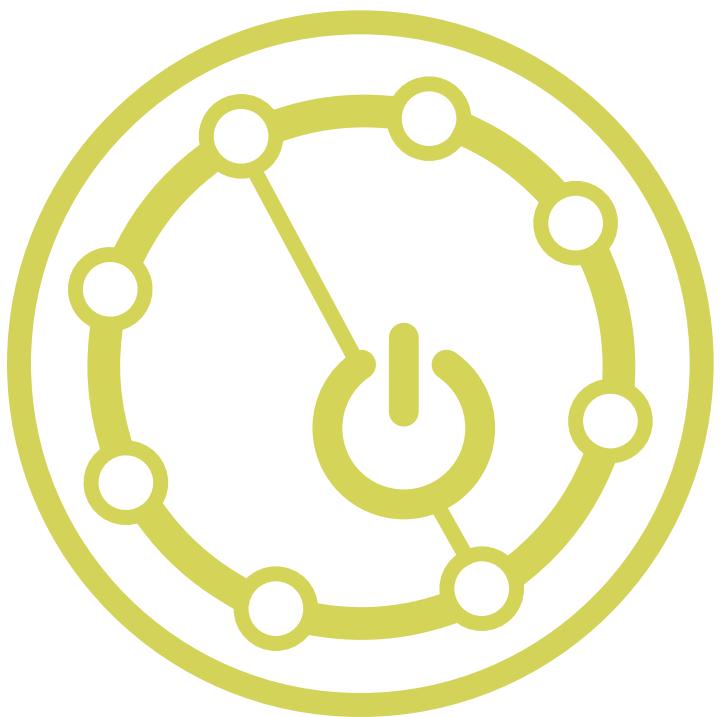


**COMPLETING THE
CIRCUIT**





AMIDST A SURGE OF REINVESTMENT IN DOWNTOWN DETROIT, THE NORTHWESTERN PORTION HAS YET TO TRANSITION INTO AN IDENTIFIABLE DISTRICT, HINDERING THE REVITALIZATION OF DOWNTOWN. AS A FORCE FOR GROWTH AND PROSPERITY, DTE ENERGY POSSESSES THE POWER TO REVIVE THE AREA SURROUNDING ITS CORPORATE HEADQUARTERS, BUT DTE MUST INITIATE CHANGES NOW IN ORDER TO STRATEGICALLY INFLUENCE REVITALIZATION IN THE AREA, THEREBY “COMPLETING THE CIRCUIT” OF DOWNTOWN ACTIVITY.

We, the authors of this report, would like to thank Alissa Sevrioukova and Brian Nuno for walking us through the site as well as the time they spent working with us to make this report successful. Additionally, we would like to thank Kristyn Sonnenberg with the School of Information for helping us strengthen our proposals. A special thank you also goes to the Matrix Center and the Osborn Community for assisting this project by providing thorough feedback and allowing us to use their facilities. Our partner group in the University of Michigan’s Urban Planning program also concentrated on revitalizing Detroit by working with the Matrix Center and the Osborn Community. We would also like to thank the employees from DTE that were able to attend our focus group sessions. Your feedback was very helpful to our recommendations for the area. Thank you to Kim Belvedere from Lake Trust, Malik Goodwin from DEGC, and Patricia Calabro from DTE for helping us with the interview process. Thank you to Michigan Engaging Community through the Classroom (MECC) for facilitating such quality interdisciplinary work. Lastly, a special thank you to the Capstone Instructors Paul Fontaine and Eric Seymour for guiding us through this process.

Thank you to DTE Energy for making this project possible.

THE TEAM

The authors of this report are a group of young professionals graduating from the University of Michigan's Master of Urban Planning program. This group consists of:

- Alyson Bove, from Allen Park, Michigan concentrating in Housing, Economic and Community Development
- Erin Bozarth, from the Cleveland area, concentrating in Physical Planning and Design
- Melanie Haake, from the Philadelphia area, concentrating in Land Use and Environmental Planning
- Chris Herlich, from the Boston area, concentrating in Physical Planning and Design. All photos are by Chris unless otherwise noted.
- Daniel Kennedy, from Royal Oak, Michigan, concentrating in Physical Planning and Design

Thank you for considering our recommendations.



**THE WORDS
ON THE**





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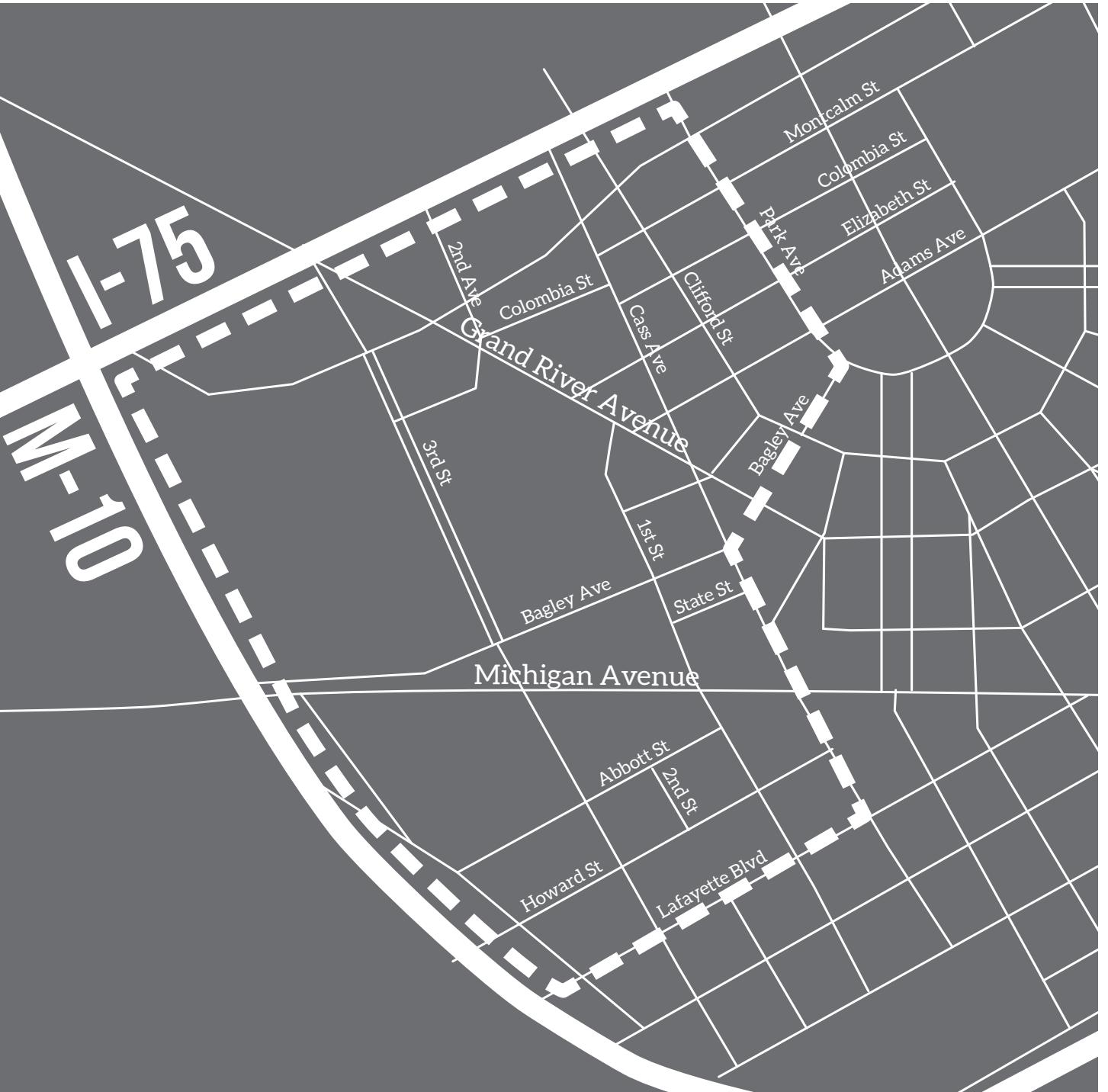
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PARKING IN FRONT OF THE ORDER OF THE MOOSE BUILDING



EXECUTIVE SUMMARY

Garton is filled with several large employment centers, but very few other sources of activity. It is at the edge of Downtown's energetic development, and is therefore missing out on social and economic benefits. This report uses three primary categories of implementation strategies to further the goal of Completing the Circuit of Downtown Detroit.

EXECUTIVE SUMMARY

Build upon the momentum growing downtown to increase activity in the area and foster connections to well-established neighborhoods and institutions.

The northwestern portion of Downtown Detroit, referred to as Garton as a tribute to the iconic GAR Building, contains major employment centers such as MGM Grand, DTE Energy, and AT&T. Each of these centers are isolated by wide, underused roads, and parking lots, creating a series of islands separated from each other and Downtown. Outside of Garton, Downtown Detroit has experienced a surge of reinvestment that has not yet reached Garton. To capitalize on this momentum, stronger connections need to be forged between Garton and Downtown. Stronger connections will reinforce the ongoing revitalization efforts downtown while simultaneously transforming Garton into a viable, thriving district.

Completing the Circuit proposes goals for increasing activity and improving connections in northwest Downtown Detroit:

- Promote **connectivity** with recognizable neighborhoods and institutions around Downtown Detroit.
- Increase the number of **amenities** in Garton.
- Foster positive public **perception** of Garton.

Achieving these goals supports a larger and more important objective: build upon the momentum growing downtown to increase activity in the area and foster connections to well-established neighborhoods and institutions.

The implementation strategies, organized on a timeline later in the report, are proposed for reaching these goals:

- **Short-term Interventions:** Small-scale interventions inspired by Tactical Urbanism intended to change the perceptions and culture of Garton.
- **Garton Retail Incubator Detroit (GRID):** Social and physical intervention designed to contribute to Garton's identity by creating economic activity.
- **Intermediate Interventions:** Significant changes proposed to reinforce previous efforts and to create more permanent alterations to Garton and its perception.
- **Future Consideration:** Major interventions that will solidify Garton as a vibrant district.

DTE is well-positioned to facilitate these efforts due to the location of DTE's headquarters within the district and the company's stated commitment to Detroit's revitalization process. *Completing the Circuit* provides DTE with an implementation framework to improve connections with surrounding development and support Garton as a vibrant neighborhood in its own right.



VIEW FROM DTE, LOOKING SOUTH EAST

“WE HAVE TO USE A NUCLEUS AS A STARTING POINT AND BRANCH OUT UNTIL WE HAVE A DIVERSE COMMUNITY.” -DTE EMPLOYEE, FOCUS GROUP 1

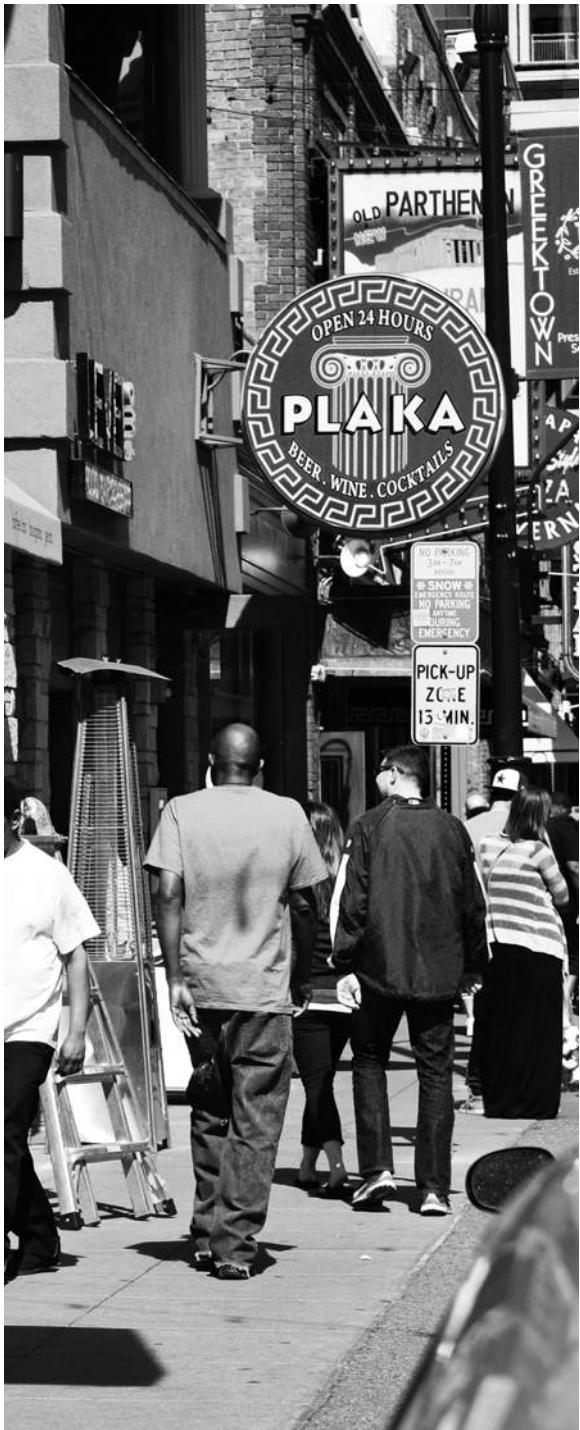


THE GRAND ARMY OF THE REPUBLIC BUILDING



INTRODUCTION

Downtown Detroit is home to many of the region's most important assets. In recent years Downtown has undergone a wave of revitalization, solidifying the city's reputation as a resilient comeback city. Yet there is one piece missing. The area surrounding DTE headquarters in the northwest portion of Downtown is disconnected from the positive momentum created by the surge of revitalization elsewhere. DTE and allied stakeholders can harness this momentum, connecting to nearby energy and establishing the area as a vibrant district.



GREEKTOWN

INTRODUCTION

Completing the Circuit offers recommendations for bringing activity to western Downtown Detroit and creating connections between this area, other Downtown destinations, and nearby neighborhoods. These recommendations are intended for to help DTE Energy and other stakeholders in the area centered around DTE's headquarters capitalize on steady, substantial investment in adjacent areas and the increased in demand for walkable urban districts. Greater Downtown Detroit has seen more than \$9 billion in investment since 2006. While the city's overall population continues to decline, population has grown in the Central Business District in recent years (Mahoney et al., 2015). Residential vacancy rates are at record lows and long-empty storefronts are being occupied by popular restaurants and retail stores. Further, approximately 85,000 employees work in the central business district, with more than 16,000 of these jobs added since 2010 (Mahoney et al., 2015). Downtown Detroit is also the long-standing home of many of the region's most important assets, including the nation's second-largest theatre district, stadiums for professional sports teams, and major art and cultural institutions. However, the area in which DTE headquarters is located is disconnected from this positive momentum by vast empty spaces and vehicle-centric infrastructure. Compounding these problems, many residents and visitors imagine the distance between this area and downtown to be much greater than it actually is. By beginning with a number of low-risk interventions and building toward permanent change, DTE and other stakeholders can connect this area to the circuit of activity Downtown and contribute to the ongoing revitalization of Detroit, by *Completing the Circuit*.



THE LOCATION OF DTE HEADQUARTERS WITHIN DOWNTOWN DETROIT

MOMENTUM BUILDING AROUND DETROIT

Completing the Circuit lays out a strategic framework for why and how DTE and allied stakeholders can connect to nearby neighborhoods and establish the area as a vibrant district.

Strong institutions contribute to Downtown Detroit's status as the heart of the region, many of which are located within a half-mile of DTE Headquarters. Institutions are numbered corresponding to their placement on the "Area Institutions" diagram on the opposite page.

- 1. Campus Martius:** 2.5 of downtown's 25.2 acres of parkland, located in the heart of downtown (Mahoney et al., 2015).
- 2. Capitol Park:** Listed on the National Register of Historic Places, the park itself benefitted from a \$1.1 million renovation in 2009 led by DEGC (Renovation of Capitol Park).
- 3. Cass Technical High School:** Ranked in the top 5% of schools in the State of Michigan and has the highest percentage of college graduates (98%) among high schools in Michigan (Phillips, 2014).
- 4. COBO Convention Center:** \$299 million expansion and upgrade completed in 2015 (COBO Center).
- 5. Detroit Public Safety Headquarters:** Serving 35,000+ residents, 134,000+ employees and 13.7 million annual visitors in the greater downtown area (Mahoney et al., 2015).
- 6. Fox Theater:** Home to 5,000 of Downtown's 12,550 theatre seats (Mahoney et al., 2015).



COMERICA PARK, PHOTO BY KEVIN WARD (FLICKR)

7. Grand Circus Park: 4.6 acre park in the Grand Circus Park Historic District (Grand Circus Park Historic District, 2013).

8. MGM Grand Casino: Employs nearly 3,000 people at its \$800 million facility (MGM Grand).

9. Rosa Parks Transit Center: The \$22.5 million facility connects DDOT, SMART, the People Mover, Megabus and taxi services (City of Detroit).

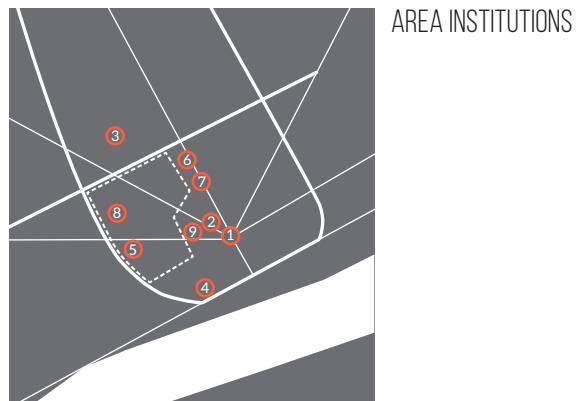
DTE headquarters is also surrounded by well-established neighborhoods. Such neighborhoods contribute to the strength of Downtown Detroit and the region. Recognizable districts include:

1. Cass Corridor: Located north of Downtown, this neighborhood is defined by Cass Avenue, which runs parallel to Woodward Avenue. Positioned between Downtown and Wayne State University, this area is attracting new developments such as Cass Plaza and the Davenport Buildings (Cass Corridor Neighborhood Development Corporation, 2014).

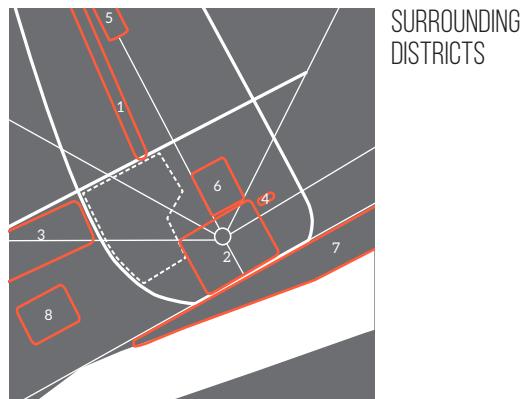
2. Central Business District: One of the most historic and distinct areas of Detroit, the CBD contains Detroit's finest skyscrapers, such as the Penobscot Building and the Guardian Building. (DDP, "Biz" 2014).

3. Corktown: One of Detroit's oldest neighborhoods, this area is centered around Michigan Avenue, which provides ample amenities. Located just west of Downtown, Corktown is one of the most popular places for new businesses (Downtown Detroit Partnership, 2014).

4. Greektown: The historic Greektown neighborhood is a thriving entertainment center with one of the last surviving Victorian-era streetscapes in Detroit. (Greektown Preservation Society, 2014).



AREA INSTITUTIONS



SURROUNDING DISTRICTS



LOCAL DEVELOPMENT

Full: Complete

Hatching: Under construction

Hollow: In the pipeline



GRAND CIRCUS PARK

“I FIND THERE ARE LAYERS OF COMMUNITY [IN DETROIT].” - DTE EMPLOYEE, FOCUS GROUP 2

5. Midtown: Bordering Downtown, this flourishing area contains Wayne State University, the Sugar Hill Arts District, and the Museum of Contemporary Art Detroit (Midtown Detroit Inc., 2015).

6. Opportunity Detroit: Initiated by Quicken Loans Dan Gilbert, this area refers to the revitalization efforts happening along the northeastern part of Downtown Detroit.

7. Riverfront District: Positioned between Downtown and the Detroit River, the Riverfront District is being renovated to offer residential, commercial and retail developments (Detroit Economic Growth Coalition, 2015).

8. Southwest Detroit: Located just south of Downtown Detroit, this area contains many characteristics of a healthy neighborhood, such as ethnic diversity, strong commercial districts, dense residential areas and successful cultural and community organizations (Inside Southwest, 2008).

The Path of Momentum

Amidst a surge of reinvestment in Downtown Detroit, the northwestern region has remained relatively untouched by Downtown's recent revitalization. Given the lack of existing destinations and a harsh environment that is not inviting to pedestrians, this area faces particular difficulties in realizing a transformation similar to the rest of Downtown. Excess surface parking and highways have prevented this area from weaving itself into the urban fabric of Downtown. DTE and other stakeholders in northwest Downtown can take strategic steps to connect to and build upon the momentum generated by surrounding districts. Small, strategic interventions will move this area closer to becoming a well-connected, thriving district. Taking these small steps will signal to existing and potential stakeholders that developing this area is the logical next step in Downtown's

revitalization, despite impediments to change presented by existing land uses. *Completing the Circuit* lays out a strategic framework for why and how DTE and allied stakeholders can connect to nearby neighborhoods and establish the area as a vibrant district.

Report Structure

Completing the Circuit is organized into three additional sections. Section 3, *Concept*, introduces the idea of completing the circuit, why it matters and who should be responsible for its completion. This section also includes the vision for the area and a set of three critical elements (Amenities, Connectivity and Perception) that will inform how to achieve this vision. The critical elements inform Section 4, *Recommendations*, which lays out a timeline for strategic interventions that will move the district toward completing the circuit. Section 5, *Conclusion*, provides a brief summary of the main points discussed throughout the report. *Appendices* contain supplemental information and research.

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ROSA PARKS TRANSIT CENTER SEEN FROM THE PEOPLE MOVER, PHOTO BY MIKE RUSSELL (WIKIMEDIA)

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DODGE FOUNTAIN, PHOTO BY AI R (WIKIMEDIA)



LOOKING FROM THE GAR BUILDING TO ROSA PARKS TRANSIT CENTER AND DOWNTOWN



THE CONCEPT

In order to fill the gap in activity currently existing in Downtown Detroit, DTE must work now to provide development and encourage activity that would Complete the Circuit. By strengthening connectivity, increasing the number of amenities nearby, and improving the public perception of Garton, more people will fill the space and provide a demand for development. By Completing the Circuit, Downtown Detroit as a whole will see a surge of activity that will ultimately improve Greater Detroit.



THE GAR BUILDING

“THE TYPE OF BUSINESS THAT DTE IS ALLOWS IT TO WORK IN AND EXPAND OTHER NEIGHBORHOODS.”
- DTE EMPLOYEE, FOCUS GROUP 1

COMPLETING THE CIRCUIT

Completing the Circuit of downtown activity enlivens an under-developed district in Downtown Detroit, building a stronger city and region.

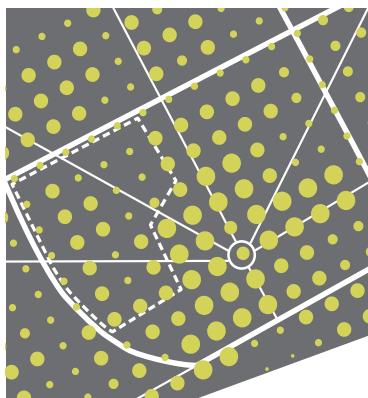
Downtown Detroit contains several of the city's most important assets such as the Financial District, City Hall, the GM Renaissance Center and Detroit's major entertainment venues, such as the COBO Convention Center and Comerica Park. All of these destinations create a partial ring of attractions, businesses, and activities along the northeastern and eastern side of Downtown Detroit. This report presents Downtown as an incomplete circuit of activity, with a large gap in physical infrastructure and social interaction in western Downtown. This report recommends a series of incremental interventions for stakeholders take part in that will harness the energy circulating throughout Downtown, fostering a vibrant and active district.

What Makes Completing the Circuit Significant?

Increasing activity in the short-term, and fostering development of a vibrant, thriving district in the long-run will connect the southern and northwest portions of Downtown Detroit. Better connections provide the northwest region with the ability to directly tap into the positive energy radiating from Downtown's revitalization. An integrated Downtown strengthens the entire city by creating a stronger, more attractive metro center and generating economic and social benefits from surrounding assets and neighborhoods.



A GAP IN DOWNTOWN ACTIVITY



UNEVEN BUILDING DENSITY THROUGHOUT DOWNTOWN

Why is Completing the Circuit Necessary for DTE?

The neighborhoods and districts surrounding DTE's campus are all experiencing growth and development as a result of investment occurring in Downtown Detroit. This activity will inevitably encroach upon DTE's campus. As a major employer in the district and the region and an integral component in Michigan's economy, DTE can take on an active role in positively shaping the district. DTE has the opportunity to demonstrate their dedication to revitalizing Detroit, but must act now to lead the charge or forego being perceived as a conscientious and proactive neighbor.

ESTABLISHING AN IDENTITY: GARTON

The northwestern section of Downtown Detroit possesses one of Detroit's finest architectural jewels, the Grand Army of the Republic, or simply the GAR Building. Erected in 1899, the GAR Building served as a memorial and marketplace for veterans from the American Civil War up until the last remaining Civil War veteran in Detroit, John C. Haines, passed away in 1942 (Bernhardt, 2010). The GAR Building stands as one of Detroit's grandest examples of Richardsonian Romanesque architecture and after years of legal battles to destroy the building, the Daughters of Union Veterans of the Civil War and a local chapter of the Sons of Union Veterans successfully saved the building from demolition in the late 1990s and early 2000s (HistoricDetroit.org, 2015). Today, the is being preserved and renovated with new restaurants on the first floor and offices on the upper floors.

Highlighting and honoring the GAR Building provides an opportunity to easily identify and brand the area without forcing a name upon the district. Therefore this report strongly recommends naming

the area Garton. This name not only pays tribute to the GAR Building by containing its name, but it also pays tribute to the area. Garton, an Old English place name and surname, refers to a 'triangular plot of land' according to the *Dictionary of American Family Names*. Grand River Avenue diagonally cuts through the area, creating several triangular-shaped lots within this District, including the new Grand River Public Space. This reinforces the significance of 'Garton' as the name for the district.

DISTRICT CONDITIONS

In order to develop a thorough understanding of Garton, an analysis of the area was conducted using a SWOT format. A SWOT analysis examines the characteristics of a location, categorizing them as strengths, weaknesses, opportunities or threats. (A diagram detailing the findings from the SWOT analysis can be found in Appendix E). The findings from the analysis are compiled here as challenges and opportunities with respect to Garton.

CHALLENGES

Garton faces several challenges that threaten its potential to become a vibrant district in Downtown Detroit. Understanding these challenges and the ways in which DTE and other stakeholders can address them is essential to making progress. Fortunately, these challenges are not insurmountable and can be addressed simultaneously.

- The Greater Downtown Detroit area forms a broken circuit, leaving Garton disconnected from vital assets including the Riverfront, Corktown, and Midtown.
- Surface lots account for a significant portion of the land in Garton, which currently has two apartment buildings and a few nonresidential uses. This excessive surface parking, full only during major entertainment events, hinders street definition and creates a major void in the landscape. Empty lots create great physical and psychological distances between destinations.
- Garton is an island within Detroit, comprised of smaller islands of activity: it is isolated from the rest of Downtown, cut off by infrastructure such as M-10 and I-75 and by vast expanses of underused land. Furthermore, all of the activity centers in Garton are themselves isolated from each other, as illustrated the second image to the right. As a result, all of the positive things that may already be happening in Garton are neither connected to each other nor to the energy of the larger Downtown area.
- The highway interchanges around the site are a major physical barrier between Garton and surrounding neighborhoods to the north and west, making connections along the south and east more practical.
- Traveling to the area can be a challenge due to the limited options for public transit. Traveling through the area by bike or by foot can be difficult as well. This is due to the need for improved walkways, in particular, more sidewalks with curb cuts and more lighting on the streets at night. Additionally, there are



A MISSING LINK IN THE CIRCUIT



ISLANDS WITHIN AN ISLAND



THE COMPLETED CIRCUIT

Curb cuts are small ramps within the sidewalk that make approaching the street easier for pedestrians. Wayfinding refers to the signs used to help people orient themselves and find their way from destination to destination

few wayfinding signs directing people around Downtown. This disorients visitors and tourists.

- While perceived levels of crime at the Rosa Parks Transit Center are high and perceived levels of safety are low, only 19 crimes (including unauthorized use of a vehicle (2), larceny (1), disorderly conduct (11) and marijuana possession (5)) occurred within a 500 foot radius of the Transit Center from October 19, 2014 to April 16, 2015 (Crimemapping.com). Addressing the negative perception of one of the district's greatest assets is a challenge that must be overcome.



THE SCENE ON CLIFFORD AVE., LACKING A MIDBLOCK CROSSING

“I’M NOT A FAN OF A CONCRETE JUNGLE.”
- DTE EMPLOYEE, FOCUS GROUP 2



ROSA PARKS TRANSIT CENTER

“I FEEL REALLY SAFE BY ROSA PARKS. I’VE NEVER FELT THREATENED THERE.” - DTE EMPLOYEE, FOCUS GROUP 2

OPPORTUNITIES

Garton has ample opportunity to join the wave of progress radiating from the Greater Downtown Area. Garton can seize the opportunity to benefit from Downtown's well-established assets. DTE can lead the charge for stakeholders in Garton to advocate for prosperity and change.

- Despite the many challenges facing Garton, the area is full of opportunity. There has been a flurry of development in recent years throughout the surrounding districts. The CBD is growing, attracting residents to new and renovated residential developments along with new employees at new and relocated businesses. Demand for residential development has followed entertainment, retail and employment opportunities, which has led to an increased number of visitors as well (Mahoney et al., 2015).
- More than \$9 billion has been invested in real estate development projects in Greater Downtown Detroit since 2006 (Mahoney et al., 2015). Garton can benefit from this trend by facilitating connections to these thriving districts and by activating the surplus of ready-to-develop space.
- In the next 3 to 5 years, approximately one third of DTE's employees will be eligible for retirement ("Downtown West", 2013). As one of the area's major employers, this provides a great opportunity for Garton as DTE will be employing more young professionals, who often aspire to live and work in urban districts (Walsh, 2015).
- Wayne State University, an anchor institution, establishes Midtown as an employment and education center. The neighborhood boasts a daytime population of 50,000 (Mahoney et al., 2015). Corktown has a strong residential stock characterized by a unique community and strong cultural influences. Garton stands to benefit from stronger relationships with these communities.

- The Riverwalk and Eastern Riverfront improvements have drawn visitors from around the region. Garton has the opportunity to forge stronger connections to the Riverfront Districts, facilitating completion of the circuit.
- Upcoming developments within Downtown serve as opportunities to increase and sustain activity in the area. The Grand River Public Space will become an attraction upon completion later in 2015. In 2016 a bike-share program will launch and M-1 construction is scheduled to be completed through the CBD. In 2017, work is anticipated to begin on the mixed-use Columbia Park development, which will become an amenity-rich attraction for employees, visitors and residents alike (Shea, 2014).

The concept of Completing the Circuit, the opportunities available to Garton, and the threats posed by the challenges inform the vision for Garton's future.

VISION

Garton must be transformed into a distinct, walkable, place-based, vibrant urban center with a unique character. The rise of Garton will provide the final link to complete the circuit of activity, which will strengthen the entire Downtown area while simultaneously reinforcing Garton as an appealing district. In order to realize this vision it is important to understand what factors contribute to walkable vibrant urban centers. The next section addresses critical elements of vibrant districts.

VIBRANT DISTRICTS

Certain characteristics contribute to the vibrancy and level of activity in districts, which solidify the district's reputation and attract visitors, employees and residents. For Garton, the elements of a thriving district that will provide the greatest number of benefits are amenities, connectivity and a positive image from inside and outside the area. Actively pursuing these characteristics is a vital step in achieving the vision for the area. Thus, the critical elements inform the recommendations of this report, which are built upon the foundation of these values.

Amenities

Amenities include, but are not limited to, shops, restaurants, parks, and transit access.

- Amenities are services and features that speak to a community's needs and wants. Amenities are critical to attracting visitors, new residents and new employees to the district as well as giving current workers a reason to venture out of the office. A variety of amenities encourages people to spend time and money in the district, creating a ripple effect of economic prosperity

throughout Garton and the region.

- The vitality of communities depends to a large extent on the maintenance of an infrastructure that provides resources for economic and business opportunities (Heilbrunn, 2010).
- Amenities are critical for positive development, and although every city is experiencing residential growth in its own fashion, what they have in common are their efforts to attract the right amenities to serve that growing population (LeFevre, 2014).
- Studies show that there are strong positive correlations between population growth and amenities, which suggests that quality of life is becoming a more important determinant of where people choose to live (Rappaport, 2008).

Connectivity

Bus stops, bikeshare programs and pedestrian infrastructure contribute to connectivity.

Accessibility is a cornerstone of a thriving city district. In order to act as a destination for employees, visitors and residents, Garton must be navigable and well-connected to surrounding nodes along the circuit. A navigable city district should be walkable and provide access points to public transit in order to forge stronger connections with nearby successful communities and nodes, such as Corktown, Midtown, the Entertainment District, and the Rosa Parks Transit Center.

- Walkability has a positive effect on real estate prices and rents (Biernacka-Lievstro, 2014).
- In the United States, walkability is associated with higher employment (Biernacka-Lievstro, 2014).
- According to recent studies, greater walkability is associated with myriad health benefits including increased longevity and a decreased risk of cardiovascular disease and even some forms of cancer (Ozlem, Kubat, 2013).



WASHINGTON BOULEVARD

“THE SENSE OF LOCALITY...IS MUCH STRONGER [IN DETROIT] AND SMALL BUSINESSES CAN THRIVE.”
- DTE EMPLOYEE, FOCUS GROUP 2



GREEKTOWN AND THE PEOPLE MOVER

“PUBLIC PERCEPTION IS THE BIGGEST CHALLENGE.”
- DTE EMPLOYEE, FOCUS GROUP 1

Perception

The way people think about a place impacts its success.

A district must be positively perceived by employees, residents and visitors in order for activity to thrive. Districts that are attractive to their target demographics are better able to achieve a level of activity that can support an amenity-rich area. Stakeholders such as DTE must commit to establishing Garton as a destination along the circuit for visitors, employees and residents. For Garton in particular, this starts with changing employee perceptions of the area and creating a recognizable identity.

- Well-signed walking routes add to a positive impression of any district, and a network of walking tracks that connect to a more versatile set of pedestrian walking opportunities benefits the tourist and local community (Kamel, 2013).
- Residents who have a positive view of the neighborhood are more likely to stay in the area. A neighborhood's reputation can affect people's participation in local activities, such as city-initiated neighborhood meetings and social contacts within the neighborhood (Permentier, 2012).
- Targeted revitalization can encourage business confidence, brand ownership and civic pride (Trueman, 2007).
- People are more likely to 'protect space that they define as their own and possess a developed sense of respect for the territory of others'. This reinforces the importance of brand ownership and identity to enhance stability in urban communities as well as brand equity. (Trueman, 2007).

Conclusion

Accessibility, amenities, and perceptions work together to create a greater level of safety in a neighborhood. This safety will be both perceived and real. "Eyes on the street" and an increased level of activity in public spaces deter crime. Lighting and busy public spaces, particularly streets, are key components in fostering a sense of safety in a city. Furthermore, active sectors offer the opportunity for residents and visitors to develop a sense of civic pride, taking ownership of the city district. With this pride and ownership comes a desire to promote health and welfare of the area. These factors, working together, can increase the level of activity in Garton, establishing the district as an active and exciting destination in Downtown Detroit. Garton must be viewed as an asset to the city for the circuit to be complete.

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SPIRIT OF DETROIT, PHOTO BY MAIA C (FLICKR)



GAME DAY ACTIVITY AT CLIFFORD AND MONTCALM



RECOMMENDATIONS

Garton's vastly underused land coupled with barrier-like highways and isolated active spaces pose a challenge to revitalization. Through small, strategic interventions DTE and allied stakeholders can make incremental changes, overcoming these challenges. All recommended interventions promote connectivity, access to amenities, and positive perceptions of Garton. Working together, they will push Garton closer toward the long-term vision of a vibrant, enjoyable district. Garton will be connected to the greater circuit of activity Downtown, amplifying the city's pull on people throughout the region.



TEMPORARY PEDESTRIAN INFRASTRUCTURE

FRAMING A TIMELINE FOR INTERVENTION

Garton will boast a community of employees, business owners, residents, and visitors that has developed organically over time.

Completing the Circuit offers a number of recommendations for transforming Garton into an attractive, vibrant district with improved connections to Downtown and nearby neighborhoods. These recommendations are rooted in the premise that by starting with small, low-risk interventions, stakeholders. DTE and others can immediately make modest improvements to the character of the area and gradually realize their long-term vision. Interventions are organized into three categories: Short-term Interventions, Intermediate Interventions and Future Considerations. Short-term Interventions consist of selected “small steps” stakeholders should take immediately (in the next 9-18 months) to make the Garton district active, accessible and appealing. Short-term Interventions culminate in the establishment of a retail incubator. With the incubator, which is provisionally given the name GRID, DTE can establish a signature destination in the Garton district and signal their commitment to the neighborhood and the city. Intermediate Interventions consist of selected “small steps” stakeholders should take in the three years following GRID, building upon the momentum created by the Short-term Interventions and solidifying improvements to Garton. Future Considerations consists of a number of substantial interventions in the built environment that will reinforce the Short-term and Intermediate Interventions. A discussion of viable metrics for measuring the success of the recommendations is included at the end of this chapter. Each step along the timeline moves

the district closer to the long-term goal of strong connections and a complete district – thriving, livable, walkable, and most importantly enjoyable. Garton will boast a community of employees, business owners, residents, and visitors that has developed organically over time.

SHORT-TERM INTERVENTIONS

Completing the Circuit encourages DTE and neighborhood stakeholders to take an active role in Garton's revitalization, starting with several short term interventions and then progressing onto more intermediate interventions. The following interventions are based on the values of vibrant districts that align with the vision of Garton established by *Completing the Circuit*. These values include promoting connectivity, amenities, creating a recognizable identity and addressing perceptions and safety. Pursuing and executing these interventions may overlap and be carried out simultaneously.

Many of the recommended interventions below are examples of Tactical Urbanism, a critical first step on the timeline. Tactical Urbanism follows five specific principles, as described by its founders, Mike Lydon and Anthony Garcia in *Tactical Urbanism, Volume 2*: A calculated and time-sensitive approach to sparking change:

- A collection of small-scale and local ideas to mediate local urban challenges;
- A short time horizon with expectations that can be met;
- Low risks with the potential for high rewards;
- Blossoming social relationships between citizens along with prospering relationships between different organizations and constituents.

These principles inform the selection of short term interventions in *Completing the Circuit*. DTE has already embraced Tactical Urbanism by hosting food trucks and temporary markets; *Completing the Circuit* goes further by recommending a specific set of Tactical Urbanism interventions to connect Garton to Downtown and improve the perception of the area. The following sections detail recommended short term interventions and present the findings of a Tactical Urbanism demonstration project undertaken by the authors. Results of the demonstration project show that temporary physical changes can immediately increase positive activity in Garton. In turn, this activity demonstrates the viability of permanent change to transform Garton into an attractive urban district.

9-18 Months

Road Race: Use the neighborhood to host a road race or bike race in order to get new people to the area and allow them to explore all of it on the street. This race would ideally follow the circuit's path in order to promote the accessibility of the area.

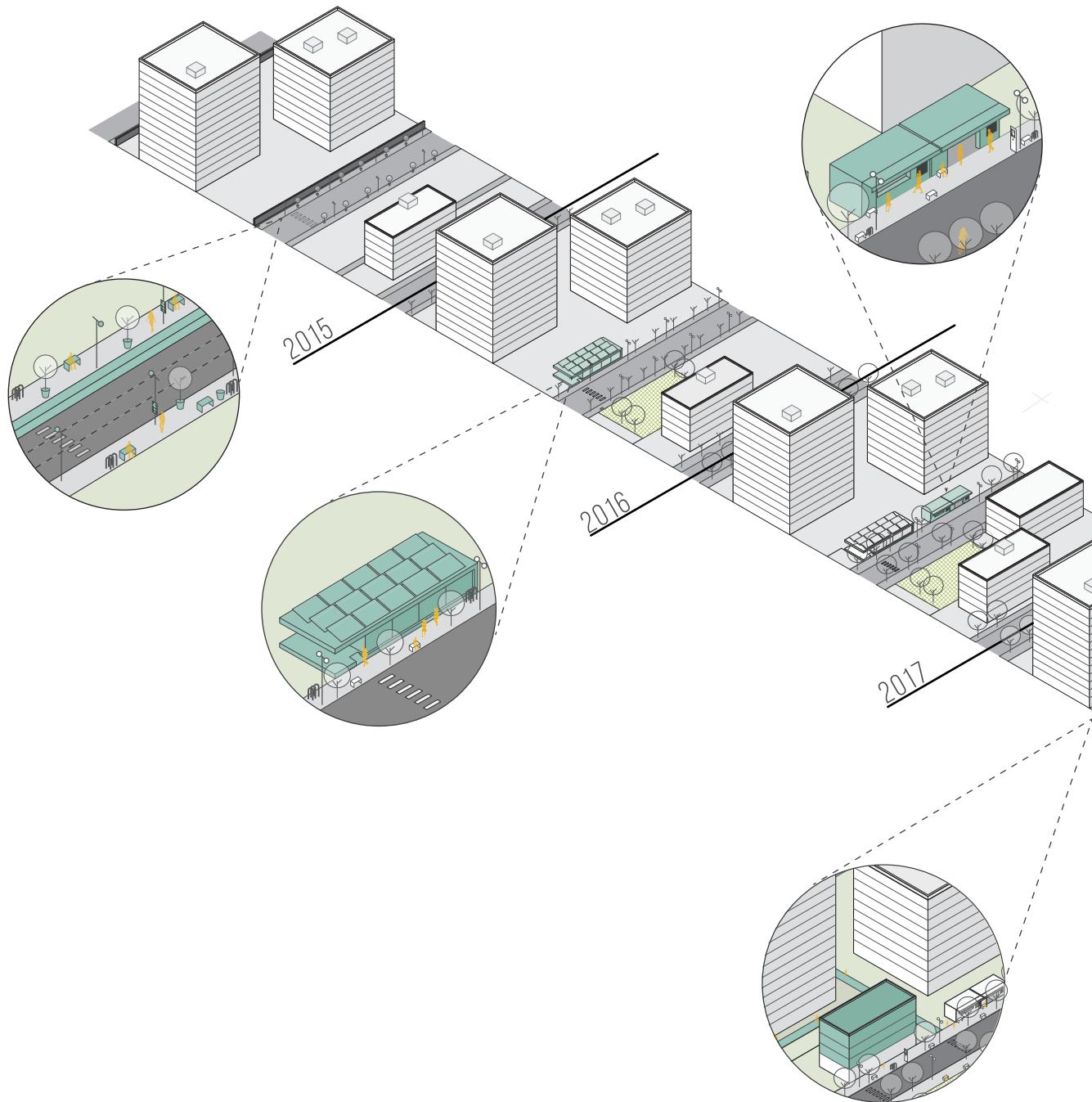
Case Study: Urban Assault Ride, Austin, Texas

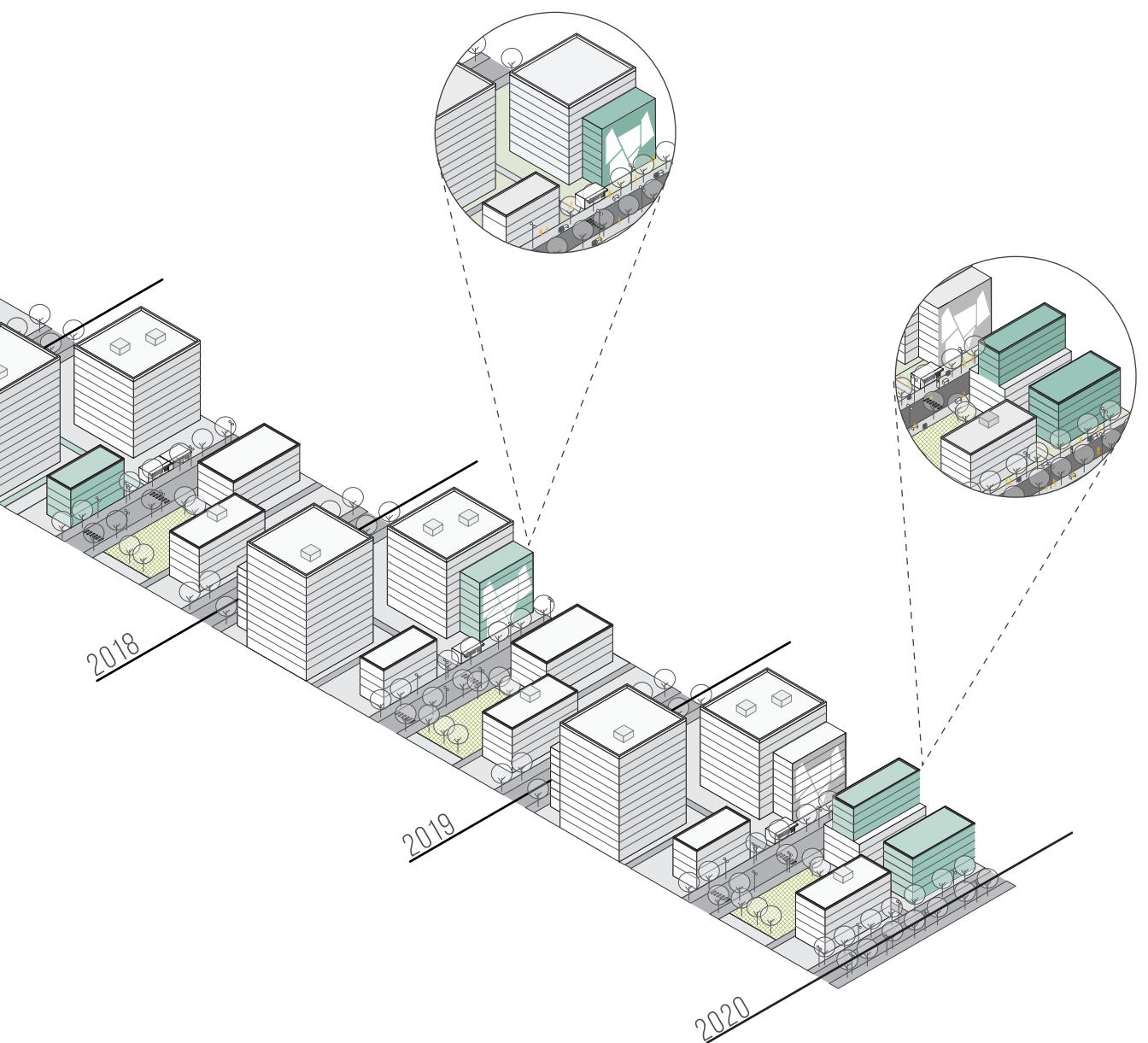
Temporarily Block off the Skyway: Compel DTE employees to walk outside on the sidewalks to reach their destinations. Even if their journeys are limited to the path between the MGM parking garage and DTE, they are enlivening a stretch of otherwise desolate sidewalk.

Case Study: Cincinnati, Ohio

Guerrilla Wayfinding: Create temporary wayfinding signs with chalk or posters that highlight local attractions using the three D's of wayfinding: direction, destination, and distance. This will help DTE employees overcome misperceptions of distance while creating a more user-friendly space for people not as familiar with the area. An intervention such as this could be a starting point for a more permanent addition to Garton.

Case Study: Raleigh, North Carolina





Pop-up Retail/Restaurants: Install spaces for pop-up retail or restaurants that will be temporary but will inspire a change in economic activity and environment and attract audiences. A major component of pop-up uses is to promote the use of vacant lots. These pop-up spaces not only allow companies to test the market for a more permanent space, but also create a new and exciting atmosphere by creating an event that appeals to a wide audience. Dr. Rita Fields of Madonna University and Michael Forsyth and Lori Allan of Revolve Detroit are three local proponents of this form of retail, and have extensive experience in working with and studying pop-up retail in Detroit. (Fields, 2013; Forsyth & Allan, 2014)

Case Study: Pop-up Beer Gardens, Philadelphia, Pennsylvania

Building Projection: Project an image onto a DTE building to draw attention to the neighborhood. One possible projection could involve a streetcar or train traveling along a path that resembles the circuit. When the vehicle approaches the section containing Garton, the projection states "You have arrived," then lists information about upcoming developments or events in the area. This establishes a unique identity for Garton while encouraging more people to visit.

Case Study: GRandtasia, Grand Rapids, Michigan

Short-Term Streetscaping: This includes temporary streetscape or landscaping improvements intended to promote pedestrian safety and to create a visually appealing area to attract passersby. Placing planters or benches throughout Garton are common examples of short-term streetscape improvements.

Case Study: Cow Parade, Various Cities

Demonstration Project

Tactical Urbanism is an excellent approach for Garton because of its low-risk, high-reward potential and its ability to alter the way people think about an area. The ideal Tactical Urbanism intervention for Garton fulfills many of the goals of *Completing the Circuit* while closely adhering to the 5-point

approach its creators have described. The authors of *Completing the Circuit* carried out a guerrilla crosswalk intervention in Garton to bring attention to the fact that there is a lack of the pedestrian infrastructure needed to make this area walkable. A guerrilla crosswalk is a makeshift crosswalk that improves the pedestrian experience by providing a stronger appeal for walking while increasing safety and accessibility. Prioritizing accessibility is a key component of *Completing the Circuit* and walkability is an integral component of accessibility. Implementing this guerrilla crosswalk will ideally inspire people to support a more permanent pedestrian network by proving its value as an asset to pedestrian infrastructure. Pedestrians and people who bike are the road's most vulnerable users, and a stronger sense of road safety for pedestrians and people who ride bikes, even in the short-term, will make the area more attractive for long-term activity.

The Intervention

Based on experiences in the neighborhood and preliminary research, the team selected five possible crosswalk locations. Two observation days, Monday April 6th and Wednesday April 8th, served as preparation for the Tactical Urbanism intervention. The data recorded on these days monitored the number of people and vehicles crossing these intersections and any erratic behavior, such as jaywalking (See Appendix C and D for detailed description of location scouting, preparation and budget). On Thursday April 9th, 2015, the authors of this report installed a guerrilla crosswalk along a frequented pedestrian route at the intersection of Clifford and Montcalm. The team selected this intersection due to higher levels of erratic behavior observed compared to other locations. At this intersection, the authors created guerrilla crosswalks with temporary wayfinding improvements such as chalk and duct tape featuring artistic flourishes and clear signage indicating the pedestrian crossing zones to both pedestrians and vehicles.



PEDESTRIANS WAITING TO SHARE THEIR OPINIONS

"CAN YOU MAKE SOMETHING LIKE THIS PERMANENT? WE NEED MORE OF THESE HERE." - CROSSWALK USER

The authors compared the metrics of pedestrian activity both with and without the crosswalk. The group gathered additional local opinions and perceptions via an “idea board” (a large poster board with markers and stickers to make quick comments) at one end of the crosswalk, where the team encouraged pedestrians to share opinions on the neighborhood and components of good urbanism. This key component of the event offered valuable insight to the perceptions and views of our target demographic as well as pedestrians of all demographics.

Findings

At the start of the intervention, stadium and local business employees made up the majority of pedestrians using the crosswalks. Families and game attendees made up the majority of pedestrian activity during the latter half of the intervention. Employees appeared well-versed in navigating the district, yet both groups participated in dangerous behavior while crossing at the intersection, such as running across the street in front of oncoming traffic and standing in the middle of several lanes of traffic in an attempt to cross the street.

During the Tactical Urbanism observations, the authors noted that vehicles traveling through the crosswalk traveled at slower rates and even stopped before passing through the crosswalk, despite the lack of a stop sign at that corner. This indicated that the vehicles traveled more cautiously when there was more infrastructure in place for pedestrians. Implementing a temporary crosswalk made evident the need for more pedestrian infrastructure within Garton.

In addition to gaining valuable insight from observing the ways in which pedestrians and vehicles interacted in the presence of the crosswalk, pedestrians provided the team with valuable information on the idea board. Increased jobs, amenities, and a higher level of activity were

common desires among pedestrians (the longer list of suggestions can be found in Appendix C). The intervention was a success, yet Tactical Urbanism is just one step along the path towards reaching Garton’s vision.

DISCRETE INTERVENTION

The discrete intervention aims to draw people to the area to increase activity, while encouraging people to use and view the urban environment in a different way. While the long-term goal is for Garton to be as vibrant and thriving as Greektown, Corktown, or Midtown, many steps are required to get to this point. This intervention should create lasting social and physical infrastructure that will contribute to the development of a recognizable identity and viable amenities. Furthermore, this intervention will build upon the momentum that has been growing throughout the well-established districts Downtown.

Garton Retail Incubator Detroit (GRID)

GRID is a retail incubator that simultaneously serves as an exhibition space for DTE to display new and ongoing developments in energy efficiency. The retail vendors in this incubator will also be able to demonstrate innovative ways commercial and residential buildings can use DTE’s technologies. GRID provides a space to demonstrate what Detroit has to offer while enhancing the community with more amenities. GRID presents the perfect opportunity for DTE to establish their dedication to the community and environmental stewardship, while showcasing the strengths and services they have to offer. Developing an exhibition space is one way that DTE, as a stakeholder, can take a leadership role in promoting prosperity in the community.

Ideally, this facility would be housed in one structure located in the triangle parking lot bordered by Grand River, First, and Adams. Placing this facility on Grand River provides an optimal position for passers-by to stop in and explore what DTE and Detroit have to offer. Additionally, this development reinforces the recent improvements to the GAR Building on Grand River Avenue.

An anchor-assistance model would be ideal for such a location. In this arrangement, a well-established and highly-visible tenant occupies part of the retail space, while an aspiring brick-and-mortar retailer occupies an adjacent or connected space. The anchor tenant benefits from the excitement and variety generated by the assistance tenant (the up-and-comer) while the assistance tenant benefits from the foot traffic and experience of the anchor tenant. The vendors at GRID can be rotated at regular intervals to increase the variety of retail options in the short term, though it may be preferable to keep a consistent anchor tenant for a longer period.

The exhibition structure should have a unique design that identifies it as a destination. Such features will serve to promote this venue as a placemaking establishment and as a destination for visitors, employees and residents to spend time in, which will ultimately encourage more activity in the area. By establishing this facility as a place maker, 'GRID' becomes a spark in Downtown's circuit of activity, while complementing ongoing developments in Downtown.

Placemaking strategies create space that is well defined, easily identifiable by its occupants, activity rich, and sensitive to the pedestrian scale.

From an area analysis and interviews (DTE Employees, Focus Group 1, 2015), there is a



GUERRILLA
CROSSWALK
LOCATION



PROPOSED
LOCATION FOR
"GRID"

need for basic amenities in the area. While this intervention does not provide all basic amenities, it will demonstrate the need for and viability of these services by creating activity and spurring more foot traffic. Second, this will reinforce the ongoing renovations to the GAR Building and establish an additional economic anchor in Garton. The following section details a plan of execution for establishing GRID as a successful retail incubator.

Execution of a Retail Incubator Program:

According to the National Business Incubation Association (NBIA), there are three distinct characteristics to establishing an Incubator Business:

- The program must provide business assistance in the early stages of these companies
- The program must have staff to deliver or coordinate the business assistance
- The program must be designed to lead the business to self-sufficiency

Execution of these goals should be tailored to fit the specific economic development needs of the community it will be serving (Monkman, 2010). Providing business assistance to the start-up companies occupying the space and coordinating business assistance can be accomplished in a variety forms. There are already a number of people and institutions in the Greater Detroit area that understand the local retail startup landscape. Dr. Rita Fields of Madonna University has completed a thorough study of such retail in Detroit, and Michael Forsyth and Lori Allan of Revolve Detroit are also deeply involved in the local industry. Though all three have focused their attention largely on pop-up retail, their experience and connections to the grassroots side of retail entrepreneurship in Detroit could be useful.

One common form of assistance is to offer classes that educate entrepreneurs on how to support their business and to plan for long-term goals. These classes can be taught or funded by the sponsoring

organization, DTE. In Downtown Detroit, these classes are available at numerous institutions, some of which are listed below. Additional business advice can be provided through a performance evaluation, which makes business owners aware of areas they can improve.

Examples of Assistance

Wayne State University: The Executive Education Enterprise program is intended specifically for the business community of Southeastern Michigan. This program offers short courses and custom programs that are developed in partnership with businesses, nonprofits and government entities (Wayne State University, 2015).

Downtown Detroit Partnership: The recently established BUILD Institute developed as an offshoot of D:Hive, a temporary organization that provides resources and information to encourage people to live, work and engage with businesses in Detroit. The BUILD Institute offers classes called Build Basics. This program is an eight-week business and project planning class that helps entrepreneurs create complete business plans for their establishments. These programs range in costs from \$200 to \$500 (Build Basics, 2014).

State of Michigan: The State of Michigan provides business incentives and assistance to small businesses. Every year \$170 million in incentives and assistance along with \$100 million in loans for small and midsize businesses are available. GRID staff can provide information sessions regarding state loans and incentives to ensure that new businesses are aware of the array of resources available to them (Michiganbusiness.org).

The NBIA's third characteristic, leading the business to self-sufficiency, refers in part to the length of program or time in the incubator space. In order for this program to be successful, entrepreneurs must be encouraged to graduate from the program by seeking a new facility to rent, lease, or build for their

company. For many incubator organizations this can be initiated by increasing the rent of the incubator space. All of the aforementioned assistance methods contribute to entrepreneurial self-sufficiency as well. Classes and evaluations provide entrepreneurs with the know-how to make it on their own. (See Appendix B for case studies of successful retail incubators).

INTERMEDIATE-TERM INTERVENTIONS

18-48 Months

These interventions require more time and effort to execute than the short-term interventions and are intended to build upon the momentum of change. The Intermediate-term Interventions offer higher rewards for enhancing Garton while signaling the area's potential to the rest of Downtown and the region.

Install Crosswalks: Work with DDOT and MDOT to install permanent crosswalks to make the area more friendly and convenient for pedestrians. This will also address safety concerns by lessening the incentive for jaywalking.

Case Study: Ferndale, MI

Employee 'Brochure' & Rewards Campaign: Create a brochure, pamphlet, or book for DTE employees that highlights all of the businesses, neighborhoods, and entertainment venues in the area and how to get there from DTE. Ensure all new employees get this brochure. Also send weekly e-mails highlighting events, featuring a specific business and offering incentives like discounts to motivate employees to visit. E-mails can also include interesting information about the venue to spark further interest.

Ex: Quicken Loans, Detroit, Michigan



KEVIN HALE (WIKIMEDIA)

INCUBATOR SPACE

Y COMBINATOR
MOUNTAIN VIEW,
CALIFORNIA



JERAMEY JANNENE (FLICKR)

PERMANENT STREETSCAPING

MICHIGAN AVE.,
CHICAGO, ILLINOIS



DES BLENKINSOPP (GEOGRAPH.ORG.UK)

POP-UP RETAIL

SHOREDITCH
BOXPARK
EAST LONDON, UK

Artist Fellowship: By providing funding for artists, a sponsored fellowship could facilitate development of a community of artists interested in investing in Garton through public art, whose pieces could effectively transform Garton into a distinct region of Downtown. The artists demonstrating a creative commitment to the city of Detroit and a desire to foster community-driven art could transform Garton's public space into an inviting urban environment.

Ex. The Visual Fine Arts Fellowship, Provincetown, Massachusetts

Smart-grid Technology Incubator Space: Build a low-overhead space for small start-ups and other innovators who focus on smart-grid technology. This would play to DTE's strengths in the realm of generation and distribution, and give them direct access to innovation.

Ex: AlphaLab, Pittsburgh, Pennsylvania

Education Campaign: Start a program or organization that promotes learning about Garton and getting people involved in what is going on. This would include providing all of Downtown with more information about events and activities happening in Garton.

Ex: Greater Lansing Convention and Visitors Bureau, Lansing, Michigan

Light Paths: Install creative lighting throughout the neighborhood, focusing on areas that are poorly-lit at night. Light Paths will promote safety, but will also distinguish the area from the rest of Downtown. This could involve using lighting strips, similar to those seen on the stairs and alleys in movie theaters, along the neighborhood's sidewalks.

Case Study: E. 4th Street, Cleveland, Ohio

Permanent Streetscape/Landscaping: Streetscape improvements that include stormwater management and native plants can enhance the pedestrian experience and create a specific link to the water feature in front of DTE. Streetscaping will create a

sense of place while inviting more people to walk around outside.

Case Study: Michigan Ave., Chicago, Illinois

Moving from the intermediate time period to Future Considerations, stakeholders can build on the momentum created by the Intermediate-term Interventions, harnessing this energy and spreading it outward throughout Garton.

FUTURE CONSIDERATIONS

In the long-run Garton is envisioned as a complete, vibrant district filled with activity, amenities and characterized by a walkable, well-connected landscape. Arriving at this point requires stakeholders to take many small steps, and the momentum created by these small steps should transition into larger projects, thereby Completing the Circuit and achieving the long-term vision for Garton.

Re-envisioning DTE's Campus: DTE's campus should integrate seamlessly into the urban fabric of Garton. A welcoming and inviting campus, one without fences and large shrubs separating the company's headquarters from the city, would be more pedestrian-friendly. Currently, DTE's fortress-like campus is closed off to non-employee pedestrian and vehicular traffic, contributing to Garton's island-like character.

This report proposes continuing the street grid through DTE's campus to open the space up to Garton and the city. As shown in the figure on the opposite page, the following streets should be opened up providing access through DTE's campus:

Vehicular and pedestrian traffic:

East-West: Elizabeth Street, Beech Street

North-South: 2nd Avenue

Pedestrian only traffic:

East-West: Plaza Drive

Accessibility, connectivity and walkability are the critical elements that inform this proposal. Making the DTE campus porous will enable the structure to blend into the area instead of serving as a barrier. Pedestrian-friendly connections between districts, neighborhoods, and amenities must be supported. DTE can show their support for promoting this type of connectivity by opening up their campus to Garton and the city.

Activating Michigan Avenue: The current lack of connection between Garton, COBO Hall and the Riverfront demonstrates a need for long-term interventions after the intermediate phase interventions. Michigan Avenue is a major artery in Garton, providing connections to Corktown, the CBD and the Riverfront. Activating the stretch of Michigan Avenue in Garton is a vital component in Completing the Circuit. This will require major developments along Michigan, and DTE can initiate such developments by fostering activity in the area through food carts, Tactical Urbanism events, and by creating safer pedestrian routes.

Michigan Avenue bisects Garton and as it currently stands, divides the northern and southern portions of the district. Ignoring this corridor in Garton would be detrimental to Completing the Circuit and fostering activity in the district. A Tactical Urbanism event can be used as a template for jump-starting changes to Michigan Avenue. Implementing similar Tactical Urbanism events at strategic points along Michigan Avenue can build momentum and garner public interest for more permanent change. The bike share program to be implemented in 2016 is the first permanent step in activating Michigan Avenue. Stakeholders must demonstrate a commitment to activating this corridor to promote the success of the bike share program and to facilitate Completing the Circuit. Michigan Avenue's lack of pedestrian friendliness inhibits quick connections between the northern and southern portions of Garton. COBO Center and the Riverfront are difficult to reach as well. Activating Michigan Avenue and emphasizing the pedestrian experience can address this issue.



EXISTING STREET GRID



PROPOSED STREET GRID

Solid: Vehicle
Dash: Pedestrian





VIEW OF THE DTE CAMPUS FROM WITHIN

“EVERYONE JUST ENTERS AND LEAVES THIS FORTRESS, AND WE DID THIS TO OURSELVES.” - DTE EMPLOYEE, FOCUS GROUP 1

METRICS

While facilitating different interventions, it is essential for DTE to measure the impacts of their actions in order to understand which projects are the most successful. To assist DTE with this process, there are organizations such as NeighborWorks America, with programs that cater specifically to community development organizations, including the Success Measures program (NeighborWorks America, 2015).

Measuring the effects of DTE's interventions requires a clear set of indicators. The types of indicators worth noting in Garton will be those that reflect change in the degrees and amounts of connectivity, amenities, and safety. As a result, measurements should focus on the following within Garton:

- Ways users are entering, leaving, and traveling within the area
- Number, square footage and density of institutions, services, and retail options
- Crime rate
- Surveyed perceptions of Garton

In "Monitoring Successes in Choice Neighborhoods: A Proposed Approach to Performance Measurement," the Urban Institute provides helpful indicators for physical and social change in a neighborhood. Though the report is written as a guide for the U.S. Department of Housing and Urban Development's Choice Neighborhoods Initiative, many of the metrics and indicators are relevant due to the amount of underutilized land in Garton (The Urban Institute, 2010). A full list of the most relevant indicators in that report can be found in Appendix F.

In addition to the indicators that the Urban Institute recommends, there are additional metrics that DTE and other stakeholders should use. Additional indicators are needed due to the specific vision

outlined in *Completing the Circuit* that prioritizes connectivity, amenities and safety. The following list of indicators will help to closely identify the ways in which Garton is realizing these goals:

- **Change in Residential Population:** An increase in residential population indicates that outsiders find Garton desirable and want to live in the district.
- **Commuter Modes:** A decrease in the reliance on cars to access Garton indicates that people feel safe using other modes of transportation, would make pedestrians more comfortable, and would indicate that it is easier to reach Garton from other districts as well.
- **Change in Retail Revenues:** An increase in retail revenues in Garton would indicate that more people are spending money in the district, which would attract more retailers and likely more spending, creating a feedback loop.
- **Change in Under-used Land Area:** The high levels of under-used land currently in Garton are an indication of a lack of investment in the area and therefore a decrease in vacancy indicates increased investment.
- **Change in Land-use Mix:** A successful neighborhood or district is a place full of diverse uses, so an increase in the diversity of uses indicates a positive step for Garton.

Kristyn Sonnenberg, from the University of Michigan's School of Information, provides a method for gauging how successful these interventions are for promoting Garton and changing perceptions:

"To enable participation by a broad spectrum of people who live and work in the area, we are proposing a geographically-based mobile application that allows users to comment on and discuss neighborhood spaces. Anyone can download the application and walk around the neighborhood, viewing and posting comments based on their current location. Comments could be posted by anyone, but it may be useful to have community moderators who can start discussions or pose

questions about proposed projects for retail, development, and public spaces in the area. This would be a way to bring in public opinion and community deliberation about various projects and the area in general in a fun, engaging, and low-effort way.

"Once a comment or topic exists, people using the app will receive a notification when they pass an area that is 'tagged' with a comment. They can contribute to the discussion and respond to that comment. For example, they could give their opinion on a proposed development someone else has suggested for an area. If a user came to a spot they wanted to make a comment about, they could drop a pin there themselves and leave a post. Other users would then be notified of that comment when they neared that pin. People could also post to express what they like about the area, propose any changes, or leave an interesting story about or memory of that spot. This application could also be broadened to a website to allow people to contribute from their own computers or a large public screen, though this option would not serve as well to get people out and active in the community."

Conclusion

To attract future interest for establishing Garton as a successful area, this report strongly recommends that DTE and other stakeholders emphasize their Downtown location by promoting connections to the major assets and strong city districts that surround Garton. The recommendations defined in this section consist of Short- and Intermediate-Term Interventions that prioritize connectivity, amenities, safety and public perception. The recommendations begin with a description of a Tactical Urbanism event that occurred in Garton during a Detroit Tigers game. From this event, the authors gathered public input regarding ways to improve the area. During the event, which involved incorporating a guerrilla crosswalk, vehicles passed through the crosswalk more cautiously when the temporary infrastructure was set up. This indicated that implementing more pedestrian infrastructure will provide better security for pedestrians traveling through the area, allowing for stronger links to improve the area's connectivity.

Following the Tactical Urbanism event, a set of Short-term Interventions to be carried out in the next 9-18 months are detailed. The discrete intervention, GRID, is included in this section as well. GRID will allow DTE to promote new amenities in Garton with a unique feature that can distinguish the area from the rest of Downtown.

Future Considerations describe interventions into the built environment that will lend permanency to the Short- and Intermediate-term Interventions. A set of metrics to measure the effects of all interventions are provided after Future Considerations to allow DTE and other stakeholders to determine their impact on Garton.

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TEMPORARY PEDESTRIAN INFRASTRUCTURE



WHAT DO YOU WANT?

people everyday

more bike lanes!

more buildings
not just one developer!

MORE PLACES TO SIT

PARKS -
more family friendly

stores

Bike lanes

more people everyday

More homes
More jobs

eliminate sidewalk entrepreneurs

amusement park

EXTEND PEOPLE
MOVE FARTHER
NORTH

plants & flowers

THE IDEA BOARD POPULATED WITH SUGGESTIONS FROM PEDESTRIANS



CONCLUDING REMARKS

One of the most important lessons learned in *Completing the Circuit* is that the stigmas associated with Detroit are far from true. Downtown is alive and growing, feelings of safety and security are continuing to build, and the people in the greater Detroit region love this city and have big dreams for it. Garton has the capacity to fill in the missing link in the circuit that will put Detroit back on the map for years to come, with added excitement and development that can shape the future of the city.



SPEAKING WITH A LOCAL EMPLOYEE ABOUT HIS VISION FOR THE AREA

SUMMARY

Completing the Circuit with a series of small steps will culminate in a more powerful and vibrant district, city and region.

Bounded by future and current development as well as established neighborhoods, Garton is surrounded by opportunities. In order to effectively capture this energy, Garton needs to establish itself as a destination, or rather, the final link that completes the circuit of Downtown activity. DTE can enhance its civic reputation by leading the charge in Garton's revitalization. To establish Garton there are three critical elements of vibrant districts that DTE and other stakeholders in the area should actively work towards: connectivity, amenities and perception.

In an effort to demonstrate the need for connectivity in the area, a Tactical Urbanism event was conducted in April of 2015. This event included improving pedestrian safety through traffic calming and signage and providing a space for public input on how the area should be improved. The findings from this event demonstrated a need for greater pedestrian infrastructure, a desire for more amenities and a higher level of sustained activity in the district.

Following the Tactical Urbanism event, this report proposes short-term interventions to be executed independently or simultaneously. The short-term interventions are intended to inspire a change in the perception and culture of the area in order to establish the foundation for creating a more lively and vibrant Garton. Following the short-term interventions, *Completing the Circuit* proposes the GRID, an exhibition space to showcase new technologies by DTE while providing incubator space for entrepreneurial retail companies. DTE's model practices can be used by these businesses to further

suggest practical uses for the technologies on exhibit and to encourage investment. Simultaneously, by providing a space for new businesses, the area will support new amenities which are highly sought after in the district.

After describing the GRID, intermediate interventions are presented as a means to reinforce previous efforts and to further pursue the goals and vision of Completing the Circuit. DTE and other stakeholders in the area can pursue these suggested methods in order to promote connectivity, to encourage development of amenities and to instill a more positive image of the area. Such projects will promote sustained activity throughout the area as well. This will enable Garton to become an active district and to create the final link to Complete the Circuit. Completing the circuit with a series of small steps will culminate in a more powerful and vibrant district, city and region.



FOCUS GROUP

06



APPENDIX

APPENDIX A

LIGHTBOXING

Lightboxing is the act of superimposing plans or images on top of each other in order to understand how different ideas overlap and relate to each other. Through lightboxing existing plans and proposals for the area of focus and noting commonalities and discrepancies, this report provides an initial analysis of the area. Below is a list of all of the plans considered in the lightboxing process.

Hamilton Anderson & Associates "Streetscape Plan"

Hamilton Anderson & Associates "Neighborhood Revitalization Initiative"

Hamilton Anderson & Associates "Transit Oriented Development"

Detroit Future City "Detroit Future City Strategic Framework"

Opportunity Detroit "Placemaking Vision"

Opportunity Detroit "A Plan for Our Time"

City of Detroit "Detroit Master Plan"

Olympia Development "District Detroit"

Connectivity

Roads radiating from Campus Martius should prioritize vehicles

Regional hub

Roads reach city boundary

Roads radiating from Grand Circus should prioritize pedestrians

Stop on M-1 Rail: hub of pedestrian activity

Bike path recommendations

Cass Ave. with access to DTE and MGM

Better pedestrian access to DTE campus

Road diets

Several underutilized roads

Convert outer lanes to metered parking

Development

Northeast sector of Garton should be residential

Commercial densification

Upper Bagley

South side of Michigan Ave.

Open space in and around DTE campus

Specifically immediately northeast of the campus

No recommendations for southern Garton

Mixed-use development throughout Garton

Michigan Ave. will not be a focus of activity, or have a clear urban edge

Reuse of historic buildings and other vacant buildings that can be redeveloped

APPENDIX B

CASE STUDIES

Short-Term Interventions

Road Race: Urban Assault Ride Austin, TX

The Urban Assault Ride bike race began in 2003 in Austin, Texas. The event has spread to Denver, Minneapolis, Des Moines, and Tucson for the 2015 event schedule. The event requires teammates to participate in a “city-wide quest” for checkpoints. Upon reaching a checkpoint, participants must complete an obstacle before returning to their bikes and continuing on to the next checkpoint. Participants choose their own checkpoint order and route in an attempt to complete all checkpoint obstacles in the shortest time. The event combines aspects of road races, scavenger hunts and outdoor festivals to create an all-day interactive adventure. The premise of this road race could be adapted to embody the theme of Completing the Circuit in Detroit.

Adventure Fit Inc. (2015). “Urban Assault Ride” Retrieved April 19th, 2015 from <http://www.urbanassaultride.com>

Temporarily Block Off the Skyway: Cincinnati, OH

Skyways take away from the emphasis that many cities (and this report) place on pedestrian activity. Skyways are usually privately owned which means they are not public space. The concept for the Cincinnati Skywalk developed in the 1960s and construction began in 1971. In the years since construction, business owners, city officials and residents have begun to view the skywalk as an impediment to the pedestrian experience, lively streets and economic development. As a result of changing priorities in the city and comments made by former mayor Charlie Luken in 2005, portions of

the skywalk have been removed. Notably, in 2012 an open-air portion of the skywalk was removed. “For many urban planners, the biggest issue was that the skywalk system discouraged street-level foot traffic” (Yung, 2012). Skywalks detract from the vibrancy of downtowns, casting shadows and removing people from the streets. Tearing down a series of Cincinnati’s skywalks in conjunction with other revitalization projects has helped restore vibrancy to Cincinnati.

Fox19Now (n.d.). “Bridge to Nowhere.” Retrieved April 19th, 2015 from <http://www.fox19.com/story/8540400/bridge-to-nowhere-going-away>

O’Gilfoil Healy, Patrick (2005). “Rethinking Skyways and Tunnels.” New York Times. Retrieved April 19th, 2015 from http://www.nytimes.com/2005/08/03/realestate/03tunnel.html?pagewanted=print&_r=0

Yung, John (2012). “The story behind Cincinnati’s slowly disappearing skywalk system.” Cincinnati Business Courier. Retrieved April 19th, 2015 from <http://www.bizjournals.com/cincinnati/blog/2012/02/the-story-behind-cincinnatis-slowly.html?page=all>

Guerrilla Wayfinding: Raleigh, NC

In January of 2012, a group called Walk Raleigh, founded by Matt Tomasulo, organized to implement Tactical Urbanism in Raleigh to address walking distance perceptions. 27 wayfinding signs were posted at three intersections during the night. Minutes by foot to various destinations were included on the signs along with QR codes that allowed pedestrians to seek more information if they so desired. The group succeeded in attracting the attention of the City Council, who looked into making the signs permanent. As a result of Walk Raleigh’s efforts, the City Council approved implementation of a pilot education program concerning safe pedestrian environments.

Spontaneous Interventions (2012). “Walk Raleigh: Guerrilla Wayfinding” Retrieved April 18, 2015, from <http://www.spontaneousinterventions.org/project/walk-raleigh-guerrilla-wayfinding>

APPENDIX B

Pop-Up Retail or Restaurants: Pop-Up Beer Gardens Philadelphia, PA

Pop-up beer gardens are a growing trend that is taking over unused vacant lots and underused public spaces all over Philadelphia. These beer gardens are gaining in popularity because they provide a unique experience and outdoor seating for people to enjoy the warm summer nights. As these are only temporary places, the sponsors for these events only need to obtain a temporary alcohol permit, which is much easier and cheaper than obtaining a liquor licenses (Saksa, 2014). Beer gardens not only attract and keep people in the area, but they also have economic benefits for the community. Several of the bars and restaurants located near the Pennsylvania Horticultural Society's Pop-up beer garden and the Spruce Street Harbor Park actually reported that their business were up since the Beer Garden arrived, indicating that these temporary venues can be used to spur development (Saksa, 2014).

Saksa, Jim. "How the Pop-Ups can actually prop up their neighbors" ThePlanphilly.com Retrieved April 22nd, 2015, from <http://planphilly.com/articles/2014/07/28/how-the-pop-ups-can-actually-prop-up-their-neighbors>

Building Projection: GRandtasia Grand Rapids, MI

GRandtasia was an event held in East Hills Grand Rapids in June of 2012 at the Inner City Christian Foundation (ICCF) building. ICCF is a non-profit housing provider, and the building ICCF calls home is the former Mary Free Bed hospital and former D.A. Blodgett Home for Children. The ICCF is the anchor institution in the East Hills neighborhood of Grand Rapids, which has undergone a renaissance in recent years. Furthermore, the ICCF continues to demonstrate a commitment to the community. The 3D light projection was used as a way to express ICCF's three core values, respect, opportunity and beauty, visually. GRandtasia is a useful example for

a building projection in Garton because it focuses on expressing values in a fun and unique way. A building projection in Garton could capture the spirit of Detroit while expressing the opportunity available to the district.

Ellison, Garrett (2012). "See the ICCF Building in East Hills Come Alive During Sundy's 'Grandtasia' 3-D Projection Display." Retrieved April 19th, 2015 from http://www.mlive.com/news/grand-rapids/index.ssf/2012/03/see_the_iccf_building_in_east.html

DeWitt, Danielle (2012). "GRandtasia 3D on the ICCF Building :: OUR TAKE." Retrieved April 19th, 2015 from <http://vizidef.com/194/>

Ellison, Garrett (2011). "ICCF Building has Long History of Helping Those in Need." Retrieved April 19th, 2015 from http://www.mlive.com/news/grand-rapids/index.ssf/2011/12/iccf_building_has_long_history.html

Temporary Streetscaping: Cow Parade Various Cities

In 1999, 300 cow statues were placed on all of the sidewalks, parks and public spaces of Chicago (Chicago Traveler). Each cow was painted or decorated by local artists, architects, photographers and designers. Following the public exhibition of these cows, all of the statues were auctioned off and the proceeds were donated to several charities. Several cows were designed as tributes to specific sites in Chicago, such as the Millenium Cow to honor Millenium Park. Overall, the exhibition was a success and was able to attract many tourist and to highlight Chicago's most notable landmarks. Cows on Parade inspired several other streets-side exhibitions that featured elephants, ducks, moose, shoes, eggs, frogs, peanuts, and bananas (Architecture).

Architecture Chicago Plus (2012). "13 years later, Cows on Parade still hanging on." Retrieved April 24th, 2015 from <http://arcchicago.blogspot.com/2012/08/13-years-later-cows-on-parade-still.html>

Chicago Traveler (n.d.). "Cows on Parade Art Exhibit." Retrieved April 24th, 2015 from http://www.chicagotraveler.com/cows_on_parade.htm

APPENDIX B

Intermediate-Term Interventions

Install Crosswalks: Ferndale, MI

Downtown Ferndale has become a destination in the Southeast Michigan region thanks to a dedication to revitalization in recent years. During the 1990s and early 2000s, Ferndale was not an attractive destination in the region, yet today the opposite is true. Ferndale prides itself on being pedestrian, bike and vehicle friendly, with "walk signs that stop traffic with a push of a button" (Downtown Ferndale, 2015). Prioritizing the pedestrian experience is particularly important in Ferndale, as it is in Garton, because of the level of vehicular traffic. In 2010 Ferndale won the Great American Main Street award in recognition of the DDA's efforts to revitalize the downtown. Notably, Ferndale's dedication to safe and easy pedestrian and bicycle access throughout downtown has not led to great pushback concerning the experience of vehicular traffic in the area.

Downtown Ferndale (2015). "About Downtown." Retrieved April 19th, 2015 from <http://www.downtownferndale.com/about-downtown/about-downtown.html>

Remove the Wall at the Rosa Parks Transit Center: Goodyear Corporate Offices Akron, OH

As one of city's largest employers, Goodyear Tires and Rubber Company has a strong public image and a major stakeholder in Akron, Ohio (City of Akron, 2014). However, the buildings containing the corporate headquarters were disjointed, uninviting and out-dated. Following major changes to the company in the 1980's, Goodyear decided their headquarters required renovations to provide a more modern and friendly appearance (Mackinnon, 2013). Opened in 2011, the new headquarters was designed to increase collaborative opportunities and to encourage socialization among employees (Gensler,

2015). Since the new Goodyear Headquarters has been renovated, the East End of Akron has been immersed in a revitalization process, with the most recent development including the first new hotel in Akron since 1980 (Harper, 2014).

City of Akron (2014). "Business: Major Employers." Retrieved April 21st, 2015, from http://www.akronohio.gov/cms/major_employers/index.html

Gensler (2015). "Projects: Goodyear, Akron, Ohio." Retrieved April 21st, 2015 from <http://www.gensler.com/projects/goodyear?e=14>

Harper, John (2014). "Akron opens Hilton Garden Inn, first hotel since 1980." Cleveland.com. Retrieved April 21st, 2015 from http://www.cleveland.com/akron/index.ssf/2014/11/akron_opened_its_first_new_hot.html

Mackinnon, Jim (2013). "Goodyear's new headquarters reflects a new company" Akron Business Journal. Retreived April 21st, 2015 from <http://www.ohio.com/business/goodyear-s-new-headquarters-reflects-a-new-company-1.396101#>

Artist Fellowship: Fine Arts Work Center Provincetown, MA

The Fine Arts Work Center, located in Provincetown, Massachusetts offers fellowships to 20 artists every year. The fellowships last for 7 months, during which the artists are provided a small living space and workspace with a modest monthly stipend (FAWC, 2015). Fellowships provide artists with the opportunity to devote more time and effort into their work, strengthening their meaning or intention. The Fine Arts Work Center also provides a gallery space, lectures and workshops, which attracts nationally recognized artists and enjoyed by members of the community (FAWC, 2015). Additional connections to the community have been created by the FAWC's collaboration with the Massachusetts College of Art and Design in Boston. The Fine Arts Work Center provides exciting cultural opportunities for artistic expression, creativity and learning that benefits the city of Provincetown, Massachusetts (FAWC, "Our Unique Location," 2015).

APPENDIX B

Fine Arts Work Center (2015). "Overview." Fine Arts Work Center in Provincetown. Retrieved April 22nd, 2015 from <http://web.fawc.org/program>

Fine Arts Work Center (2015). "Our Unique Location." Fine Arts Work Center in Provincetown. Retrieved April 22nd, 2015 from <http://web.fawc.org/our-unique-location>

Employee Rewards: Quicken Loans Detroit, MI

Quicken Loans, a major employer for Downtown Detroit, continuously makes headlines for being company with high employee satisfaction (Fortune, 2015). Of the many benefits programs offered by Quicken Loans, there are several perks dedicated to encouraging employees to explore Downtown. For example, Quicken Loans employees receive a 15% discount in many Downtown's restaurants after showing their work ID. This encourages Quicken Loans employees to explore Downtown and support local businesses. Additionally, tickets to Red Wings and Tigers games are frequently distributed to employees, provide employees with an incentive for spending more time Downtown (Gallagher, 2014).

Fortune.com (2015) "Best 100 Companies to Work for," Retrieved April 21st, 2015 from <http://fortune.com/best-companies/quicken-loans-12/>

Gallagher, John (2014). "Quicken Loans Top Workplaces." Detroit Free Press. Retrieved April 21st, 2015 from <http://www.freep.com/story/money/business/top-workplaces/2014/11/15/quicken-loans-top-workplaces/19035481/>

Energy/Technology Incubator Space: AlphaLab Pittsburgh, PA

Founded in 2008, AlphaLab serves as an incubator for technology based companies (AlphaLab, 2015). Intended to "accelerate the growth of promising start-up technologies," AlphaLab provides a community workspace, free access to legal and financial support, and discounts for supporting

services (AlphaLab, 2015). Twice a year, 6 tech start-ups are selected to be a part of an extensive 20-week program. During this program, start-ups refine their business model, attend weekly sessions from industry experts, and work with mentors at InnovationWorks, Pittsburgh region's largest and most active seed-stage investor (AlphaLab, "FAQ" 2015; Babikian, 2012). Alumni from AlphaLab's program include Resumator, NoWait, Shoefitr, SolePower, BlackLocus and TheZebra.com (AlphaLab "Alumni," 2015).

AlphaLab (2015). "Program." Retrieved April 22nd, 2015 from <http://alphalab.org/program/>

AlphaLab (2015). "FAQ." Retrieved April 22nd, 2015 from <http://alphalab.org/faq/>

AlphaLab (2015). "Innovation Works." Retrieved April 22nd, 2015 from <http://alphalab.org/program/>

Babikian, Ray (2012). "The Best Incubators for Entrepreneurs: North and Midwest." Elite Daily. Retrieved April 22nd, 2015 from [tp://elitedaily.com/money/entrepreneurship/top/](http://elitedaily.com/money/entrepreneurship/top/)

Education Campaign: Greater Lansing Convention and Visitors Bureau Lansing, MI

The Greater Lansing Convention and Visitors Bureau, or GLCVB, provides information to tourists who are visiting the area for fun or work. The GLCVB contains information about all the places to visit or resources to use while in Lansing, including ongoing and upcoming events. The GLCVB establishes Lansing's identity and advertises everything that Lansing has to offer. By doing so, the GLCVB boosts the local economy by advertising events, providing helpful information, such as detailed maps with well-known amenities, and creating a common place for finding information about what the area has to offer (GLCVB, 2014).

GLCVB (2014). "About the GLCVB." Retrieved April 22nd, 2015 from <http://www.lansing.org/about/about-the-glcvb/>

APPENDIX B

Light Paths: E. 4th Street Cleveland, OH

Cleveland, Ohio, a city once characterized as 'the mistake on the lake,' has made recent great strides in recent years improving Downtown (Wykoff). In discussing the thought process behind these developments, Joseph Zion, Executive Vice President at the Cleveland Convention and Visitors Bureau, noted that "we realize[d] that a city can't become a great meetings and convention destination until it becomes a great tourist destination and a great city for its residents" (Cleveland Convention Center, Ohio). Several major redevelopment projects have aimed to strengthen Downtown Cleveland's appeals. One of the most notable developments includes relocating Cleveland's major sports teams, the Indians and the Cavaliers, to the Gateway Complex, a new venue located within a short walkable distance from the center of Downtown. Additionally, Euclid Avenue, which similarly to Woodward, provides a major access road to downtown by directing traffic to a major park identified as a major downtown landmark. Euclid Avenue has transformed the area into tree-lined boulevard with electric trolley buses providing transport between the city center and the cultural center (Cleveland Convention Center, Ohio). The success of the Euclid Avenue has spilled over to East Fourth Ave, a small dead-end street that has been converted into a public space, with a brick road and dense mixed-use building and string lights that hang across the street from building to building. The result is a cozy and creatively illuminated public space that is unique and inviting.

Wykoff, Pieter (1994). "Pedestrian walkway will reduce congestion." *Journal of Public Works*. Volume 125. Issue 8. Page 43.

Meeting News (2001). "Cleveland Convention Center, Ohio." Volume 25. Issue 6. Page 34.

Permanent Streetscaping: Michigan Ave. Chicago, IL

Winner of the ASLA 2003 Design Merit Award, Michigan Avenue has been called Chicago's most famous streetscape. 2.3 miles of medians along Michigan Avenue were streetscaped in 1993, transforming the pedestrian experience on the 'Magnificent Mile.' The project includes rain gardens which address stormwater management issues as well. In addition to stormwater and environmental benefits, the streetscaped medians provide safety by separating oncoming lanes of traffic while contributing to the beautification of the city. Each year the contents of the planters are redesigned, creating a dynamic experience for all who pass by. Plants are chosen with the urban environment in mind, ensuring that plants are able to survive throughout the season. The Michigan Avenue streetscape project has served as an example for landscape architects and urban planners around the United States. Planting the median planters has become an annual event in Chicago. Michigan Avenue in Chicago provides an accurate comparison for the wide Avenues and Streets found in Garton and throughout Detroit.

Hoerr Schaudt (n.d.). Retrieved April 19th, 2015 from <http://www.hoerrschaudt.com/civic/michigan-avenue-streetscape.php#>.

Hoerr Schaudt (n.d.). Retrieved April 19th, 2015 from <http://hoerrschaudt.com/blog/michigan-avenue-chicago%E2%80%99s-most-famous-streetscape-2/>.

City of Chicago (n.d.). "Landscaped Medians." Retrieved April 19th, 2015 from http://www.cityofchicago.org/city/en/depts/cdot/provdrs/street/svcs/landscaped_medians.html.

APPENDIX B

Retail Incubator Anchor/Assistance Models

Muskegon Retail Incubator Muskegon, MI

Located in downtown Muskegon, Michigan, the former Russell Block Market has been transformed into the Muskegon Retail Incubator, whose mission is “to provide assistance, foster growth and support the development of retail entrepreneurs in downtown Muskegon” (Muskegon Retail Incubator, 2014). The MRI provides programming, financial support, performance evaluations, training and retail space in the market to entrepreneurs. The MRI also promotes community events to raise awareness throughout the city. While MRI focuses on the former Russell Block Market, they are committed to assisting any entrepreneurs interested in downtown Muskegon.

The incubator space was partially funded by a grant from the Consumers Energy Foundation, which provided grants to ten cities in Michigan seeking to foster community development. MRI is a non-profit 501(c)(3) organization focused on economic recovery.

Mukagon Retail Incubator (2014). “Program Services.” Retrieved April 11st, 2015 from <http://muskegonretailincubator.org/program-services/>

APPENDIX C

TACTICAL URBANISM PROCESS

Considerations in choosing sites

Number of lanes on each road

Surrounding crosswalks

Presence of stop lights and stop signs

Game day pedestrian and vehicle traffic

Monday, April 6, 2015: Detroit Tigers Opening Day

Observed 5 predetermined areas

Considered

Number of people walking through the area

Pedestrian behavior

*Used these observations to determine two locations for
further observation*

Cass Ave. and Columbia St.

Clifford St. and Montcalm Ave.

Wednesday, April 8, 2015: Detroit Tigers Game Day

Recorded data at two intersections

Number of people walking through each proposed
crossing in a ten-minute interval

Demographic information

Number of cars traveling through a proposed
crossing within the same ten-minute interval

How long people waited to cross the street

Erratic street crossing behavior

Not waiting for lights to change

Running across the street to avoid oncoming
traffic

Wednesday, April 9, 2015: Intervention

See page 50 for full description of process.

TACTICAL URBANISM FEEDBACK

More bike lanes (twice)

People present every day (twice)

Parks

Stores

More jobs

More houses

More buildings, not just by one developer

Amusement park

Plants and flowers

Places to sit

Places to eat

Bring the People Move further north

APPENDIX D

TACTICAL URBANISM OBSERVATION MEASUREMENTS

VEHICLE/PEDESTRIAN INTERACTION OBSERVATIONS AT
CLIFFORD AND MONTCALM

Time Period	# of Vehicles	# of Pedestrians*
Wednesday, April 8		
10:50-11:00am	46	20
12:15-12:25pm	53	55
Thursday, April 9		
10:50-11:00am	59	12
12:15-12:25pm	63	26

*Pedestrians include persons on foot and bicycle

TACTICAL URBANISM BUDGET

Item	Units	Cost per Unit	Total Cost
Utility spray paint	2	\$2.64	\$5.28
Foam core	2	\$6.08	\$12.08
Printed signage	2	\$1.34	\$2.38
Construction vests	5	\$13.57	\$67.85
Chalk	20	\$2.44	\$4.88
Markers	2	\$8.97	\$17.94
Stickers	200	\$.13	\$26.32
Duct tape	4	\$6.98	\$27.92
Total (including tax)			\$173.74

APPENDIX E

SWOT ANALYSIS

	STRENGTHS	WEAKNESSES
POLITICAL	<ul style="list-style-type: none">- DTE is an entity very well known to local and state governments- The boundary between the study area and the rest of Detroit is very fluid	<ul style="list-style-type: none">- No existing local neighborhood organizations that have ownership to help build local capacity
ECONOMIC	<ul style="list-style-type: none">- Major employment center- Located in/near Downtown	<ul style="list-style-type: none">- Only businesses in the neighborhood now are major corporate entities- Very limited mix of economic uses or diversity
SOCIAL	<ul style="list-style-type: none">- Few displacement issues- Thousands of people enter Downtown West every day to go to work- DPSH are located on site, providing an increased police presence in the area	<ul style="list-style-type: none">- Overall, the area is not viewed as friendly or safe, and people especially consider RPTC as dangerous
TECH	<ul style="list-style-type: none">- Excess road capacity limits need for additional vehicle infrastructure- DTE itself is a technological strength, and has a lot of resources for improvements (such as lighting)	<ul style="list-style-type: none">- Currently no way of mass-communicating neighborhood activities to DTE employees and employees at other neighboring institutions- Bus routes that visit the area are unreliable and there are very few
LEGAL	<ul style="list-style-type: none">- DTE already controls significant portions of the area- Overall there are relatively few landowners in the neighborhood	
ENVIRO.	<ul style="list-style-type: none">- No apparent need for brownfield remediation	<ul style="list-style-type: none">- High proportions of impervious surface- Large open expanses punctuated by tall buildings result in high-wind areas

OPPORTUNITIES

- Current mayoral administration is pro-development in this neighborhood
- The lack of existing neighborhood organizations gives DTE and its partners a chance to form and guide one that reflects their goals

- Strong drive to bring a broad diversity of businesses to the neighborhood
- Easily identifiable market for retail or entertainment enterprises

- Planned streetscape improvements to ideally bring crowds of people to the neighborhood throughout the day, heighten the sense of security

- Potential to utilize the large screens in the DTE cafeteria area to convey information to employees throughout the day (UM School of Information)
- Proposed M1 rail stop will be located within a brief walking distance of the site"

- Developers drawn to the area may purchase property and take on improvements
- A coalition of entities in the area could regain control over some of the actions within the rights-of-way if they choose to pay for improvements

- Planned street trees will increase infiltration shading, making people more likely to spend time outdoors on hot summer days

THREATS

- Other groups, particularly Olympia, may already have the support of political leadership
- Change in administration could dramatically alter support for development in the neighborhood

- Not at the center of development in Downtown, still very much in a fringe area
- Large roadways discourage businesses from settling within the site

- Must overcome current stigma of neighborhood among employees and other locals
- Large roadways deter pedestrians from entering the site and spending time there

- Large-scale streetscape improvements needed to make streets and sidewalks friendly to non-motorized transportation

- DDOT primarily controls rights-of-way

- Due to high degree of imperviousness, flash flooding may be an issue during high-precipitation events

APPENDIX F

NEIGHBORHOOD SUCCESS METRICS

Tables 1 and 2 are adapted from The Urban Institute's *Monitoring Success in Choice Neighborhoods: A Proposed Approach to Performance Measurement* report, published in 2010 to aid the neighborhood transformation efforts of US HUD's Choice Neighborhoods Initiative. Some indicators and data sources have been altered to reflect the specific needs of Garton. Table 3 is a recommended list of additional indicators that would provide valuable information on the transformation of Garton given the need for additional connectivity, amenities, and positive perception.

TABLE 1. PHYSICAL, ECONOMIC, AND SOCIAL CONDITIONS WITHIN TRANSFORMATION DEVELOPMENT GOALS AND OUTCOMES (ADAPTED FROM TABLE 2.1A - URBAN INSTITUTE, 2010)

Goal	Outcome	Indicator	Source
Transform housing developments	Improved housing quality	# units new construction, rehab # units demolished % units low quality	USCB USCB USCB
	Improved income diversity	# renter units by rent range # owner units by price level Income diversity index	ACS ACS Calculated
Strengthen community facilities, institutions, and services	Stronger local schools	School enrollment and retention % students proficient in language and math Student-teacher ratios Investment in schools Resident satisfaction with schools	AINC/NCES AINC/SM AINC/NCES AHDR SSMR
	Quality parks/recreation	Park/recreation space/1,000 residents Investment in parks/recreation Resident satisfaction with parks/recreation	AINC/LOC AHDR SSMR
	Quality public services	Investment in other community facilities Resident satisfaction with other public services	AHDR SSMR
Strengthen physical, social, and cultural environment	Improved public safety	Violent crimes/100,000 residents Property crimes/100,000 residents	AINC/LOC AINC/LOC
	Well maintained public spaces	Investment to maintain/improve public spaces Resident satisfaction with maintenance	PROC SSMR
	Increased participation in social/cultural events	# of community events Attendance at community events Resident satisfaction with events	PROC PROC SSMR
	Stronger social networks	% volunteer in community activities % participate in community arts & culture % rely on unpaid help from family neighbors Level of collective efficacy	SSMR SSMR SSMR SSMR

TABLE 2. NEIGHBORHOOD ECONOMIC CONDITIONS
 (ADAPTED FROM TABLE 2.2 - URBAN INSTITUTE, 2010)

Goal	Outcome	Indicator	Source
Improve level of private services in and near Garton	Increased level of services Eateries Retail shops Grocery stores Banks Health services Professional services Hotels	Total # establishments # of new establishments Employment/100,000 residents	AINC/ZBP
Strengthen the Garton economy	Reduced vacancies, non-residential properties	% non-residential properties vacant 3+ months	AINC/USPS
	Expanded neighborhood establishments	# business establishments in neighborhood	AINC/ZBP
	Expanded neighborhood employment	# employees working in neighborhood	AINC/ZBP

TABLE 3. ADDITIONAL SUGGESTED METRICS

Goal	Outcome	Indicator	Source
Improve access to Garton	Increase the number of people able to frequent Garton	Mode split (% of visitors or residents using car, bicycle, bus, or walking to reach destination)	ACS
Strengthen the Garton economy	Increased viability of retail establishments	Change in retail revenues Change in retail gaps	ESRI BAO
Improve urban environment	Decrease in vacant land area	% of vacant land and surface parking	
	Increase street tree coverage	Change in # of street trees	
	Decrease building setbacks	Average building setback from sidewalk	

Data Sources Dictionary: **ACS**: American Community Survey; **AHDR**: Assisted Housing Development Reports; **AINC**: Administrative Indicators - Neighborhood Conditions; **ESRI BAO**: ESRI Business Analyst Online (proprietary); **LOC**: Local source needed; **NCES**: National Center for Educational Studies; **PROC**: Transformation Process Reports; **SSMR**: Supportive Services Management Reports; **USCB**: Other Census Bureau resources.

The Urban Land Institute (2010). Monitoring Successes in Choice Neighborhoods: A Proposed Approach to Performance Measurement. Retrieved April 2015, from:
<http://www.urban.org/sites/default/files/alfresco/publication-pdfs/412092-Monitoring-Success-in-Choice-Neighborhoods-A-Proposed-Approach-to-Performance-Measurement.PDF>

