupancy rates in the neighborhood, and quality of existing vacant structure. Likewise, Focus: HOPE can acquire publicly owned properties because public entities are generally eager to return these properties to the tax rolls.

Once Focus: HOPE has completed rehabilitation, the organization could lease or sell the properties. Holding the properties as rental units can help ensure the quality and affordability of housing in the area. Selling the properties can help increase homeownership, but nonprofit developers are having difficulty selling homes in the current market. By promoting different types of ownership structures, Focus: HOPE may be able to retain housing affordability even if property values appreciate, while encouraging homeownership and equity creation.

Focus: HOPE can find further detail on property acquisition and varied ownership models through these resources:

- NeighborWorks America, a national nonprofit, has resources regarding neighborhood based revitalization efforts via stablecommunities.org, including information on:⁴

- Targeting properties for acquisition
- Negotiating prices
- Varied ownership types
- Funding sources

- The National Housing Institute provides information on various limited equity ownership structures and lease-to own-programs at NHI.org.⁵
- NCB Capital Investment, a national non-profit, is a pioneer in creating affordable, shared-equity ownership structures and provides:⁶

- Financial services
- Technical Assistance
- Training

Chapter 4 addresses vacant structures by recommending boarding and securing for safety. Focus: HOPE could concentrate on boarding and securing properties before investing in repair because at this time, many vacant homes do not need significant repairs. As residents move into the area, Focus: HOPE can then remove the boards and begin repairing the homes, preparing them for sale or transfer to future residents of the initiative area.

Re-use Existing Commercial and Industrial Buildings

Focus: HOPE can create a more attractive environment for retail and mixed-use development by promoting reuse of existing vacant commercial and industrial structures that are still in good or fair condition. Focus: HOPE has already employed this strategy with the Bell Building rehabilitation. However, smaller properties, in the North Zone along Fenkell and Linwood, could help revitalize this commercial corridor and bring locally oriented retail back into the area.

Focus: HOPE would not act as an acquisition and development organization, as they did with the Bell Building. Instead, they could act as real estate marketer, highlighting potential uses for vacant commercial buildings and function as a contact for information about the properties and the area. The amount of financial investment would be rather low.

Focus: HOPE can:

- Use web site space to market vacant properties.
- Assist owners with signs to improve visibility.

Figure 5.4 and Table 5.1 highlight six properties that appear to be vacant and in good or fair condition.⁷ Successful development of these properties depends on market conditions. Some uses for the space could eventually include for-profit retail (food market, coffee shop, clothing store) or non-profit services (food co-op, used book store, second-hand clothing store), but this may not be possible until residential neighborhoods are reinforced, safety is improved, and people are more physically connected (see Chapter 7: Improve Mobility). Focus: HOPE could also look at other properties further south on Linwood in the West Zone, but these properties are in worse condition than those in the North Zone and would require heavier investment.



Figure 5.4 Vacant Commercial/Industrial Properties of Interest
Source: GoogleMaps, imagery date 2007

Property Address	Owner	Year Built	Lot Area (Acres)	Building Area (Square Feet)	Current Land Use
3017 Fenkell	Clyde M Woods, Detroit	1923	0.13	3,801	Commercial
3009 Fenkell	Cecil McIntosh, Detroit	1926	0.05	3,560	Commercial
3001 Fenkell	William West, Detroit	1923	0.08	4,108	Commercial
2201 Fenkell	City of Detroit	1963	2.07	25,071	Industrial
15000 Linwood	James T Kelly, Farmington	1946	1.25	44,742	Industrial
14860 Linwood	Harry Davidson, Detroit	1940	0.98	24,921	Industrial

Source: City Assesor's Data 2009

Encourage For-Profit Agriculture

Focus: HOPE can work towards the goal of attracting and retaining residents and locally oriented retail by drawing in diverse businesses, including entrepreneurial farming models. With extensive vacant land in some areas of Detroit, some entrepreneurs are discussing the possibility of farming commercially. Other cities have explored this type of urban farming (see Figures 5.5 and 5.6). Such a concept employed in the HOPE Village Initiative Area could provide some local jobs while putting vacant areas to productive use and providing a nearby source of fresh produce.

The East Zone of the Hope Village Initiative Area lies mostly within the City of Highland Park and currently contains the highest percentage of vacant lots in the initiative area. Focus: HOPE has worked with a landscape architect to develop the Oakman Green plan, (see Figure 5.7) which proposes mostly residential land use along with an agricultural component.⁸

Figure 5.5: Village Farms (Buffalo, NY)

An entrepreneurial model for urban agriculture exists in Buffalo, NY. Village Farms manages 18 acres of green houses on a 35-acre abandoned steel mill site. The company uses hydroponic technology to cultivate vine-ripened tomatoes on the contaminated industrial site. The city of Buffalo, the state of New York, and the local utility company offered the farm substantial financial incentives, including the funds to clean up the existing oil contamination. The farm employs 80 to 100 people and sells its produce to both large supermarket chains and small local retailers.⁹

Figure 5.6: Somerton Tanks Demonstration Farm (Philadelphia, PA)

The Pennsylvania Department of Community and Economic Development funded a feasibility study of commercial, chemical-free farms in Philadelphia. The study set up a test farm, called Somerton Tanks Demonstration Farm, in a dense residential area of the city. Two farmers and an assistant managed the operation using a Small Plot Intensive (SPIN) farming method. The result was that by the third year of operation, the farm had grossed \$68,000. In this example, net revenue improved over the three-year study from \$23,700 to \$37,900, before wages were paid. The study concludes that, with expanded operations and improved marketing, for-profit agricultural models within the city are sustainable and could provide a two-farmer operation with \$60,000 in net annual income.¹⁰

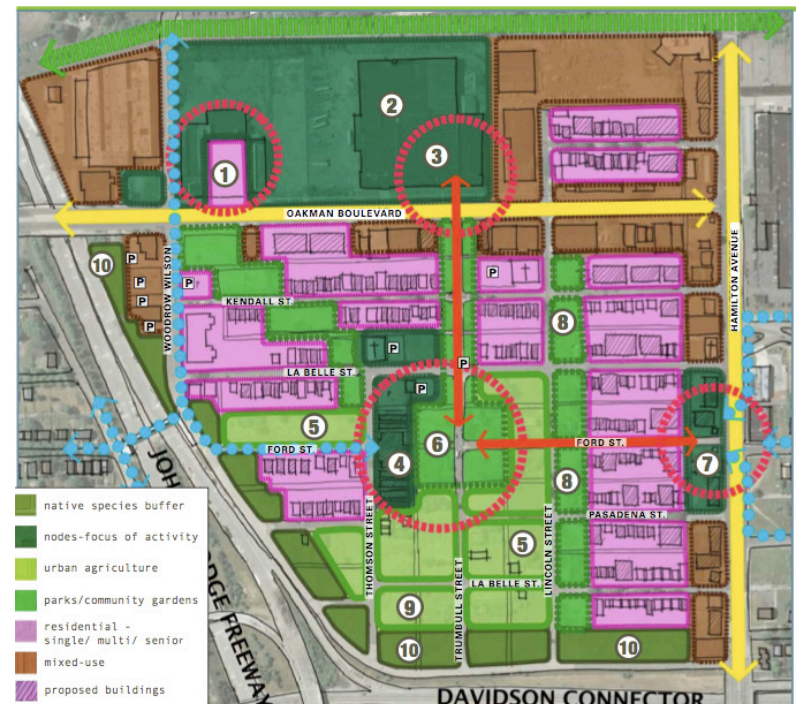


Figure 5.7. Oakman Green Illustration
Source: Kenneth Weikal

If this redevelopment does not occur, Focus: HOPE could consider encouraging local entrepreneurs to invest in the vacant lots for larger-scale urban farming. A farming operation in Highland Park could provide employment opportunities for a population with high unemployment. Additionally, a partnership with food cooperatives (yet to be organized), local schools, and restaurants could provide demand for the produce.

Promote Public Art

Public art can improve the physical appearance of the HOPE Village Initiative Area as well as provide an opportunity for residents to interact while improving the physical appearance of the area. Such a campaign could provide opportunities for young artists to use their talents and abilities and engage in productive activities to benefit their neighborhoods (see Figures 5.8, 5.9, and 5.10). Furthermore, the use of public art with a common underlying theme would serve to promote social connections and a neighborhood identity in the area (see Figure 5.11).



Figure 5.8. Children Painting Mural
Source: basicsnewsletter.blogspot.com



Figure 5.9. Teens Painting Mural
Source: blog.sfmoma.org



Figure 5.10. Stimson Street Mural Artist
Source: avalonhousing.org

The Community Arts Department at Focus: HOPE facilitates art education and could launch a public art campaign by building upon or reviving existing programs. For example, reviving the Multicultural Mural Project could improve the ambiance of public space, while engaging youth who live in the area. In the past, this project created a large-scale mural at Focus: HOPE's Southwest Detroit Food Center at 6353 West Vernor.¹¹

Focus: HOPE can develop a comprehensive program tailored for the HOPE Village Initiative Area that could focus on murals for a number of reasons.

- Focus: HOPE has experience with managing a mural arts program.
- Mural painting can have a positive effect on an area by transforming the old, dilapidated surfaces of buildings into works of art.
- Highly visible walls of buildings on blocks of Linwood, Fenkell, and Davison could provide space for artists to use for murals.

Other art opportunities exist, including providing introductory art classes in painting, sculpting, and other disciplines at the Family Learning Center. The Detroit Connections program of the University of Michigan sponsors a program where undergraduate art students lead art programming with fourth grade classes at Marcus Garvey Academy on Detroit's east side.¹² Focus: HOPE could initiate a similar program with Detroit Connections or another university or college and could sponsor donation drives for the collection of used art tools to inspire creative youth to pursue the arts and enable them to contribute to their physical surroundings. Focus: HOPE can then rely on participants of these programs to use their acquired skills to create public art projects in the initiative area.

Figure 5.11: Stimson Street Mural Project (Ann Arbor, MI)

The Stimson Street Mural Project involved University of Michigan students and tenants from Avalon Housing, a non-profit organization that provides low-income supportive housing. Participants only spent two months painting the mural itself but spent the preceding seven months planning and engaging in artistic preparatory exercises and painting workshops that produced artwork created in a studio. The project was beneficial for the tenants in many ways. The program allowed Avalon Housing to use the project results for fund-raising. The project transformed the drawings and paintings from the workshops into coloring books, postcards, and posters for sale.¹³

Conclusion

Property enhancements can help shape the HOPE Village Initiative Area into an attractive, safe, healthy and well-connected place. These improvements work to create an environment that residents will want to maintain. The opportunities people have to interact within this space may also determine their likelihood of feeling ownership in the area. The next chapter suggests strategies that establish new resources for residents.

Public art pieces could be located in areas known for their visibility and high levels of pedestrian traffic. Ideally, they would function to accent existing landmarks such as the Parkman Branch Library, Ford/La Salle Park, Salsinger Park, and a future community center (see Figure 5.12). By organizing art projects in these locations, Focus: HOPE would encourage residents to improve the physical conditions of their valued public spaces.

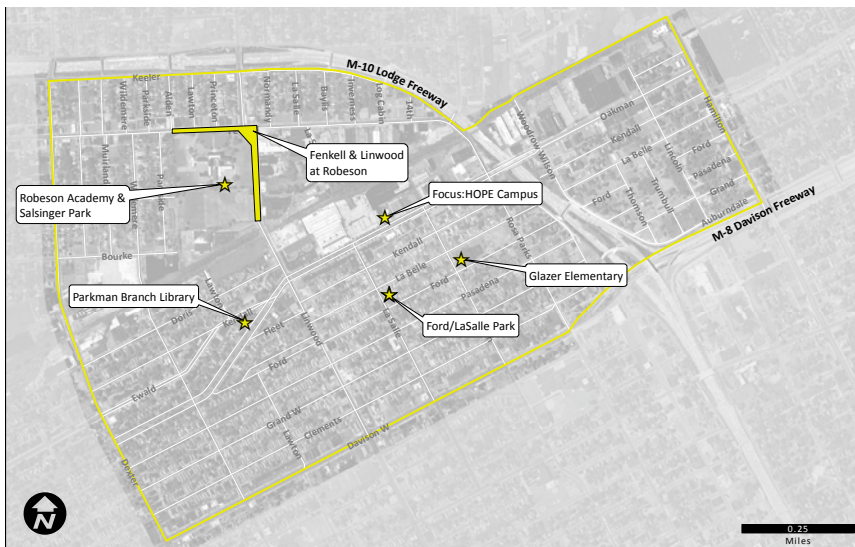


Figure 5.12. Possible Sites for Public Art
Source: Google Earth, imagery date May 2007

Notes

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2. Dale E. Thomson, "Strategic Geographic Targeting of Housing and Community Development Resources: A Conceptual Framework and Critical Review," *Urban Affairs Review*. Vol. 43, No. 5, (2008), 639-44.
3. Detroit Residential Parcel Survey data file, 2009, <http://www.detroitparcelsurvey.org/> See Appendix for more information on DRPS.
4. Home page, Neighbor Works, <http://www.nw.org/>.
5. Home page, National Housing Institute, <http://www.NHI.org/>.
6. Home Page, NCB Capital Impact, <http://www.ncbcapitalimpact.org/>.
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Establish New Resources

Chapter 6

Introduction

This plan views strengthening social connections as an integral aspect of creating safe and attractive conditions for residents of the HOPE Village Initiative Area. Focus: HOPE can promote connections among residents by establishing inviting, public spaces that encourage residents to work together on initiatives, such as safety and access to resources. As residents form relationships rooted in shared experience and common interests, they will likely strengthen their sense of responsibility to each other and their neighborhoods, creating a safer environment. The following strategies detail specific actions that Focus: HOPE can take to increase opportunities for residents to establish new resources in the area. Figure 6.1 shows the relationship of these strategies to the goals, as defined in Chapter 1.

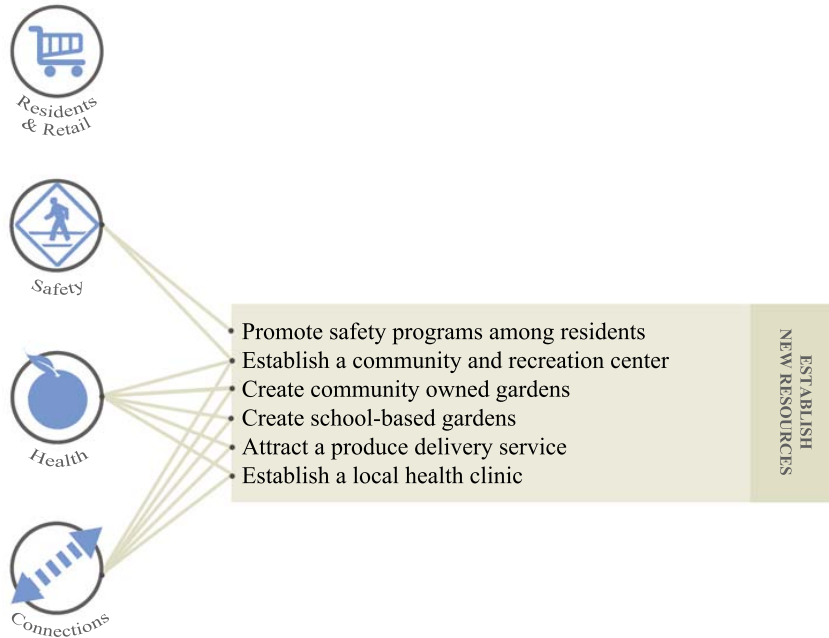


Figure 6.1. Connecting Strategies to Goals and Themes: Establishing New Resources

Promote Safety Programs Among Residents

The HOPE Village Initiative can increase perceived and actual safety while establishing a “sense of place” for residents. This strategy focuses on integrating safety programs and physical design improvements into key neighborhoods and addresses the goals of improving safety and improving connections between residents and institutions.

Focus: HOPE has developed a Community Safety Initiative in response to increased crime rates in the area in recent years.¹ This initiative creates a partnership between community residents and law enforcement agencies through several programs, including resident empowerment initiatives and an illegal dumping task force.² High crime areas appear to center around the eastern section of the Central Zone and between Lawton and Wildemere in the West Zone. Figures 6.2 and 6.3 show the locations of documented crimes in the initiative area from March 1 to April 27, 2010.³

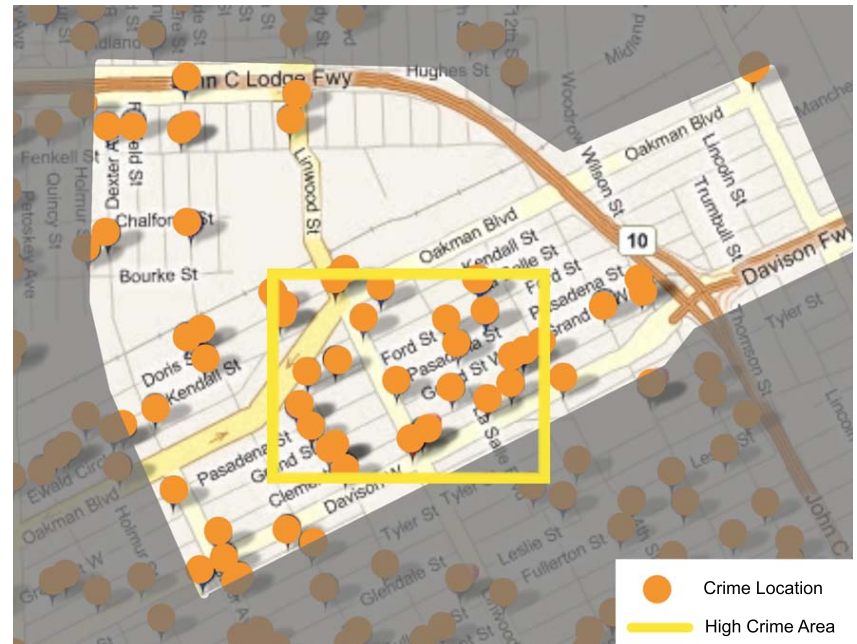


Figure 6.2. Crime Locations (March-April 2010)
Source: CrimeMapping.com

Two block clubs exist in these zones: the Oakman Boulevard Community Association (OBCA) and the Linwood Davison Lodge Oakman Block Club Association (LDLO). Focus: HOPE could build on these existing groups to implement focused initiatives in the high crime areas. To implement this strategy, Focus: HOPE could do the following:

- Continue to work with block club leaders and identify ways to increase resident engagement in the West and Central Zones.
- Encourage block clubs and other resident groups to participate in removing overgrown vegetation and litter in high crime locations to show that these areas are watched over.
- Contact the local law enforcement agency to organize citizen patrol trainings for resident volunteers. (See Figure 6.4).
- Continue efforts to raise awareness among residents about ways to identify and report criminal activity.

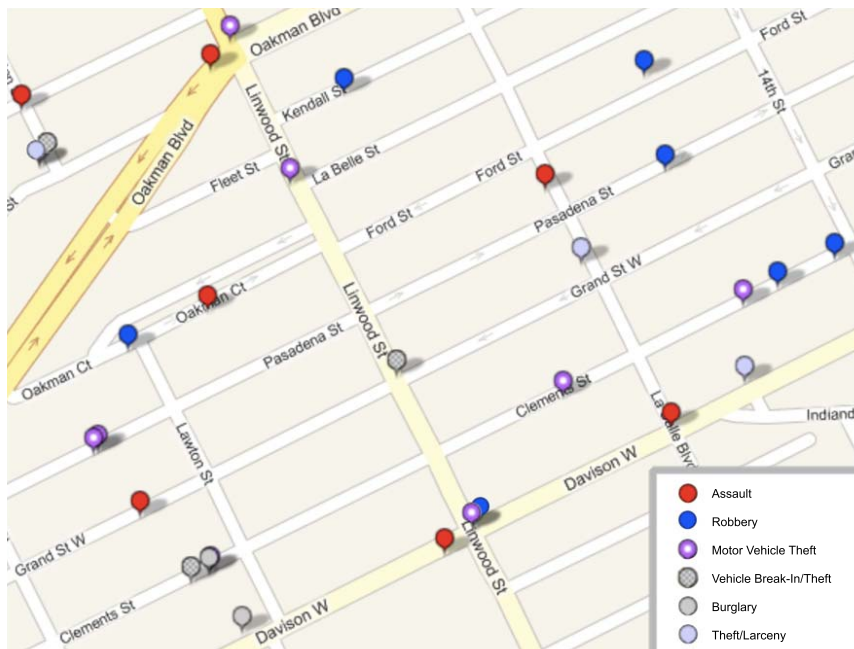


Figure 6.3. High Crime Locations, West and Central Zones (March-April 2010)
Source: CrimeMapping.com

Figure 6.4. Community Safety Initiatives (Cincinnati, OH)

The Over-the-Rhine (OTR) neighborhood of Cincinnati, OH, was once a thriving neighborhood but saw a steady population decline beginning with the start of the Great Depression. By the 1970s, the neighborhood had retained only 50% of its former population.⁴ With an increase in violent crime and drug trafficking, OTR became an obvious candidate for targeted safety initiatives.

A partnership between Keep Cincinnati Beautiful (an affiliate of the national Keep America Beautiful initiative), Over-the-Rhine Revitalization Corporation, and the Cincinnati Police Department worked to improve communication among residents, law enforcement workers, and business owners. The partners worked under the guiding principle that “increased cooperation would help foster reductions in both crime and fear, which could in turn pave the way for redevelopment and investment in the area.”⁵

Key actions the partner organizations took included the following:

- Initiated Citizens on Patrol program.
- Cincinnati police officers trained resident volunteers to conduct regular patrols throughout the OTR area and report suspicious activity.
- Organized an awareness-raising campaign.
- The OTR Chamber of Commerce distributed “You Are the Eyes of Over-the-Rhine” cards, which provided information on public clean-up opportunities.
- Integrated Crime Prevention Through Environmental Design (CPTED) strategies.
- Keep Cincinnati Beautiful brought in volunteers and the city Department of Public Services to remove overgrown vegetation and dilapidated buildings, and to landscape strategic locations with a series of gardens in known high crime areas.⁶

The result of these and other efforts was a 22% reduction in Part I crimes (murder, rape, robbery, aggravated assault, burglary, larceny and auto theft) and a 15% reduction in Part II crimes (non-aggravated assault, vandalism, sexual offenses, drugs, family offenses, and disorderly conduct) within the first year. Additionally, with the closure of some identified problem stores, new commercial activity has returned to the area.⁷

Establish a Community and Recreation Center

Community and recreation centers provide residents with a space for events, meetings, and recreation activities. A community center could include any and all of these activities, while a recreation center would be more focused on providing opportunities for sports and exercise. These types of spaces encourage resident networking and grassroots organizing – activities that can lead to safer neighborhoods and a stronger sense of commitment among residents to make the HOPE Village Initiative Area a place where residents choose to live.

The Glazer Elementary School (shown in Figure 6.5) and Robeson Early Learning Center (ELC) buildings provide opportunities for community and/or recreation centers. Detroit Public Schools officials have announced the planned closure of Glazer and a plan to move the ELC to Robeson Academy’s main building, both in June 2010. Focus: HOPE and residents are contesting the decision to close Glazer. However, if these plans go forward, Focus: HOPE could facilitate the development of community and recreation center facilities within the vacated buildings. The Glazer building may be able to house both a community center and a recreation center. Alternatively, the Glazer building and the ELC building could provide these different uses separately. Table 6.1 summarizes some of the expected pros and cons of these two options.

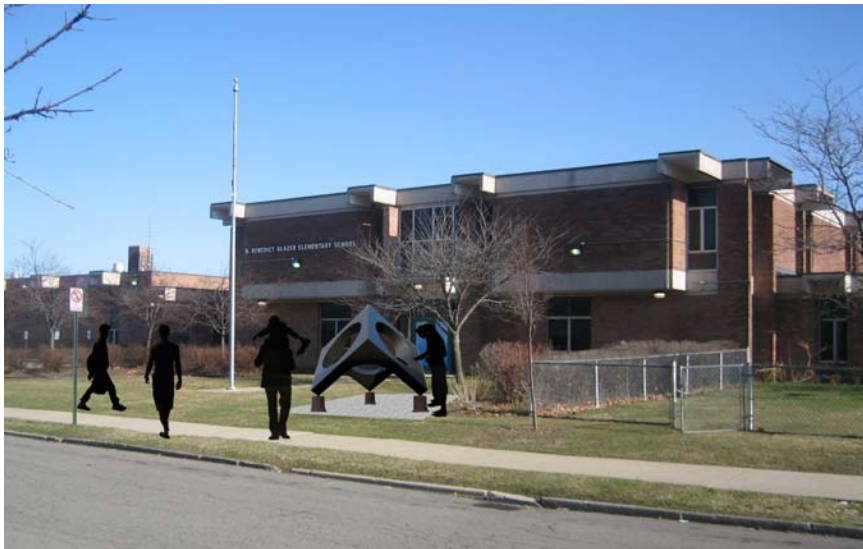


Figure 6.5. Glazer Elementary School

If Glazer remains open as a school, Focus: HOPE could still consider it an option for a community center. Examples exist around the country, including in Michigan, of schools opening their doors to nearby residents for recreation, arts programs, and senior citizen day facilities. Programming could either be separate, with specified times for school use and community use, or, if space permits, the two uses could function simultaneously. Some schools, such as Gaylord High School (Gaylord, MI), encourage interaction between students and local residents by inviting retired residents to volunteer their time through tutoring students, presenting special programs, and helping with school events.⁸

	Combined Centers at Glazer Elementary		Separate Locations: Glazer Elementary and Early Learning Center	
	Pros	Cons	Pros	Cons
Location	Close to high density neighborhoods Focuses community building activities in one location Makes use of an existing hub of activity	Far from residents in North Zone	Glazer is close to high density neighborhoods ELC can serve North Zone residents and Salsinger Park users Makes use of two buildings that may otherwise be vacant	Divides focus of community building activities between two locations
Size	Large enough to accommodate both social and recreational uses	None	Glazer could house other activities in addition to a community center, such as charter school or computing center ELC could provide additional meeting spaces in North Zone	Glazer may be too large to maintain as only a community center
Facilities	Gymnasium Playground Open space for soccer or kickball	Not enough space for a baseball diamond or football field	Glazer: Gymnasium Playground Open space for soccer or kickball ELC: Playground Football field and baseball diamonds planned for Salsinger Park	None

A resource for more information on joint-use school structures is the publication “Opening School Grounds to the Community After Hours,” published by Public Health Law and Policy/Planning for Healthy Places.⁹ Though this document focuses on developing partnerships based on California school system regulations, it offers an explanation of what joint-use agreements can accomplish and provides a checklist of considerations Focus: HOPE could take into account. Other resources include afterschool.gov, a one-stop website residents and organizations interested in receiving federal funding for child-oriented activity and recreation programs, and the Community Foundation for Southeast Michigan, which manages grants from major donors and distributes funding for recreation and neighborhood projects.¹⁰

Create Community Owned Gardens

Creating community gardens in the Hope Village Initiative Area would provide an amenity and community-building opportunity for residents, while offering access to healthy homegrown produce. Creating community owned gardens in the area addresses the plan goals of improving safety, increasing access to healthy activities and environments, and improving connections between residents and institutions.

However, gardens only succeed if resident gardeners commit to maintaining them. Residents of the area have acknowledged that they and their neighbors do not tend to the existing garden at Linwood and Kendall. For this reason, this plan proposes that the development of any additional gardens in the area adopt the following process:

- Form a planning committee of residents and designate a well-organized garden coordinator.
- Choose a site based on water availability, access to plentiful sunlight, and soil suitability. Gardens could be located in high-density neighborhoods to take advantage of the “eyes-on-the-street.” See Figure 6.6 for recommended locations.
- Design the site, including locations for plots, tool storage, compost, and a bulletin board for announcements. Organize volunteer work crews to prepare and develop the site.
- Establish the organization of the garden, specify how to choose gardeners, how to assign plots, if and how to share tools, and how to enforce rules.
- Obtain liability insurance for the garden if not already covered by the Focus: HOPE insurance coverage.¹¹

Community gardeners in Detroit have a number of available resources. In particular, The Garden Resource Program, a collaboration between Michigan State University, The Greening of Detroit, EarthWorks Urban Farm/Capuchin Soup Kitchen, and the Detroit Agriculture Network, offers urban gardeners access to substantial resources for a minimal annual fee. Table 6.2 summarizes the resources advertised for the 2010 season.¹²

Community gardens allow people to improve their neighborhood by creating viable land use where a deteriorated vacant lot existed. Figure 6.6 highlights vacant lots that are currently owned by a governmental entity; resident groups could purchase several fairly cheaply. Highlighted lots are limited to those blocks that, in 2000, had populations of 100 people or more. These locations are highly concentrated in the West and Central Zones.

	Group Gardeners	Individual Gardeners
Membership cost (per year)	\$20	\$10
Number of seed packs	102	34
Number of starter plants	324	108
Additional resources available to those who participate in regular group activities (organized by The Garden Resource Program)	Tilling Compost Flowers Woodchips Weed fabric Volunteer assistance Tool-sharing program	
Source: www.detroitagriculture.org		

Create School-Based Gardens

Focus: HOPE can partner with local schools to integrate gardening into an educational curriculum. School gardens provide an opportunity to work with children, as well as parents and teachers, on improving nutrition while exercising and socializing. This strategy addresses two plan goals: increase access to healthy activities and environments and improve connections between residents and institutions.

Schools elsewhere have developed gardening programs to educate their students and their families by participating in food production. Many of these programs offer online resources for starting and maintaining a school-based garden program. The California School Garden Network, for example, produced a guide that outlines steps for planning,

Establish New Resources

1 2 3 4 5 6 7 8



Figure 6.6. Recommended Locations for Community Gardens

Source: Census 2000; Detroit Residential Property Survey 2009; Google Earth, imagery date May 2007

designing, funding, and maintaining a school-based garden program.¹³ The document also identifies ways that teachers can use a garden to guide lessons in mathematics, history/social sciences, English/language arts, visual and performing arts, and health.

In Detroit, the Catherine Ferguson Academy, a school of about 300 girls, has developed a working farm with apple orchards, gardens, beehives, and animal husbandry on two and a half acres of land. Classes at the academy integrate lessons on caring for animals, as well as harvesting and marketing produce with the intention of teaching students how to make a living by farming.¹⁴ In Lansing, Riddle Elementary School¹⁵ and Mid-Michigan Leadership Academy¹⁶ both have several years' experience in school-based gardening and could provide additional resources applicable to smaller scale Michigan projects. Gardening in Michigan during the school year, presents the opportunity for students to experience both the harvesting season at the beginning of the school year and the planting season at the end.¹⁷ Summer school programs can help with maintaining the gardens at their height.



Figure 6.7. Illustration of School-Based Gardens

Focus: HOPE could initiate a partnership with Paul Robeson Academy to develop school-based garden programs that serve the needs of the HOPE Village Initiative Area. Robeson Academy has approximately two and a half acres of open grounds (similar to Catherine Ferguson Academy) to the east and west of the building that the school could use for gardens and/or greenhouses. To facilitate a partnered gardening program, Focus: HOPE could work with Robeson Academy by following these steps:

- Seek approval from Robeson Academy administrators. The principal of the Academy is on the steering committee for the HOPE Village Initiative and has partnered with Focus: HOPE on other education-based programs.¹⁸ This existing relationship creates an advantage to working together in the future.
- Work with the Local School Community Organization to identify key teachers, students, maintenance and food service staff, parents, and area residents who are interested in the program and could fill specific leadership and advisory roles throughout its development.¹⁹
- Encourage teachers to link the garden to their curriculum. Begin goal-making by identifying the academic achievement requirements; then, encourage teachers to accomplish their goals through garden-based learning. See Figure 6.7 for an illustration of what a gardens in a schoolyard might look like.²⁰
- Design the garden. Consider the existing features of the site (sunlight, access to water, topography, etc.) and the space needed for supplementary structures (tool shed, sitting space, compost pile, etc.).²¹
- Identify supply needs and funding needs. Compile a list of supplies for building and maintaining the garden. Estimate costs, including those associated with programming and operation.²²
- Obtain supplies and funding. The Garden Resource Program based in Detroit (see “Create Community Owned Gardens”) offers funding for school gardens, as does the U.S. Department of Agriculture and Slow Food USA.²³
- Develop a plan for planting and maintaining the garden. Include students in as many of the upkeep responsibilities as possible.²⁴

Attract a Produce Delivery Service

Unless they shop at Atlas Market on Davison Street, residents of the area may drive several miles to find a supermarket that offers fresh produce. Detroit has some of the highest diabetes, heart disease, and obesity rates in the country,²⁵ which underscores the need for healthy food options in the area. Peaches and Greens is a produce delivery service that serves the neighborhoods south of the HOPE Village Initiative Area (see Figure 6.8). Trucks (pictured in Figure 6.9) drive up and down residential streets with fresh produce twice a day, Monday through Friday, for three seasons of the year.²⁶ Focus: HOPE could partner with Peaches and Greens to expand the company's existing service or to develop a new service for the HOPE Village Initiative Area.

Starting fresh produce delivery in the area could:

- Promote healthy eating within the area.
- Provide a market for local produce.

Figure 6.8. Peaches and Greens (Detroit, MI)

In November 2008, the Peaches and Greens produce truck service opened to address the lack of fresh fruits and vegetables available to residents of Detroit's Woodward Corridor in the 48202 and 48206 zip codes. The truck travels up and down streets like an ice cream truck five days a week; residents can also call 313-870-9210 to request delivery. Produce comes from community gardens, the Detroit Produce Terminal, and Eastern Market. Primarily funded through grants, the project operates on about \$230,000 per year.²⁷



Figure 6.9. Peaches and Greens Produce Truck
Source: www.cleveland.com

Establish a Local Health Clinic

Access to health care is a significant problem in the area. About 15 percent of the Detroit population and 13 percent of the Highland Park population stated that they do not have a usual place for health services. This indicates that approximately 500 people in the area lack a regular health care provider. About 14 percent of the Detroit population and 16 percent of the Highland Park population in the area reported a health status of fair or poor in 2008. These numbers exceed the national average of about 12 percent. The U.S. Department of Health and Human Services has designated the area as a Health Professional Shortage Area (HPSA) with the ratio of population to primary care physicians at more than 3,500 to one. In addition, the East Zone, both the Detroit and Highland Park sections, is a designated Medically Underserved Area/Population (MUA/P).²⁸

Focus: HOPE can address the goals of increasing access to healthy activities and environments and improving connections between residents and institutions by facilitating the development of a health clinic within the HOPE Village Initiative Area. Because of the HPSA and MUA/P designations, a health clinic in this area has access to federal support as a Federally Qualified Health Center (see Figure 6.10), as well as numerous other grant opportunities.²⁹

Figure 6.10. Community Health and Social Services Center (Detroit, MI)

In 1970, a combination of state and local authorities together with the Hispanic community created the Community Health and Social Services Center (CHASS) to serve the area around West Vernor Highway in Southwest Detroit. That facility has since moved to West Fort Street, and CHASS has also opened a youth health center location at 1500 Scotten and, in 2001, a Midtown location at 7436 Woodward Avenue. CHASS is developing a new location on West Fort Street.³⁰

The clinic received status as a Federally Qualified Health Clinic in 1993, and, therefore, the U.S. Department of Health and Human Services covers about a quarter of its operational expenses. The total annual operating budget is approximately \$5.7 million, with which the clinic provides services for less than \$500 per client.³¹

The National Association of Community Health Centers produced a guide to starting a health care facility.³² This document outlines the process for completing a needs assessment, obtaining funding, and developing appropriate programs. It also explains federal statutory requirements and program expectations and how to meet them. The Michigan Primary Care Association (MPCA) offers a technical assistance program to help develop and maintain community health centers. The MPCA program offers help in the areas of clinical services, finance, legal assistance, operations, grant application, and many others.³³

Figure 6.11 locates two possible locations for a health clinic in the HOPE Village Initiative Area. The Neighborhood Services Organization is considering a health clinic as part of the Bell Building development³⁴ (Figure 6.12). An alternative location might include one of the blocks of Linwood between Oakman Blvd. and Davison Street. An example would be the 1930s commercial building located on the southwest corner of Linwood and Pasadena (Figure 6.13). Table 6.3 considers some of the reasons for and against locating a health clinic at each of these locations.



Figure 6.12 Bell Building
Source: Google Maps, imagery date 2007



Figure 6.13 Linwood and Pasadena
Source: Google Maps, imagery date 2007



Figure 6.11. Potential Health Clinic Locations
(Source: Census 2000 and Google Earth, imagery date May 2007)

	Bell Building Owner: Focus: HOPE		13731 Linwood Owner: Auburn D. Thornton	
	Pros	Cons	Pros	Cons
Location	Close to proposed Oakman Green development	Not close to existing high density blocks	Central to high density blocks Encourages activity along Linwood	Currently, not much other commercial activity on Linwood
Population served	Senior citizens Low-income renters	None	Families Renters Homeowners	None

Conclusion

Creating opportunities for resident engagement encourages a stronger sense of responsibility to each other and the neighborhoods. Focus: HOPE can facilitate the establishment of new resources throughout the initiative area by helping residents organize themselves around health and safety initiatives. Chapter 7 builds on Chapter 6 by detailing how Focus: HOPE, residents, and partnering institutions can improve resident access to existing resources within the area.

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Improve Mobility

Chapter 7

Introduction

The HOPE Village Initiative Area benefits from several existing resources such as a library, a grocery store, and several parks and schools. However, many residents have difficulty accessing these resources due to lack of transportation.¹ Some of the specific ways Focus: HOPE can address this issue are by facilitating alternative modes of transportation and through physical and visual improvements. This chapter offers specific strategies that can enable residents to access the existing resources throughout the area. Figure 7.1 shows the relationship of these strategies to the goals, as defined in Chapter 1.

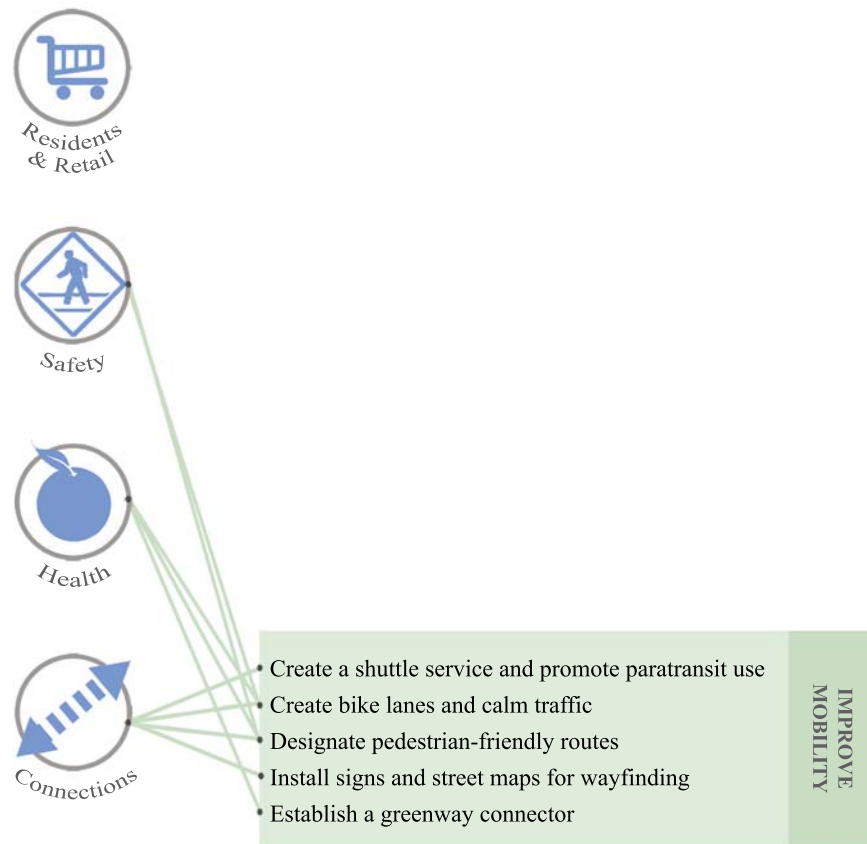


Figure 7.1 Ideas to strategies.

Create a Shuttle Service and Promote Paratransit Use

Focus: HOPE can facilitate the establishment of a shuttle service that would help senior citizens, residents without cars, residents in single-car households, and non-driving age youth to access retail, schools and recreation opportunities. A shuttle route throughout the initiative area could connect residential areas to frequented destinations, such as the library, schools, and parks, at a subsidized price, similar to services offered in other cities (see Figure 7.2).

Figure 7.2. Southside Smart Shuttle (Los Angeles, CA)

In the South Central part of Los Angeles, neighborhood residents have called the Southside Smart Shuttle a much-needed service that fills in the transportation gaps of this lower income, minority-dominated part of the city. The service began in 1997 as a way to accommodate residents who did not own cars and older citizens who could not drive. More than 500 people a day use the service which runs every half hour during the day. The service uses 15 passenger mini buses. The Metropolitan Transit Authority organized and funded the service.²

Figure 7.3 illustrates a possible route for the shuttle service. The route connects some of the landmark destinations in the area while considering the characteristics of the surrounding population. For example, the stop at Ewald and Dexter could serve the blocks with the highest concentration of residents, providing connections to schools and other city bus stops (see Figure 7.4). The stop on Woodrow Wilson could serve Oakman Manor, providing transportation for senior citizens who otherwise are far from resources, such as Atlas Market or the library.

Paratransit services offer an additional transportation for the elderly and disabled. Travelers can call a central operator who then dispatches a vehicle to pick up passengers in the same vicinity. The following features characterize the service:

- Vehicles do not operate along a fixed route.
- Vehicles are usually vans or small buses.
- Riders make a reservation at least a day in advance, and a vehicle arrives at a time within a previously specified pick-up window.



Figure 7.3. Proposed Shuttle Route

Source: Google Earth, imagery date May 2007

Figure 7.4. Youth are Here Free Bus (Minneapolis, MN)

The Minneapolis Youth Coordinating Board created two bus circulating routes for children and teens needing a safe, reliable ride to activities. One bus travels a circular route in North Minneapolis, and one makes its way through South Minneapolis. Buses have a number of convenient pickup and drop-off spots, with youth opportunities along the way. Children aged 9 to 18 can ride free, and youth workers supervise the buses at all times. The buses run Monday through Friday and make three trips each day between 4:00–8:00 p.m.⁴

The City of Detroit offers complimentary paratransit services to any resident who is eligible under ADA criteria established by the city (see Figure 7.5). However, many people who qualify for this service are not aware that it exists, or they may not know how to complete the application process. Focus: HOPE can host community workshops to teach older and disabled residents how to access paratransit services and can assist with applications.³



Figure 7.5. MetroLift: Detroit Paratransit Service
Source: michiganmessenger.com

Create Bike Lanes and Calm Traffic

The HOPE Village Initiative could develop bicycle lanes throughout the area to promote a healthier and more connected population. This year, the City of Detroit plans to spend more than \$3.6 million to develop bike facilities along 30 miles of roadway in the downtown area and may eventually provide up to 400 miles of bike lanes throughout the city.⁵ Focus: HOPE and the residents of the HOPE Village Initiative Area could contact the city's Department of Public Works to discuss the possibility of bringing bicycle lanes to the area.

Several main roads throughout the area are wide enough to accommodate bike lanes on at least one side. Dexter, Linwood, Fenkell, and Oakman are 44 to 52 feet wide and, therefore, do not require widening to construct such facilities (see Figure 7.6).⁶ These roads provide access to the entire HOPE Village Initiative Area and connect to key locations such as Salsinger Park and Robeson Academy, the Parkman Branch Public Library, and the Focus: HOPE campus. Figure 7.7 illustrates how a bike route could connect residents to these locations. Because Rosa Parks is currently a one-way street, bike traffic on this road should also be one way, with a return route on 14th Street. Alternatively, as discussed below, if these roads were to change to two-way traffic, the bike route could just follow Rosa Parks.

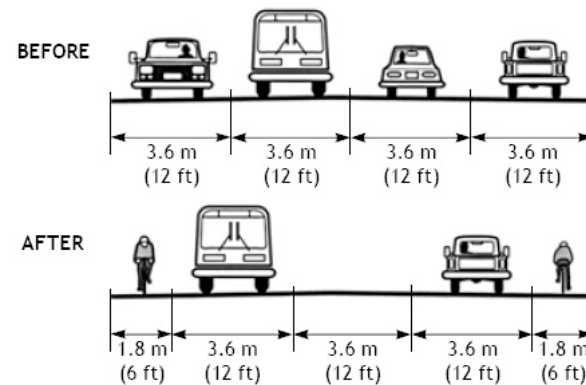


Figure 7.6. Illustration of Street Conversion for Bike Lanes
Source: Oregon Bicycle and Pedestrian Plan, Oregon D.O.T.

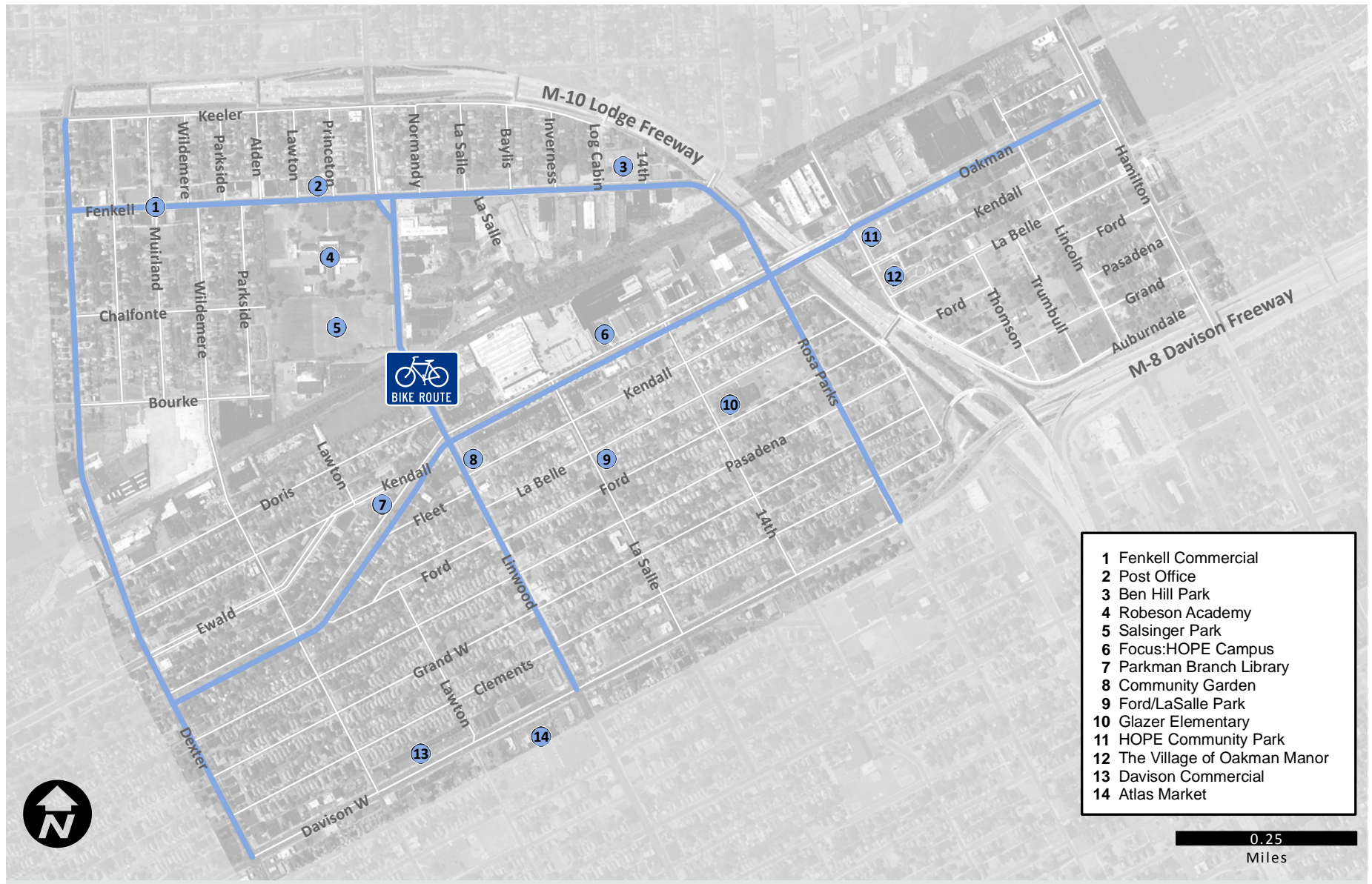


Figure 7.7. Proposed Bike Lanes

Source: Google Earth, imagery date May 2007

The American Association of State Highway and Transportation Officials (AASHTO) produces bike lane guidelines which include lane dimensions, signage considerations, intersection concerns, and other design recommendations.⁷

Unfortunately, bikers and pedestrians must contend with speeding traffic on the major streets such as Davison, Dexter, Fenkell, Linwood, LaSalle, 14th Street, and Rosa Parks. Cut-through traffic on residential streets is also a problem. Focus: HOPE can facilitate traffic calming in these areas by recommending the City of Detroit install strategically placed speed humps and road narrowing infrastructure on the streets previously listed (see Figure 7.8). Additionally, converting 14th Street and Rosa Parks, currently one-way streets, to two-way traffic can have a traffic calming effect and foster a safer environment for pedestrians and bikers.⁸ Focus: HOPE could petition the City of Detroit to make the infrastructure improvements needed to accommodate these changes.

Figure 7.8. Neighborhood Traffic Calming Program (Grand Rapids, MI)

The City of Grand Rapids, MI, has a long standing Neighborhood Traffic Calming Program. A citizen or block club contacts the city Traffic Safety Department (TSD) with a traffic calming request or petition and completes a questionnaire and application. Once the application is received, the TSD then performs any studies to understand the problem. Typical studies include volume of traffic, speed, and crash history. Solutions available include installing speed humps or traffic circles and converting one-way streets to two-way and other methods.⁹

Designate Pedestrian-Friendly Routes

By designating a pedestrian walking path, the HOPE Village Initiative will provide opportunities for residents to exercise as well as interact with other path users. Improving a path as an amenity also creates an attractive living environment. Often, safety is a challenge to encouraging increased walking by residents. However, by implementing key design strategies, the HOPE Village Initiative Area can create safer paths.

Focus: HOPE could work with the City of Detroit to identify areas of poor lighting and install improved street lighting along designated pedestrian paths. By focusing efforts on lights along target paths, Focus: HOPE can make smaller changes go a long way. Crime Prevention Through Environmental Design (CPTED), a design approach to reducing crime by focusing

on the built environment, recommends lighting guidelines to improve natural surveillance along streets.¹⁰ This approach recommends installing lighting systems that:

- Designate clear paths.
- Highlight entries to eliminate shadowy hiding places.
- Provide ample visibility between drivers and pedestrians.
- Provide lighting that is bright, but does not produce light pollution into home windows.¹¹

Pedestrian walkways, such as those highlighted in Figure 7.10, are most useful to residents when they connect residents to popular destinations like the following:¹²

- Community gardens
- Glazer Elementary School
- Fenkell Road Post Office
- Parkman Branch Public Library
- Focus: HOPE campus
- Robeson Charter Academy
- Ford / LaSalle Park
- Salsinger Park

Residential streets with few vacant houses or lots are safer for pedestrians because more residents can watch sidewalk activity. (see Figure 7.10). More “eyes on the street” can reduce criminal activity and unsafe situations by making activity visible to those who can report or stop the activity.¹³

Other infrastructure improvements could include repairing sidewalks, installing seating and trash receptacles, integrating signage or other forms of route identification, and trimming/removing overgrown vegetation. Additionally, churches, youth groups, and block clubs could assist in maintenance of the paths such as with litter pickup, snow removal, and shrub trimming along the route. Focus: HOPE could further encourage the use of pedestrian paths by facilitating the formation of walking groups (see Figure 7.9).

Figure 7.9. Healthy Environments Partnership (HEP) (Brightmoor, Detroit, MI)

The Healthy Environments Partnership (HEP) developed plans to increase the physical activity levels of residents. During 2007, HEP’s “Walk Your Heart to Health” program began the work of creating walking groups and establishing safe walking routes in parks and other areas of Brightmoor. Walking routes have the potential to help residents improve their health by having a safe corridor to walk through.¹⁴

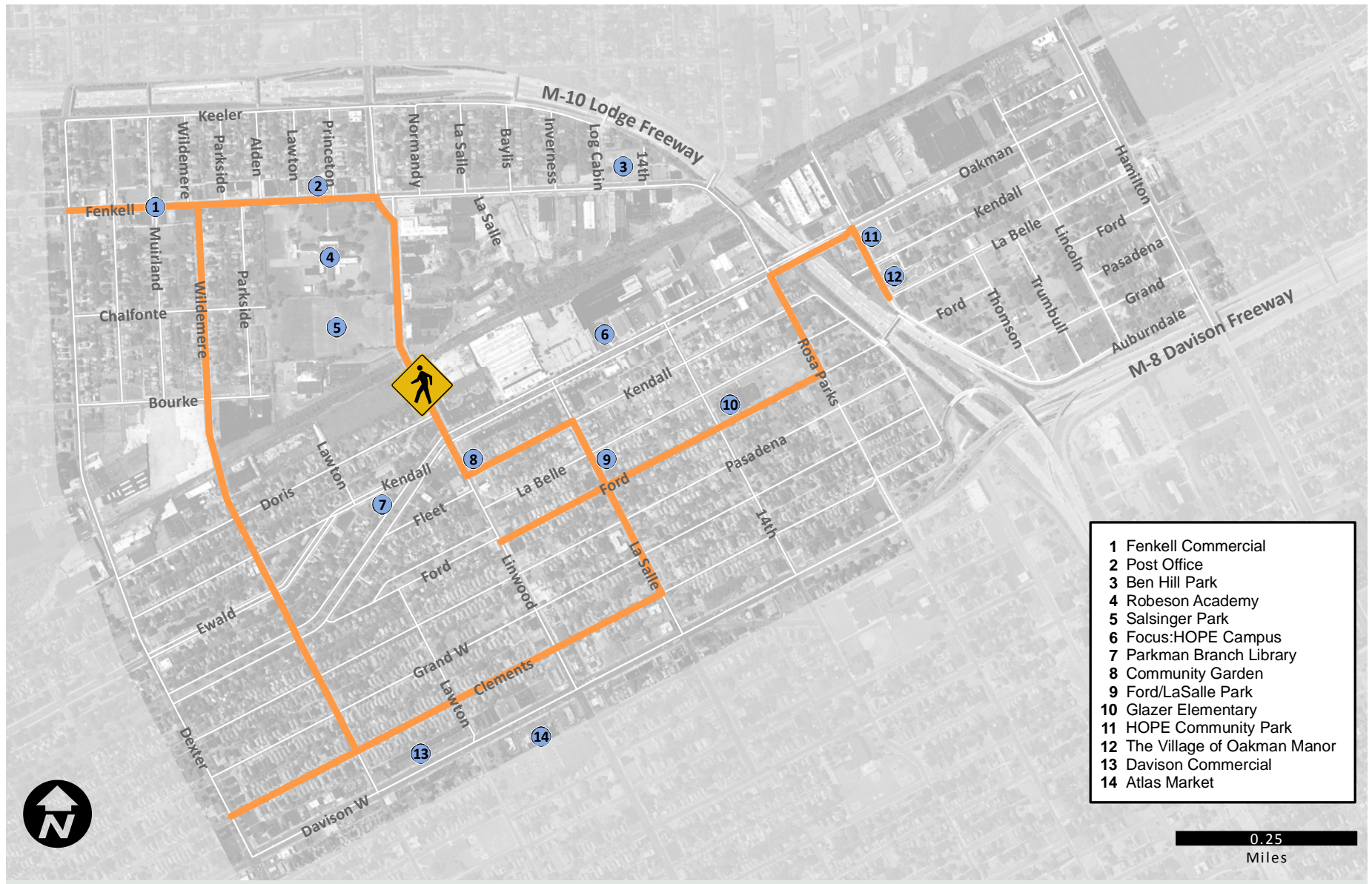


Figure 7.10. Proposed Safe Walking Route Paths

Source: Google Earth, imagery date May 2007

Install Signs and Street Maps for Wayfinding

Wayfinding signage can help residents identify with the area where they live and help visitors find important destinations. This type of signage can help institutions in the area increase their exposure to residents and visitors alike. In addition to these benefits, wayfinding signage can physically and symbolically unite the neighborhoods in the HOPE Village Initiative Area.¹⁵

The following are ideas for distinct types of signs that Focus: HOPE or others could install throughout the area:

- Pedestrian and bike friendly route designation
These signs would point out the proposed routes as a means to encourage residents to use them and to help them understand where the routes begin and end. Focus: HOPE could place these signs at two- or three-block intervals along the proposed routes.
- Key institutions and features within a half mile radius
These signs would be located on main streets throughout the area indicating the direction of major institutions and features such as the library, community gardens, parks, schools, Focus: HOPE, and the proposed community center. Figure 7.11 illustrates this type of signage. In addition to directions, the signs could provide the approximate number of blocks to the destination.
- Intra neighborhood shuttle stops
In order for residents to take full advantage of the intra neighborhood shuttle (see Create a Shuttle Service and Promote Paratransit Use), they must know where the stops are located. Focus: HOPE could place signs on both sides of the street at every shuttle stop.
- Pedestrian maps
To facilitate and encourage pedestrian travel, Focus: HOPE can place a series of map kiosks at specific locations throughout the neighborhood (see Figure 7.12). These maps will show the pedestrian his or her location in relation to surrounding streets, bus stops, and landmark destinations. Figure 7.13 illustrates this type of signage.



Figure 7.11. Example of Wayfinding Sign

Figure 7.12. Wayfinding at Wayne State University (Detroit, MI)

A major educational institution in the heart of Detroit, Wayne State University sought to better define its campus and provide more directional information to students and visitors alike. The solution involved a series of signs that delineate the boundaries of the 203-acre campus, guide drivers to appropriate parking areas, and lead pedestrians to destinations. Map kiosks of various scales supplemented the signage and gave more detail for different locations.¹⁶



Figure 7.13. Wayfinding Sign. Wayne State University, Detroit, MI. Source: corbindesign.com

Establish a Greenway Connector

Greenway connectors can enable residents and visitors to bike, run, and walk through an area and connect to places through a trail network. Urban greenway systems often exist as part of a regional network to ensure a maximum numbers of users and connections. A 2002 Rails-to-Trails Conservancy report highlights the former railroad corridor south of Fenkell as a proposed connector to a regional loop-system through the GreenWays Initiative. Conrail controls this section of rail right of way, and the company has expressed interest in leasing, selling or donating the land.¹⁷

Greenways provide residents with a way to connect with each other and a place to exercise and stay active. If connected to a large network, this trail system can allow people to get around the city by foot or bicycle while feeling safe without using an automobile. Thus, a greenway can improve the quality of life for residents, possibly attract residents, improve social connections, and provide a healthy recreation opportunity.

Focus: HOPE could acquire the railroad property and develop it with assistance from groups and funds like the National Recreational Trails Funding Program, Brownfields Revitalization Grants, Kodak American Greenways Awards Program, and others.¹⁸ However, success of the project may depend on connection to a greater regional network. If not connected, the short stretch (approximately 1.5 miles) may not provide residents with enough clean and safe space to run, walk, or bike, so the greenway may not attract enough users. Funders may also be more likely to support a project that residents will use more and that will create more connections, bringing in more users. Focus: HOPE could partner with the GreenWays Initiative to obtain financial support and to develop connections to other greenways.

Conclusion

Residents of the area face unsafe auto, bike, and pedestrian routes that affect how they get to important resources and institutions. Focus: HOPE and partnering institutions can make physical changes by working with city agencies and regional organizations, and organizing transportation assistance programs. Chapter 8 will detail how Focus: HOPE can implement the strategies laid out in chapters 4 through 7 and achieve the goals outlined in this plan.



Figure 7.14. The Dequindre Cut Greenway
Source: treehugger.com

Notes:

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16. "Corbin Design case studies," CorbinDesign.com, <http://www.corbindesign.com/case-studies/education-wayfinding/edu-wayne-state.html>.
17. Kate Bickert, et al., GreenWays Initiative: Planning for Detroit's Rails-to-Trails, Rails-to-Trails Conservancy, (Community Foundation for Southeastern Michigan, October 2002), 35.
18. Ibid., 62-69.

Implementation

Chapter 8

The strategies outlined in this plan recommend specific actions Focus: HOPE can take to achieve its stated goals. This chapter further recommends how and when the organization could phase these efforts most efficiently. Focus: HOPE could prioritize the implementation of strategies by considering several factors:

- Access to potential partner organizations
- Required resources
- Relevance to the stated goals
- Length of time until completion

This chapter will identify potential partnership opportunities and estimate the resources, time and relevance associated with each strategy. A possible implementation scenario will show how the strategies could improve the health, safety, connectivity and appeal of the initiative area over a 15-year period.

Potential Partners & Information Sources

The strategies outlined in this plan will work best if Focus: HOPE works with existing organizations that can share resources and information based on their own experience. Table 8.2 contains a list of possible organizations that Focus: HOPE might contact to initiate partnerships related to specific strategies. Area residents will also play a crucial role in implementing these strategies since their level of motivation and engagement will determine the sustainability of this plan into the future.

Resources Required

Table 8.1 identifies the level of resources Focus: HOPE may need to implement each strategy. The authors estimated these levels as follows:

- Low – The strategy will require little to no additional funding, other than staff time, from Focus: HOPE. Focus: HOPE may only need to facilitate the initiation of these strategies and help organize motivated residents to implement them. These strategies will likely involve few, if any, partnerships.
- Moderate – The strategy will require some additional funding. Focus: HOPE and partners can generally support these projects through fundraising, small donations, or small grants. These projects may involve partnerships with several other organizations.

- High – The strategy will require significant funding, either in the form of large grants or extensive fundraising. These strategies will require mobilizing residents and intensive organizational partnerships around a common project.

Strategy	Chapter
"Low" Resources Needed	
Create a system for reporting code violations	4: Address Vacancy
Encourage side-lot acquisition	4: Address Vacancy
Encourage for-profit agriculture	5: Enhance Property
Promote public art	5: Enhance Property
Create community owned gardens	6: Establish New Resources
Create school-based gardens	6: Establish New Resources
Promote safety programs among residents	6: Establish New Resources
"Moderate" Resources Needed	
Secure and remove vacant buildings	4: Address Vacancy
Clean up and restore vacant lots	4: Address Vacancy
Invest in safe homes	5: Enhance Property
Install signs and street maps for wayfinding	7: Improve Mobility
Attract a produce delivery service	6: Establish New Resources
"High" Resources Needed	
Repair vacant houses	5: Enhance Property
Re-Use existing commercial and industrial buildings	5: Enhance Property
Establish a community and recreation center	6: Establish New Resources
Create a shuttle service and promote paratransit use	7: Improve Mobility
Create bike lanes and calm traffic	7: Improve Mobility
Designate pedestrian-friendly routes	7: Improve Mobility
Establish a greenway connector	7: Improve Mobility
Establish a local health clinic	6: Establish New Resources

Table 8.2. Potential Partners and Information Sources, by Strategy			
Strategy	Potential Partners & Information Sources	Strategy	Potential Partners & Information Sources
Create a system for reporting code violations	City of Detroit: Building & Safety Engineering Dept	Establish a community and recreation center	Detroit Public Schools HOPE Village Initiative Area Block Club Leaders
Encourage side-lot acquisition	State Land Bank Wayne County Treasurer City of Detroit: Planning and Development Department	Create community owned gardens	HOPE Village Initiative Area Block Club Leaders The Garden Resource Program
Clean up and restore vacant lots	HOPE Village Initiative Area Block Club Leaders Sheriff Work Crews The Greening of Detroit Detroit Vacant Property Campaign	Create school-based gardens	Paul Robeson Academy Catherine Ferguson Academy (Detroit) Growing Hope (Ypsilanti) Riddle Elementary School (Lansing) Mid-Michigan Leadership Academy (Lansing) The Garden Resource Program U.S. Dept of Agriculture Slow Food USA
Secure and remove vacant buildings	HOPE Village Initiative Area Block Club Leaders Architectural Salvage Warehouse of Detroit Michigan Dept of Environmental Quality U.S. Dept of Housing and Urban Development Goodwill Industries Deconstruction Businesses	Attract a produce delivery service	Peaches and Greens
Invest in safe homes	City of Detroit: Minor Home Improvement Program ClearCorps Students from Focus: HOPE Weatherization Training HOPE Village Initiative Area Block Club Leaders	Establish a local health clinic	Michigan Primary Care Association U.S. Dept of Health and Human Services
Repair vacant houses	NeighborWorks America National Housing Institute	Create a shuttle service and promote paratransit use	Detroit Dept of Transportation Oakman Manor
Re-use existing commercial and industrial buildings	Prospective Business Tenants Commercial Realtors	Create bike lanes and calm traffic	City of Detroit: Dept of Public Works
Encourage for-profit agriculture	Earthworks Urban Farm Eastern Market Farmers	Designate pedestrian-friendly routes	City of Detroit: Public Lighting Dept Paul Robeson Academy HOPE Village Initiative Area Block Club Leaders HOPE Village Initiative Area Faith-Based Leaders
Promote public art	University of Michigan School of Art and Design College for Creative Studies University of Michigan: The Detroit Connections Program	Install signs and street maps for wayfinding	City of Detroit: Dept of Public Works
Promote safety programs among residents	HOPE Village Initiative Area Block Club Leaders City of Detroit: Police Dept	Establish a greenway connector	GreenWays Initiative Conrail National Recreational Trails Funding Program Brownfields Revitalization Grants Kodak American Greenways Awards Program

Addressing the Goals

Four goals directed the development of this plan:

-  Attract and retain residents and locally oriented business
-  Improve safety
-  Increase access to healthy activities and environments
-  Improve connections between residents and institutions

Focus: HOPE may choose to consider the relevance of each strategy to these goals, when determining an implementation schedule. Table 8.3 organizes the strategies by the number of goals each addresses.

Time to Completion









































Focus: HOPE will need to consider the amount of time each strategy could require to complete. This plan's estimates reflect a best-case scenario for each strategy if it were pursued independently, assuming uninterrupted implementation from "start," when funding begins, to "finish," when those involved can expect to start seeing results (see Table 8.4). Focus: HOPE could think about the amount of time required for each strategy in terms of the following three definitions:

- Short – The strategy will likely take 0-3 years from start to finish.
- Medium – The strategy will likely take 4-6 years from start to finish.
- Long – The strategy will likely take 7-10 years from start to finish.

Phasing the Plan

Focus: HOPE and its partners cannot implement all strategies immediately. The following phasing ideas prioritize the start date for each strategy based on the criteria described above. The plan organizes the phasing by the year of expected completion.

- Phase I – Strategies completed by Year 3
- Phase II – Strategies completed by Year 7
- Phase III – Strategies completed by Year 10
- Phase IV – Strategies completed by Year 15

Goals	Strategy	Chapter
Strategies that address one goal		
	Encourage side-lot acquisition	4: Address Vacancy
	Promote safety programs among residents	6: Establish New Resources
	Create shuttle service and promote paratransit use	7: Improve Mobility
	Establish a greenway connector	7: Improve Mobility
	Install signs and street maps for wayfinding	7: Improve Mobility
Strategies that address two goals		
 	Secure and remove vacant buildings	4: Address Vacancy
 	Clean up and restore vacant lots	4: Address Vacancy
 	Create a system for reporting code violations	4: Address Vacancy
 	Encourage for-profit agriculture	5: Enhance Property
 	Promote public art	5: Enhance Property
 	Re-use existing commercial and industrial buildings	5: Enhance Property
 	Create community owned gardens	6: Establish New Resources
 	Create school-based gardens	6: Establish New Resources
 	Attract a produce delivery service	6: Establish New Resources
 	Establish a local health clinic	6: Establish New Resources
Strategies that address three goals		
  	Invest in safe homes	5: Enhance Property
  	Repair vacant houses	5: Enhance Property
  	Establish a community and recreation center	6: Establish New Resources
  	Create bike lanes and calm traffic	7: Improve Mobility
  	Designate pedestrian-friendly routes	7: Improve Mobility

For many strategies, Focus: HOPE would begin implementation before the phase begins. For instance, to designate pedestrian-friendly routes, the organization would begin implementing the strategy immediately; however, the routes would not be completed until Phase III (Year 10). Additionally, several strategies would continue as programs or initiatives beyond the phase "end" year. For example, Focus: HOPE could have the safety programs in place by Year 3, but could continue to strengthen and develop resident engagement on an ongoing basis.

By the end of Phase I (Year 3), Focus: HOPE, residents, and partners could make significant progress in achieving the goals in the initiative area. These first three years would see the installation of public art projects, initiation of resident-organized safety programs, and development of community and recreation centers. These strategies pave the way for later efforts by focusing on strengthening networks among residents. Figure 8.1 illustrates the potential locations of these Phase I strategies.

By the end of Phase II (Year 7), Focus: HOPE, residents, and partners can initiate several projects that manage vacant lots and buildings, develop community and school-based gardens, install signs and street maps, and attract a produce delivery truck service. In addition to the achievements of Phase I, these initiatives can foster a safe environment, improve the appearance of neighborhood blocks, and help connect residents to each other and to daily needs, such as groceries. Figure 8.2 illustrates the potential locations of these Phase II strategies.

By the end of Phase III (Year 10), Focus: HOPE, residents, and partners can implement strategies that achieve all four stated goals. Building upon Phases I and II, the strategies implemented by the end of Phase III would further connect residents to resources in and around the initiative area and would foster safe and healthy neighborhoods. Assets, such as a shuttle service, health clinic, and designated safe walking route, would also build upon previous strategies to create an attractive living environment for area residents. Figure 8.3 illustrates the potential locations of these Phase III strategies.

As strategies in Phases I, II, and III develop, the initiative area would be in a stronger position to implement the final strategies. Some strategies in Phase IV (Year 15), such as establishing a greenway connector, may not be viable until safety has improved. As the area sees improvements in health, safety, connectivity and appeal, initiating the reuse of vacant industrial and commercial buildings may see better results in attracting locally oriented retail. Residents, businesses, and visitors will become more likely to report safety and building code violations to protect their property and neighborhoods, further achieving the goals for the HOPE Village Initiative. Figure 8.4 illustrates the potential locations of these Phase IV strategies.

Conclusion

A phasing schedule can help Focus: HOPE organize the strategies recommended in this plan since it is clear the initiative can not implement all strategies immediately or simultaneously. This plan has identified several factors that Focus: HOPE may consider when prioritizing

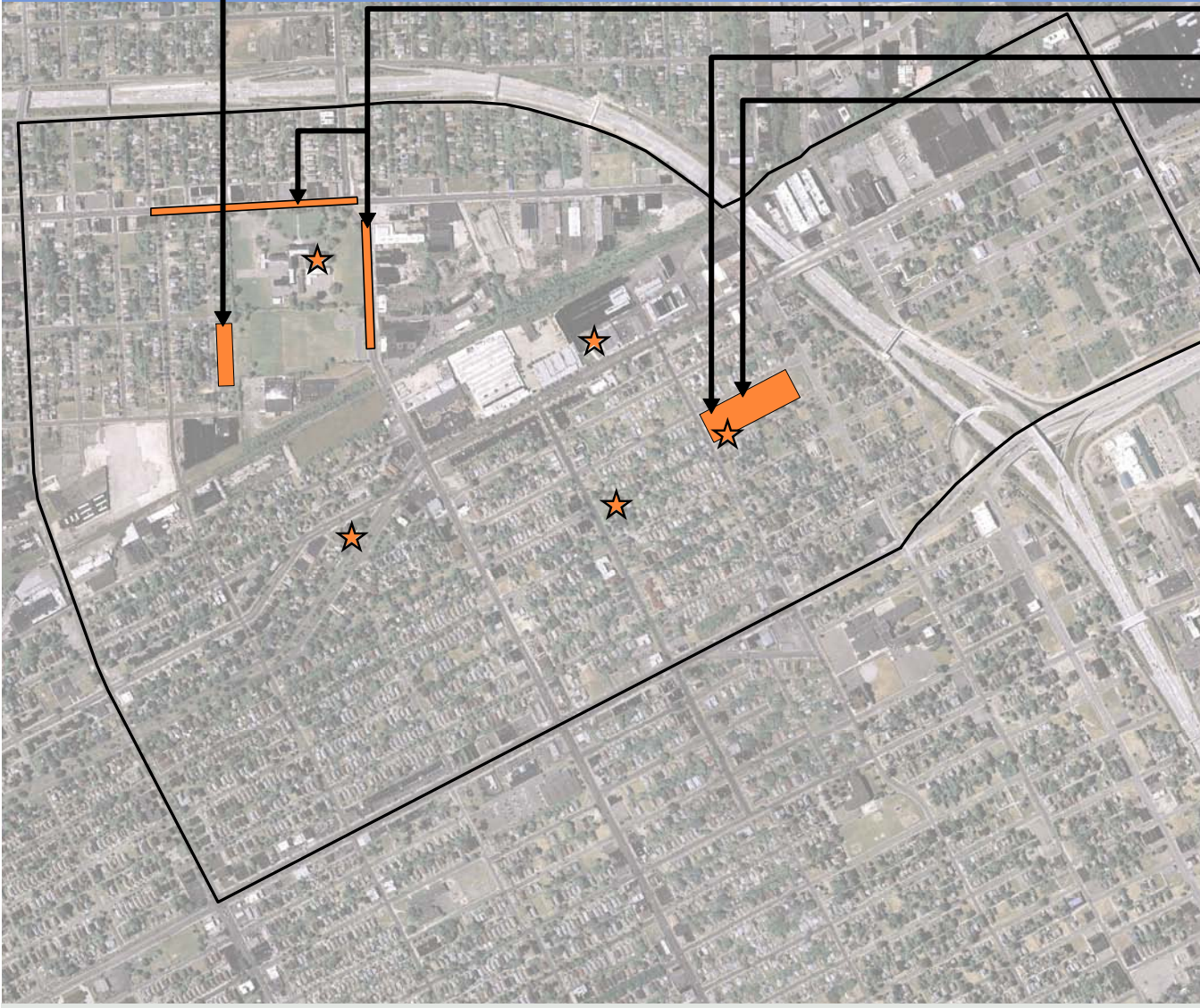
strategies. These criteria – potential partnerships, required resources, relevance to the goals, and amount of time to completion – highlight strategies that may serve a greater purpose when paired with other strategies or when initiated earlier in the process. This phasing recommendation coordinates the strategies according to their expected individual impact, as well as their interdependencies.

As this plan shows, the HOPE Village Initiative Area could see great progress in achieving the stated goals within just a few years. Over time, as programs develop and the neighborhood infrastructure strengthens, Focus: HOPE and residents in the initiative area would see further improvements in population stability, retail investment, safety, health, and access to resources.

Table 8.4. Implementation Plan

Strategies	Phase I: Year 3	Phase II: Year 7	Phase III: Year 10	Phase IV: Year 15
Promote safety programs among residents	0-3 yrs			ongoing
Establish a community and recreation center	0-3 yrs			
Promote public art	1-3			ongoing
Clean up and restore vacant lots	0-7 yrs			
Invest in safe homes	0-7 yrs			
Secure and remove vacant buildings	0-7 yrs			
Create community owned gardens		3-7 yrs		ongoing
Create school-based gardens		3-7 yrs		ongoing
Attract a produce delivery service		3-7 yrs		ongoing
Designate pedestrian-friendly routes	0-10 yrs			ongoing
Establish a local health clinic		3-10 yrs		ongoing
Repair vacant houses		3-10 yrs		
Install signs and streets maps for wayfinding		4-10 yrs		
Create a shuttle service and promote paratransit use		4-10 yrs		ongoing
Encourage side-lot acquisition		5-10 yrs		
Create bike lanes and calm traffic		6-10 yrs		
Create a system for reporting code violations	0-15 yrs			
Establish a greenway connector			7-15 yrs	
Encourage for-profit agriculture			7-15 yrs	
Re-use commercial and industrial buildings			7-15 yrs	

Phase 1



- Recreation Center
- Public Art Projects ☆
- Safety Programs
- Community Center

Figure 8.1. Proposed Phase I: Year 3 Achievements

Source: Google Earth, imagery date May 2007

Phase 2






- Safety Programs
- Community Center
- Recreation Center
- Public Art Projects
- Restore Vacant Lots** 
- Invest in Safe Homes**
- Secure/Demo Vacant Bldgs** 
- Produce Delivery Service** 
- School-Based Gardens**
- Community-Owned Gardens**

Figure 8.2. Proposed Phase II: Year 7 Achievements

Source: Google Earth, imagery date May 2007 and Detroit Residential Property Survey 2009

Phase 3

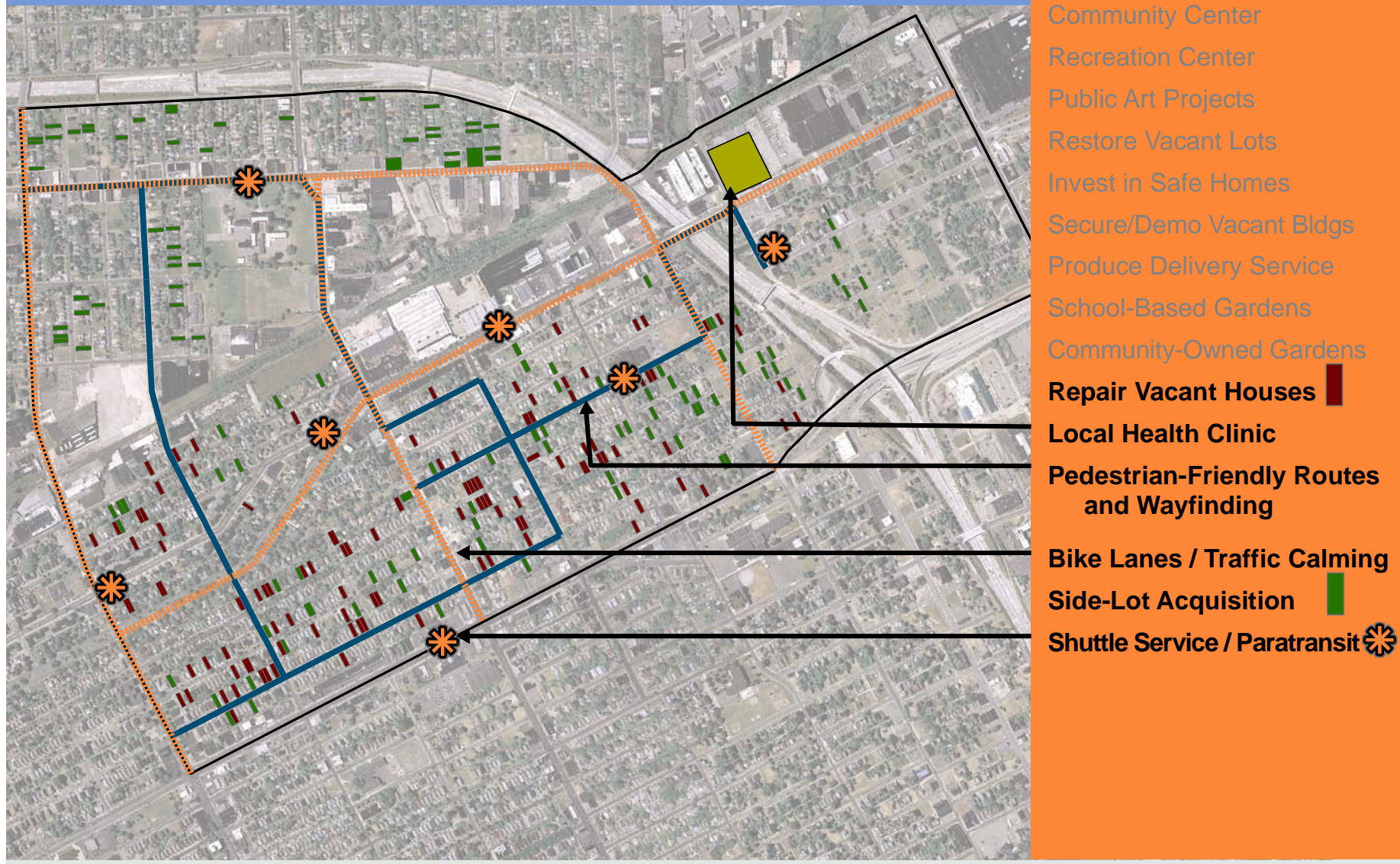
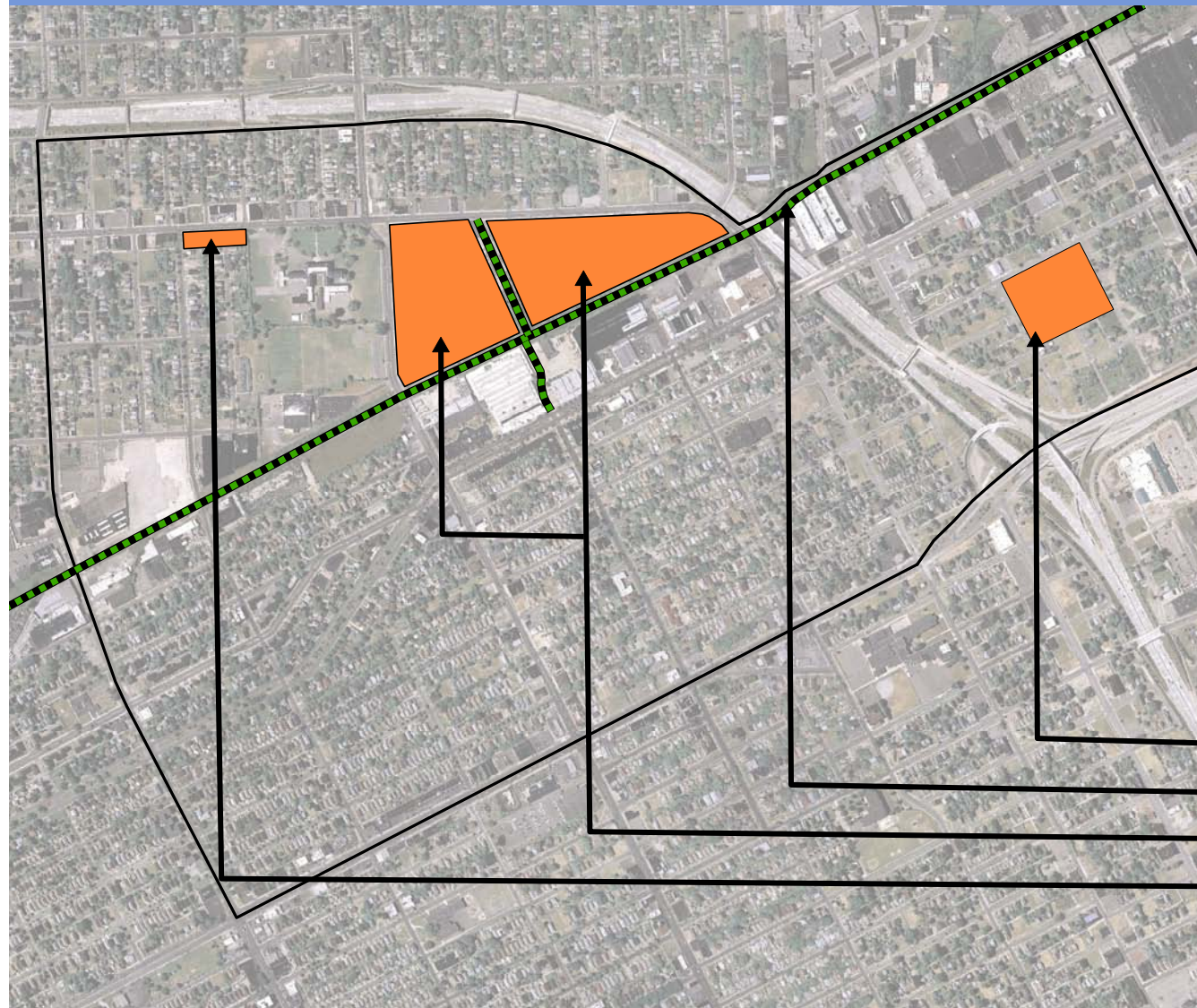


Figure 8.3. Proposed Phase III: Year 10 Achievements

Source: Google Earth, imagery date May 2007 and Detroit Residential Property Survey 2009

Phase 4



- Recreation Center
- Public Art Projects
- Safety Programs
- Community Center
- Restore Vacant Lots
- Invest in Safe Homes
- Secure/Demo Vacant Bldgs
- Produce Delivery Service
- School-Based Gardens
- Community-Owned Gardens
- Repair Vacant Houses
- Local Health Clinic
- Pedestrian-Friendly Routes
- Bike Lanes / Traffic Calming
- Side-Lot Acquisition
- Shuttle Service / Paratransit
- For-Profit Gardens / Agriculture**
- Greenway Connector**
- Re-Use Industrial Properties**
- Re-Use Commercial Properties**

Figure 8.4. Proposed Phase IV: Year 15

Source: Google Earth, imagery date May 2007

Appendix

Appendix

Property Conditions Assessment

Assessment of Commercial and Industrial Properties and Lot Conditions

- All non-residential properties and apartments buildings with more than four units in the HOPE Village Initiative Area were considered commercial and industrial properties.
- Each property was evaluated individually to determine a rating.
- Commercial and industrial buildings and vacant industrial and commercial lots were assessed by windshield survey using the following survey form:

Evaluating non-residential properties will consider Apartment, Office, Retail, Institutional, Mixed-use, and Industrial.

Use will look at a parcel by parcel basis and will be determined as:

- A=Apartment/Not Zoned Single Family Residential
- R=Retail
- O=Office
- M=Mixed-use
- I=Industrial
- G=Institutional (schools, churches, government)

Vacancy will also be evaluated on a parcel by parcel basis:

- V=Vacant
- M=Mixed vacancy
Can then be determined approximately .25, .5, .75 vacant based on an estimation of vacant square-footage as a percentage of total space.
- O=Occupied
- N=No Structure on lot

Condition will be evaluated parcel by parcel. The rating system will be

- A=New building or great condition, with no improvements needed
- B=Fair condition, with some minor improvements needed
Needs aesthetic improvements, like cleaning, façade improvements, un-cluttering, debris clearing, and lighting. Low deterioration.
- C=Poor condition, needs major improvements or updates
Needs structural improvements, like window repair and replacement, new roof, exterior paint or heavy cleaning. High deterioration.
- D=Marked for demolition, or should be demolished
Structurally unsound and unsafe. Uninhabitable. Could be missing parts of the building structure.
- N=No structure on lot

Survey Form

Parcel Number	Use	Vacancy	Condition

Assessment of Residential Properties and Lot Conditions

All residential properties and lot conditions were based on the 2009 Detroit Residential Parcel Survey (DRPS). The DRPS was completed through a partnership among Detroit Office of Foreclosure Prevention and Response, Data Driven Detroit(D3), Community Legal Resources (CLR), University of Michigan Ginsberg Center, and Living Cities.¹

A windshield survey was conducted to collect information on²:

- Property type
 - Single Family: 1 unit dwelling
 - Duplex: 2 unit dwelling
 - Multi Family: 3 or 4 unit dwelling
 - Apartment: more than 4 unit dwelling
 - Commercial: non-residential structure
- Property condition
 - Good: Well maintained; structurally sound; no more than 2 minor repairs
 - Fair: Maintained; structurally sound; minor exterior damage; 3+ repairs needed; up to 1 major repair; property can still be rehabilitated fairly inexpensively
 - Poor: May not be structurally sound, major exterior damage, major repairs needed
 - Demolish: Not structurally sound
- Vacancy status
 - Vacancy Probable: Structure appears to be uninhabited, indicated by several factors such as: foreclosure sign, lack of maintenance, accumulation of mail
 - Vacancy Possible: Structure appears to be possibly uninhabited, indicated by one of the following: foreclosure sign, lack of maintenance, accumulation of mail
 - Vacant, Open & Dangerous (VOD): Structure has open point of entry, meaning a broken or missing window or door
 - Vacant parcel, unimproved: Parcel with no structure and no improvement such as a paved lot, accessory structure, fence, or park
 - Vacant parcel, improved: Parcel with no structure, but was improved with a paved lot, accessory structure, fence, or park

Notes

1. Complete survey methodology is available at:
<http://www.d-acis.org/Home/parcelsurvey/drpsmethodology> and
<http://www.detroitparcelsurvey.org/interior.php?nav=aboutsurvey>
2. "Detroit Residential Parcel Survey Overview Presentation," Detroit Residential Parcel Survey, http://detroitparcelsurvey.org/pdf/Detroit_Residential_Parcel_Survey_Presentation.pdf.