

**Sustainable Relationships:  
Laying a Groundwork for Community Development  
in Jefferson-Chalmers with Facelift Detroit**

University of Detroit Mercy  
Master of Community Development Program  
Capstone project

Submitted by

Shaema Alsaade  
Larissa Carr  
Carrie Kulikowski

In partnership with  
Facelift Detroit

December 10, 2014





## Acknowledgments

Our Capstone team would like to sincerely thank the following people for their guidance, support, and patience in making this book.

Capstone Committee:

Linda Slowik (Primary Advisor)

Virginia Stanard (MCD Director)

Kristen Abraham (Committee Advisor)

Christina Heximer (Committee Advisor)

Michelle Story-Stewart (Committee Advisor)

Donzetta Jones (Committee Advisor)

Mark Klimkowski (Facelift Detroit, Community Partner)

Jake Lyon (Facelift Detroit, Community Partner)

Capstone team would like to express special appreciation and thanks to the following people who supported us through this project:

Professor John Mogk

Karen Brown (MCD Faculty)

Ashley Flintoff (Alumni)

Jeff Johnson (Alumni)

Scott Douglas (Alumni)

Jeff Henze (MCD student)

Councilman Andre Spivey

Assistant District Manager Toson Knight

Roberta Bivens (Philip Street South End Block Club President)

Rita Beale

Robert Nelson

Albert Brown

Lisa (Marshals Bar)

Melvin (Ashland Community Garden)

Jefferson East Inc.

We also wanted to thank our families for their inspiration, encouragement, and support.



# Table of Contents

<b>Introduction</b> .....	2
Master of Community Development Capstone.....	2
Facelift Detroit as a Community Partner .....	3
<i>Facelift Detroit’s Fox Creek Revitalization Project</i> .....	3
Research Overview.....	4
<b>Background Research</b> .....	6
<i>Geographical &amp; Surrounding Context</i> .....	6
<i>Regional Forces</i> .....	7
<i>Historical Background</i> .....	10
<b>Frameworks for Development</b> .....	14
Detroit Master Plan, 2009 .....	14
Lower East Side Action Plan (LEAP), 2012 .....	16
Detroit Future City Strategic Framework, 2012 .....	18
<b>Research Methods</b> .....	22
Community Asset Mapping.....	22
Target Area Needs Assessment .....	25
<i>Traffic Laws</i> .....	25
<i>Property Maintenance</i> .....	25
<i>Community Involvement</i> .....	26
Capstone project Proposal.....	27
<i>Problem Identification</i> .....	27
<i>Project Objectives</i> .....	27
<i>Project Implementation</i> .....	27
<i>Community Engagement Workshop</i> .....	30
SWOT/HOPE Analysis.....	34
<i>Human Development Conditions</i> .....	34
<i>Organizational Development Conditions</i> .....	36
<i>Physical Development Conditions</i> .....	38
<i>Economic Development Conditions</i> .....	41



<b>Future Directions for Sustainable Relationships between Facelift Detroit and the Community</b> .....	44
Recommendations.....	44
<i>Recommendations for Facelift Detroit</i> .....	44
<i>Recommendations for Our Target Community</i> .....	45
Project Outcomes.....	46
<i>HOPE Outcomes</i> .....	46
<i>Impacts on Diversity and Multiculturalism</i> .....	47
<i>Social Justice Response and Limitations</i> .....	48
<i>Regional Impacts</i> .....	48
<i>Opportunities for Collaboration with other Entities</i> .....	48
<b>Conclusion</b> .....	50
<b>Works Cited</b> .....	52
<b>Appendices</b> .....	54
Appendix A SWOT /HOPE Analysis.....	54
Appendix B Work Plan.....	58
Appendix C Community Housing Stock .....	59
Appendix D Survey Question Sheet .....	60





## Table of Figures

Figure 1 The target area boundaries (Google Earth) .....	1
Figure 2 Facelift Detroit’s Fox Creek Revitalization Project (Facelift Detroit) .....	4
Figure 3 The target boundaries are shaded in red. Kercheval (north), Detroit River (south), Chalmers (west), and Alter Rd (LEAP) .....	7
Figure 4 Comparison Data between Jefferson-Chalmers and Grosse Pointe Park .....	8
Figure 5 Kercheval Street (border of Detroit and Grosse Pointe Park) (Capstone Team) .....	9
Figure 6 Fox Creek 1878 (Detroit Architect Journal).....	10
Figure 7 Fox Creek 1917 (Detroit Architect Journal).....	11
Figure 8 The creek as it passes under Jefferson today(Detroit Architect Journal) .....	12
Figure 9 The target area is located in the East Riverside and Jefferson Mack neighborhoods (City of Detroit).....	13
Figure 10 Existing Land Use/Detroit Master Plan/Blue line is the target area (City of Detroit)..	15
Figure 11 LEAP Future Direction Typologies (LEAP).....	17
Figure 12 Framework Zones. Red box is project target area (Detroit Future City).....	18
Figure 13 Detroit Future City 50 Year land use. Red box is project target area (Detroit Future City) .....	19
Figure 14 Future Public Transit Routes. Red box is project target area (Detroit Future City).....	19
Figure 15 Community Asset Map (Google Earth).....	24
Figure 16. Community Asset Map (Google Earth).....	24
Figure 17 Neighborhood Survey Results (N=52) .....	28
Figure 18 Neighborhood Survey Results (N=52) .....	29
Figure 19 Neighborhood Survey Results (N=52) .....	29
Figure 20 Community Engagement Workshop (Capstone Team).....	30
Figure 21 Community Engagement Workshop (Capstone Team).....	31
Figure 22 Community Engagement Workshop (Capstone Team).....	32
Figure 23 Community Engagement Workshop, Group ideas (Capstone Team).....	33
Figure 24 Detroit Merit Academy on Alter Road (Capstone Team) .....	35
Figure 25 Hope Community Church (Capstone Team) .....	36
Figure 26 Philip Street South End Block Club Meeting (Capstone Team) .....	37



Figure 27 Facelift Detroit in Community Engagement Workshop.....	38
Figure 28 Example of Poor Conditions Houses in the target area located on Ashland Street (Capstone Team).....	39
Figure 29 East Jefferson Avenue as a community anchor institution (Google Earth).....	39
Figure 30 Riverfront Lakewood East Park (Capstone Team).....	40
Figure 31 Riverfront Lakewood East Park (Capstone Team).....	40
Figure 21 Fox Creek Park (Capstone Team) .....	41
Figure 33 Jefferson East Inc. (Capstone Team).....	43



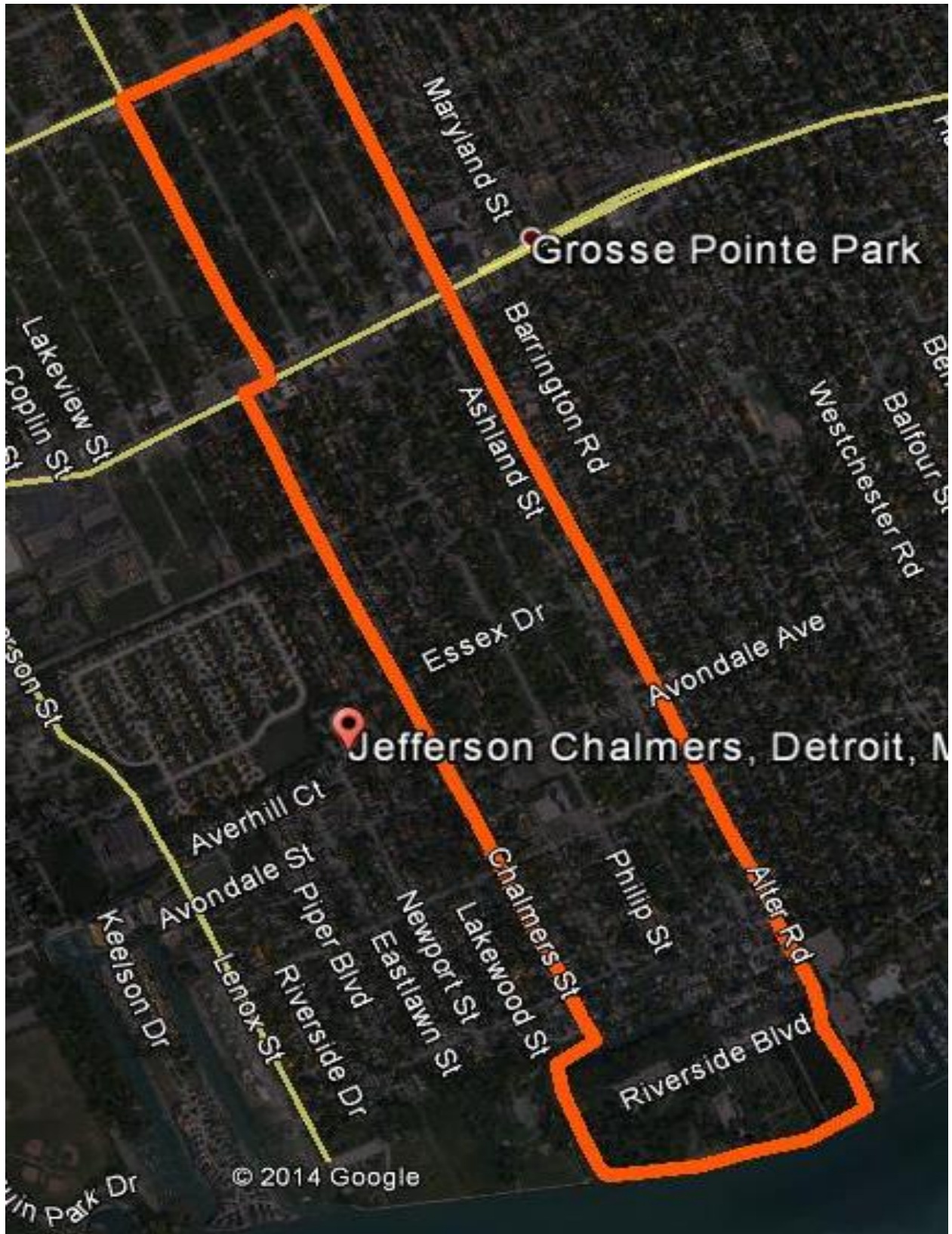


Figure 1 Target Area Boundaries (Google Earth)

# Introduction

## Master of Community Development Capstone

The Capstone project is the application of the knowledge, studies, and skills that the Capstone team gained over the course of the Master of Community Development (MCD) program at the University of Detroit Mercy. The MCD program was designed to help different communities with issues that need to be addressed and identify the community assets that could be used as an important tool to solve these issues. The Capstone project is reflective of the studies in human, organizational, physical, and economic development, the HOPE model. This model is a tool that allows a community assessment of the quality of life for a community or neighborhood based on the conditions from each perspective of the model. With that in mind, the group chose to select a target area within the Jefferson-Chalmers community, focusing on a proposal initiated by Facelift Detroit.

This Capstone research began with interest in Facelift Detroit's Fox Creek Revitalization Project. Fox Creek is one of the last remaining exposed creeks within the city of Detroit. Its importance in terms of historical significance and as a community asset immediately drew the team's attention as a capstone study. Facelift Detroit is a newly operating non-profit organization that focuses on facade and physical development in Detroit. In 2013 Facelift Detroit members presented a proposal to help increase community access to Fox Creek. Unfortunately, lack of funding has become one of the limitations to this project; it has since been derailed from coming into fruition. This project has helped introduce the team to the community. During outreach and research, which will be discussed later on in this book, the Capstone team saw that there was a need to help further develop the relationship between Facelift Detroit and residents within the community. To do more investigation, the team contacted a number of community stakeholders, interviewed community residents, attended community meetings, and also distributed surveys. From this research, the Capstone team found that the creek is an underutilized resource with little to no knowledge among residents. Because of this research, the Capstone team decided to reevaluate the project focus and take a different approach regarding Facelift Detroit and the target community. The team determined that the project focus should be to help strengthen the ties between the community and Facelift Detroit by increasing community engagement in development projects. In this book, the Capstone team will further examine the target

community, its surrounding context, and the team's recommendations for Facelift Detroit and the target community.

## Facelift Detroit as a Community Partner

Facelift Detroit is a new organization that focuses on facade improvement and physical space development. Facelift Detroit was established in 2010 and incorporated as a 501(c)3 nonprofit organization in early 2013. While it was initially intended to be the philanthropic branch of one of the co-founders' design and build company, Facelift Detroit has been gaining recognition across Detroit. Its intention is to improve Detroit's commercial corridors by targeting spaces surrounding Detroit businesses, to revitalize commercial storefronts and streets. Facelift Detroit's mission is to *"... improve Detroit's commercial corridors. We believe that blight in a community acts as permission giver for delinquency. By combating minor vandalism, abandonment, and neglect, communities make a clear statement about their ownership in Detroit neighborhoods. We want to help you invest in a positive future for your community through facade renovations, park development, community clean-up, and streetscape improvement programs."* (Facelift Detroit, 2014).

Currently, Facelift Detroit has three board members leading the organization. Mark Klimkowski acts as Facelift Detroit's Executive Director; he holds a Master's of Architecture from the University of Detroit Mercy, and is the Principal at Virtuoso Design + Build. Patrick McCabe is the second board member at Facelift Detroit, as well as Director of Promotions. Patrick is also the co-founder and Chief Technology Officer of GreenLancer. His role at Facelift Detroit is to manage publicity, advertising, security, ticket sales, and venue booking. The last Co-Founder is Jake Lyon, who also serves as the organization's Director of Philanthropy. Jake is also a graduate of University of Detroit Mercy with a Master's in Architecture and a Master's in Community Development. As head of philanthropy for Facelift Detroit, Jake heads all community outreach initiatives; he is responsible for approaching potential donors, pursuing grants, and community involvement.

*Facelift Detroit's Fox Creek Revitalization Project.* Facelift Detroit has done facade development work with Jefferson East Inc. (JEI), a business association for the Jefferson-Chalmers neighborhood. JEI first approached Facelift Detroit to develop a project for Fox Creek. This partnership resulted in the Fox Creek Revitalization Project plan. The Fox Creek Revitalization Project is a proposed plan that intends to help bring community use and



engagement to one of Detroit’s last exposed water sheds. Through accessibility Facelift Detroit hope to create a space for residents and others to use for recreation. The project developed in 2007, and received a lot of interest from businesses along the Jefferson corridor. Unfortunately, the plan did not gain enough momentum nor funding to come into fruition. Though, this project gained the interest of our Capstone team during our selection process for a community partner. This project drew the team’s attention, because of its potential to be a regional destination. The Fox Creek Revitalization Project presents a chance for the community to gain an additional space for recreation. Most importantly, this project provides an opportunity to reactivate a part of the community’s history.

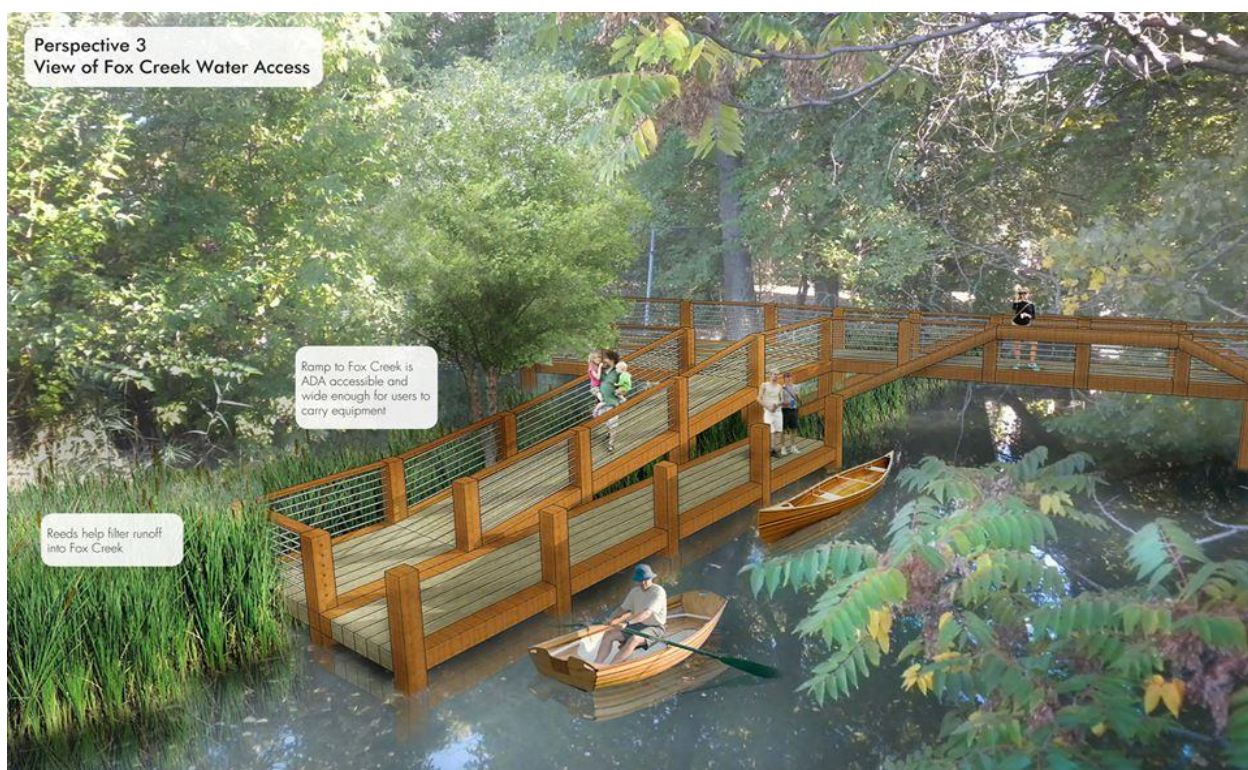


Figure 2 Facelift Detroit’s Fox Creek Revitalization Project (Facelift Detroit)

## Research Overview

The Capstone team used different research methods to analyze and gain further knowledge of the target neighborhood. Capstone team members used the following methods for research during this process. The Capstone team interviewed a number of community stakeholders, community organizations, and residents through formal and also informal meeting discussions. Some of those interviews were with Karen Brown (community advocate), Professor



John Mogk, Roberta Bivens (Phillip Street Block Club President), among others. These discussions have been an important source of information for the Capstone process. The team also used a number of existing frameworks to help identify the physical conditions of the target neighborhood. The group analyzed the Detroit Master Plan, Detroit Future City Strategic Framework, and also the Lower Eastside Action Plan as primary sources of information to get the community's surrounding and geographical context in the Capstone studies. With use of existing reports, the Capstone team also gathered the statistical data from various sources such as the U.S Census, Data Driven Detroit, and City-Data.

One of the primary sources of information was the team's two neighborhood surveys. To learn more about the community's interests, the first survey asked a small number of residents about the Fox Creek Revitalization Project. The Capstone team found that all of them were unaware of the Revitalization Project and could not identify the park itself. The Capstone team also asked residents about Facelift Detroit and found that many were unfamiliar with them. The Capstone team created a second survey to gain a broader understanding of the issues and assets that the community sees it possesses. These surveys were collected as the team visited the community in public spaces such as Hope Community Church, Grosse Pointe Park's farmers market, as well as at the local barbershop. This process will be discussed in further detail later on in this book. During this process of collecting information it was extremely important that the team engaged with residents in their own settings such as block club meetings. Attending the Philip Street South End Block Club meeting has been extremely informative and helpful to the Capstone process. It afforded additional time to hear directly from residents in the community and speak one-on-one with them. The visits to the target community and the team's reflections have sparked important discussions.

After research and discussion with Facelift Detroit, the Capstone team decided to reevaluate the Capstone's project focus. The group felt that Facelift Detroit needed to build a better relationship with the community in recommending projects in this area. These discussions have led the group to the Capstone project proposal, how to create a framework for building sustainable relationships between Facelift Detroit and the community. The project focus became working to help build this relationship which will be presented throughout this book.

## Background Research

The team conducted background research to understand the forces acting in the target community. The Capstone focused on four topics: history, regional forces, and surrounding and geographical context. The history section discusses important points in the target community; the other three topics help explain some of the current conditions in the target area and how forces outside of the community can make an impact.

### Geographical & Surrounding Context

The target neighborhood is located on Detroit's southeast side. It borders Grosse Pointe Park, Michigan. The boundaries include Kercheval Street to the north, the Detroit River to the south, Alter Road to the east, and Chalmers Avenue to the west. This boundary is inclusive of approximately 37 city residential and commercial blocks (Data Driven Detroit). Fox Creek is located on the border of the Capstone area of study. The creek's deposit point is the Detroit River and is integrated into Detroit's water and sewerage system at East Jefferson Avenue.

The target community is surrounded by well-known localities within the city (i.e. The Villages, Creekside, and Jefferson East), the city of Grosse Pointe Park, and also the Detroit River. All of these surrounding boundaries play a critical role in the assessment and analysis of the community. In particular, the Eastside Community Network, formerly known as the Warren Connor Development Corporation, has been one of the key stakeholders in terms of the HOPE model. This region has been a target area for new development because of its community and the surrounding neighborhoods. In 2012, the Eastside Community Network developed the Lower Eastside Action Plan (LEAP) to discuss the growing issues with the lower eastside communities, extensively on vacancy and blight. This plan will be discussed in further detail later on in this book. Figure 3 (page 7), shows LEAP's engagement zone including Jefferson-Chalmers, The Villages, Genesis Hope, and Ravendale Community Inc. (Network, 2014). This engagement area is inclusive of the Capstone team's area of study, which is highlighted in red. A large portion of the boundaries for this analysis is included in the Jefferson-Chalmers community.

The Jefferson-Chalmers neighborhood is bounded by Alter Road on the east, Conner/Clairepointe Street on the west, Jefferson Avenue on the north, and the Detroit River on the south; the boundaries include a smaller portion of this region (Jefferson East Inc., n.d.). In this area there have been a number of Detroit Public school closures. Karen Brown, a long-term

activist in the community, believes this has contributed to a decrease in the market value of some residential homes in the Jefferson-Chalmers community. For example, two elementary schools, Guyton Elementary and Stark School of Technology, were closed and consolidated into the new Carstens Elementary - Middle School at Remus Robinson. The Jefferson-Chalmers community has an aging population. In 2000, residents 60 years or older made up 13% of the Jefferson-Chalmers population. In 2010 residents 60 years or older made up over 20% (U.S. Census). This neighborhood also includes a business district along East Jefferson Avenue. The 12 block district of East Jefferson Avenue from Dickerson Avenue on the west and Alter Road to the east is listed on the National Register of Historic Places as the Historic Jefferson-Chalmers Business District. This context provides the Capstone team with an overview of information about the existing forces within the community.



Figure 3 the Target Boundaries are shaded in red. Kercheval (north), Detroit River (south), Chalmers (west), and Alter Rd (LEAP)

## Regional Forces

East Jefferson Avenue continues into the city of Grosse Pointe Park which borders Detroit. Grosse Pointe Park is a city with a population of approximately 11,345 people. It is predominately white and has a median household income of over \$96,000 (City-Data, 2012).

These statistics are drastically different from that of the target community. According to City-Data, the target community is within a predominantly African American community with a median household income of approximately \$29,720 (City-Data, 2012). See figure 4 for more comparison data between these two communities. This information shows that there is a significant difference in the distribution of resources and the quality of life between these two communities. It also reveals an interesting dynamic between Grosse Pointe Park and Detroit that has a continued impact on the relationship between these communities.

<b>Comparison Data Between Jefferson-Chalmers and Grosse Pointe Park</b>		
	<b>Jefferson- Chalmers</b>	<b>Grosse Pointe Park</b>
<b>Population Density</b>	4,821 people per square mile	5,263 people per square mile
<b>Race</b>		
<i>Black</i>	82.5%	11.5%
<i>White</i>	13.2%	83.2%
<b>Gender</b>		
<i>Male</i>	49.4%	48.1%
<i>Female</i>	50.60%	51.9 %
<b>Income</b>	\$29,720	\$96,179
<b>Education</b>		
<i>Less than High School Diploma</i>	40.5%	3.6%
<i>High School or Equivalent</i>	13.4%	9.4%
<i>Bachelor's Degree</i>	8.1%	28.5%
<b>Employed</b>	70.2% (in target boundary)	88.2%
<b>Unemployed</b>	29.8% (in target boundary)	11.8%
<b>Housing Values</b>	\$53,972	\$212,439

Figure 4 Comparison Data between Jefferson-Chalmers and Grosse Pointe Park

The target community borders the suburban city of Grosse Pointe Park, a fairly wealthy and affluent community within the state of Michigan. The target community has a median

income of approximately \$29,000, and Grosse Pointe Park has a median household income of over \$96,000. There is a clear distinction in the makeup of both of these communities which has created strain on their relationship to each other over the years. There is a symbolic dividing line between Detroit and Grosse Pointe Park in the middle of Kercheval Street. This boundary not only symbolizes the city limits of Detroit and Grosse Pointe Park but also the disparities of income, housing, and resources.

This boundary has been growing more contentious as new development begins to happen in the Grosse Pointe Park area. In the summer of 2014 Grosse Pointe Park opened its farmers market, which consists of three wooden sheds for vendors to sell produce, in the middle of the cross point for Kercheval and Alter Road (Figure 5). The new farmers market intends to provide more pedestrian friendly access for both Detroit and Grosse Pointe Park residents to the retail in Grosse Pointe Park. It is also a method to help stabilize the retail corridor on Kercheval in this community. In a July 2014 Detroit Free Press article, Grosse Pointe Park city officials state that the blockade was essential for revitalizing the business strip, “The strip’s rebound, can provide jobs, fresh vegetables and even fresh hope to Detroiters who live nearby” (Laitner, 2014).

However, the sentiments of this new development have drawn negative feelings from Detroit residents about closing a central crossing point between Detroit and Grosse Pointe Park. Joel Wallace, preacher at the Abundant Faith Cathedral on Kercheval, said the blockade has “a prejudice overtone” (Laitner, 2014). After much protest from many in the Detroit community, the city of Grosse Pointe Park and Detroit entered into an agreement to remove the sheds by November 2014. Also under the agreement Detroit has agreed to remove several abandoned buildings along Alter Road

between East Jefferson Avenue and Mack Avenue, and to collaborate with Grosse Pointe Park to improve their border areas from Mack Avenue to East Jefferson Avenue (Reindl, 2014). Overall, residents from



Figure 5 Kercheval Street (border of Detroit and Grosse Pointe Park) (Capstone Team)



both communities see it as an opportunity to come together despite cultural and economic differences.

The income differences in these two communities along with their cultural differences has triggered negative feelings about the increasing separation between high and low income communities. This farmers market represents a physical manifestation of the continuing divide between Detroit and nearby suburbs. Projects such as this prohibit the growth of regional cooperation and development, and continue isolation of low income communities.

## Historical Background

The history of Fox Creek goes back to the beginning of the City of Detroit. Long before it was settled by Europeans, the creek was part of a large swamp later named Grand Marais by the French. Fox Creek gained its name from a rather tragic event. In 1712 a battle between the French from Fort Pontchartrain and the Fox Indian Tribe occurred around the creek resulting in the death of 200 out of the 300 Fox Indian warriors and the creek became known as Fox Creek (Grosse Pointe Historical Society Timeline, n.d.). The creek was not in the original boundaries of the city of Detroit, but was acquired through the city's expansion. Many of the people who owned farms in the surrounding area of the creek are now represented by present day street names, such as Moran, Holbrook and Alter (Figure 6; Detroit Architect Journal, 2013). East Jefferson Avenue, which passes over the creek, was originally a Native American trail that was later expanded to accommodate increasing traffic between Detroit and the Grosse Pointe areas. In 1851 East Jefferson Avenue was planked over because the mud had gotten so bad that travel

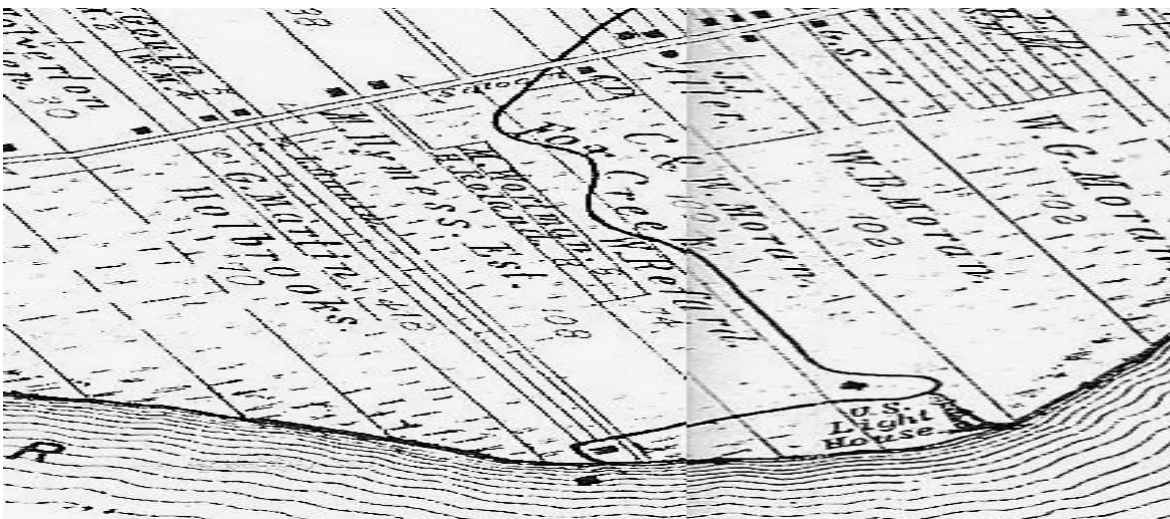


Figure 6 Fox Creek 1878 (Detroit Architect Journal)

became impossible (Detroit Architect Journal, 2013). William B. Moran, a prominent Detroit attorney, owned land in the area of Grand Marais and decided that the marsh could be reclaimed. He began building earthen dikes in 1874 and many neighbors followed suit; bigger drainage ditches were built and the water was pumped into the Detroit River. The Wayne County Drain Commission also helped with funding for the drainage of the area and the conversion of Fox Creek into a canal, (Jefferson-Chalmers Final Report, 2007). In 1907, Detroit annexed the village of Fairview resulting in Fox Creek becoming incorporated into the city boundaries. The city of Grosse Point Park was formed between Detroit and Grosse Pointe making the creek a boundary line between Detroit and Grosse Pointe Park. By 1906 Jefferson Avenue was paved with bricks and the bridge to cross Fox Creek was rebuilt (Detroit Architect Journal, 2013). In 1918 William Klenk created new waterfront housing opportunities by building three canals where the Fox Creek Canal meets the Detroit River; he also created Klenk and Harbor Islands as can be seen in Figure 7 (Detroit Architect Journal, 2013). The properties along the canals and creek have made a small boating community that is very evident in the homes' design. Almost everyone has a garage that doubles as a boat shed allowing the owner to have direct access to the water.



Figure 7 Fox Creek 1917 (Detroit Architect Journal)

During Prohibition in the 1920s, Fox Creek became a popular spot to run alcohol in from Canada. “In 1931, the U.S. Coast Guard discovered and confiscated a steel cable that ran from Peche Island, Ontario, to a cottage near the foot of Alter Road”

(Jefferson-Chalmers Final Report, 2007). In 1930 Fox



*Figure 8 The creek as it passes under Jefferson today (Detroit Architect Journal)*

Creek was partially covered north of Jefferson Avenue and added to the Detroit sewerage system. Flooding was a major problem in the creek area which was part of the reason it was integrated into the sewer system. Backwater gates were also built to help alleviate flooding and to reverse the flow of the creek to help flush water into the new sewers (Figure 8).

East Jefferson Avenue has been a major business and entertainment district since 1915. Commercial buildings were built to house barbers, grocers, law offices and restaurants. In 2007 East Jefferson Avenue, between Eastlawn Street and Alter Road, was designated as a historical business district, Jefferson-Chalmers Historic Business District, by the City of Detroit, (Jefferson-Chalmers Final Report, 2007). “A historic district is an area of historic significance that has been formally designated as such by City Council. A historic district may contain any number of buildings, or may consist of a site such as a park,” (Historic Designation Advisory Board n.d.). There are many benefits to being designated a historic district: preservation of historic buildings, state and federal tax benefits, and maintaining architectural unity of a neighborhood (Historic Designation Advisory Board n.d.).

The area surrounding Fox Creek is now known as the Jefferson-Chalmers neighborhood and has been developed for residential housing. Subdivisions were built very early on in Detroit, the previous Village of Fairview and Grosse Pointe. The appeal of access to Fox Creek and the Detroit River was what brought people to the area and continues to be a part of the local culture.





## Frameworks for Development

There are several strategic plans that have been guiding principles for the target community in regards to development. The City of Detroit's Master Plan, the Lower Eastside Action Plan, and Detroit Future City Strategic Framework are all plans that give the community a framework for potential development opportunities. They also assess the current needs of the community and its greatest assets that may be used to help address those needs. The purpose of these plans are to provide suggestions on the conditions of the neighborhood in order to improve the quality of life for residents. Most importantly they help create a vision for the future of this community. These plans are discussed in more detail below.

### Detroit Master Plan, 2009

The Detroit Master Plan is a document used to outline the social, economic, and physical development and conservation of the city of Detroit. In July 2009 the City Council decided to amend the original Master Plan, established in 1951, to accommodate changes in land use in the city (City of Detroit,

2009). The plan divided the city into 55 neighborhoods which are then grouped into 10 neighborhood clusters. The neighborhoods are composed of and based on census tracts roughly covering 100,000 residents apiece. The area of study is located in Cluster 3 (Figure 9) that consists of nine neighborhoods: Butzel, Chandler Park, East Riverside, Finney, Foch, Jefferson Mack, Indian Village, Keetering, and St. Jean.

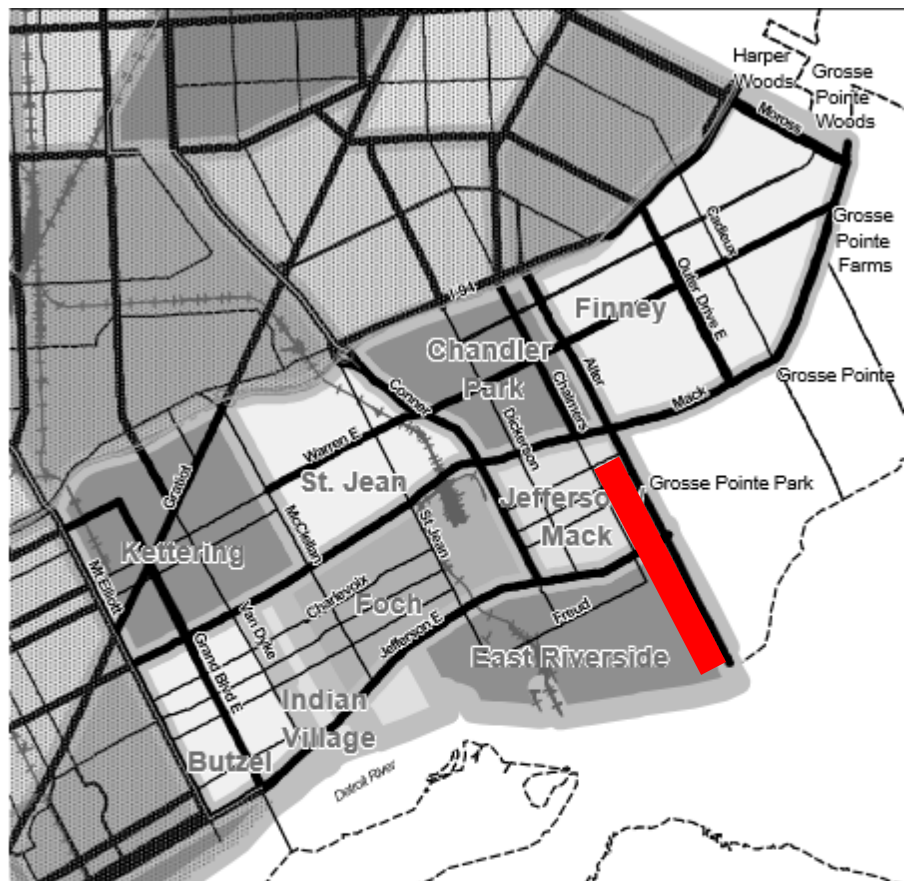


Figure 9 the target area is located in the East Riverside and Jefferson Mack neighborhoods (City of Detroit)

Indian Village, Jefferson/Mack, Kettering and St. Jean. Cluster 3 boundaries are Ford Freeway (I-94) to the north, the Detroit River to the south, the Harper Woods and Grosse Pointe city limits to the east, and Mt. Elliott Street to the west (City of Detroit, 2009). Cluster 3 is considered one of the largest clusters among the ten clusters classified by the City of Detroit Master Plan (Detroit Master Plan, 2009). “East Riverside is identified as being bounded by Jefferson to the north, the Detroit River to the south, the Grosse Pointe Park city limits to the east and Marquette to the west. The variety of land uses in this area is greater than in any other area in the cluster...” (Detroit Master Plan, 2009).

Each section of the Master Plan contains an overview of goals, issues and policies concerning the city of Detroit. Issues represent the existing conditions, goals describe the desired outcome, and finally, policies are actions taken to implement these goals (Detroit Master Plan, 2009). There are a few goals of primary interest to the target community within this plan:

1. Neighborhoods and Housing
  - A. Maintain the stability of the neighborhoods in the southeast corner of the city.
  - B. Increase the residential density
2. Retail and Local Services
  - A. Improve the appearance of commercial areas
3. Parks, Recreation and Open Space
  - A. To increase open space and recreational opportunities
  - B. Develop greenways connecting residential areas to the riverfront and parks

All of these elements will help to ensure positive design and implementation of future development while protecting and maintaining the integrity of the study area’s neighborhoods. According to Detroit Master Plan 2009, the existing land use, current zoning, and residents interests will help identify the community goals for future land use plans. Designations for land use in the target area include (See figure 10 on page 15):

1. Low / Medium Density Single-Family Residential
2. Attached/Detached Single-Family Residential
3. Multiple-Family Residential
4. Parks and Open Space
5. Public/Institutional

The Detroit Master Plan has been a guiding tool for the city of Detroit since 1951. The plan was an original framework for development, but in more recent years other plans have been at the forefront regarding development in Detroit.

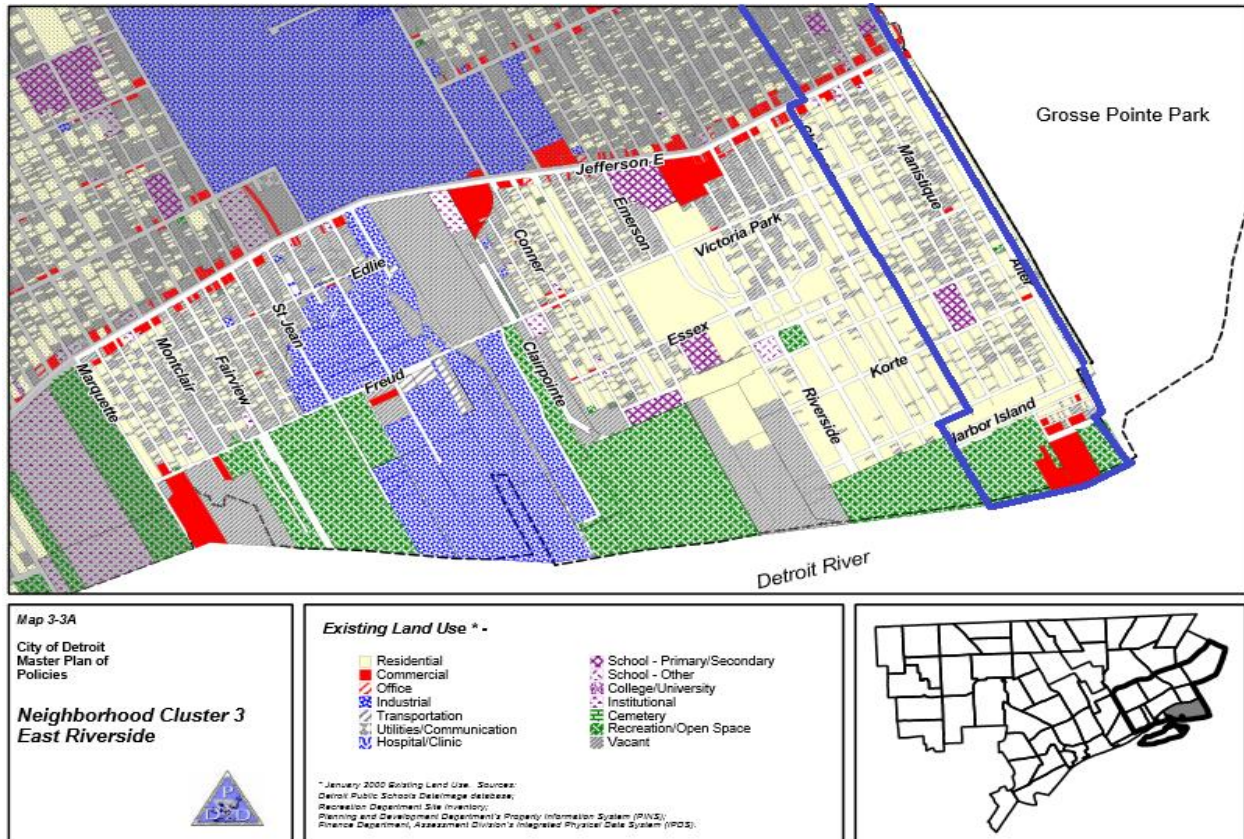


Figure 10 Existing land use/Detroit Master Plan/ Blue line is the target area (City of Detroit)

## Lower East Side Action Plan (LEAP), 2012

The Eastside Community Network (previously Warren Connor Development Corporation) developed a plan of action to address the changing environment on Detroit's lower east side. The Lower Eastside Action Plan (LEAP) was a community engagement process that started in 2009 that involved a number of community stakeholders to address a range of topics pertaining to the quality of life in this area. As a result of these conversations, a 10 year plan was established for long-term and short-term development that gives guidance on how to adapt to population loss, blight, vacancy, and green space. This plan provides recommendations on how to address these types of issues. LEAP partnered with the Community Development Advocates of Detroit (CDAD), a trade association for nonprofit, community-based development organizations in Detroit to develop this plan. The framework's purpose is as following:

1. Better understand what is happening in the neighborhoods
2. Describe a vision for the neighborhoods
3. Develop and implement results-oriented, short- and long-term revitalization plans
4. Use a common language to forge best-practices

Through this partnership, LEAP and CDAD were able to utilize CDAD's Strategic Framework, a community engagement tool and process, to help create a vision for the future of the lower eastside. Although LEAP's boundaries are much larger than the Capstone study area, the Jefferson-Chalmers neighborhood which is inclusive of the boundaries, provides land use and policy recommendations for the target area of study. LEAP, through its research and assessment of the community, developed several land use plans to create sustainable solutions for the community; which was called a suitability analysis. This analysis provides information on the suitability of typologies for the land. These typologies focused on the following areas:

1. Green Venture Zones
2. Spatial Residential and Urban Homesteads
3. Naturescapes
4. Suitability for Storm Water Management
5. Park Accessibility and access to recreational space

Residential areas with significantly high areas of vacancy were designated as Naturescapes. Other residential areas with low to medium levels of vacancy were designated as Urban Homesteads and Spacious Residential. Vacant and inactive commercial corridors were designated green thoroughfares, and corridors near active residential hubs were labeled shopping and Village Hubs. As shown in figure 11 (page 17), the target boundary shown in red, shows a mixture of typologies. The predominant typologies in the target area are Traditional Residential, Urban Homesteads, Naturescape, Spacious Residential, and Village Hubs. The green and yellow colors show that there is a medium to high level of vacancy in the center of the boundaries between Kercheval Street and East Jefferson Avenue. This information correlates with the data gathered by the Capstone team, which shows that in 2010 there was a housing vacancy rate of 30.6%, which is up from the rate of 22.1% in 2000. (Data Driven Detroit). The issue of vacancy and blight is still a relevant issue to the community today. During the team's first visit to the



Philip Street Block Club, many of the concerns that were expressed during this meeting were vacant land, property maintenance, and blight.



Figure 11 LEAP Future Direction Typologies (LEAP)

LEAP’s assessment and analysis is a piece in understanding the community in this area. It provides insight into the perspective of stakeholders in the community. As a result of this plan, it was concluded that stabilizing the active neighborhoods and blocks and developing a vacant re-use plan would best fit this community. Creating a more robust housing and commercial renovation program is a strategy in stabilizing this community. This plan sees the role of government as a way to help expedite the process of land acquisition, in such a way that community stakeholders have an opportunity to bid on vacant properties first. These recommendations are suggested tools, like other plans, to help revitalize the community.

## Detroit Future City Strategic Framework, 2012

The Detroit Future City (DFC) Framework analyzes the city of Detroit to identify current conditions to help with better planning for the future. Areas were identified on several different levels, including but not limited to, housing, employment, schools, transit and green spaces. The target area falls into some of these categories and will be discussed below. In regards to property use, the DFC has established Current Framework Zones. The target area south of East Jefferson Avenue is designated as Moderate Vacancy-1, while north of East Jefferson Avenue the target area falls into the High Vacancy Zone. Neighborhoods with Moderate Vacancy 1 designation are characterized as traditionally residential, having weak market conditions, and at greater potential

for stabilization (Detroit Future City Framework, 2014). High Vacancy Zone neighborhoods have lost residential character, existing structures are isolated, and high rates of illegal dumping and neglect occur (Figure 12; Detroit Future City Framework, 2014).

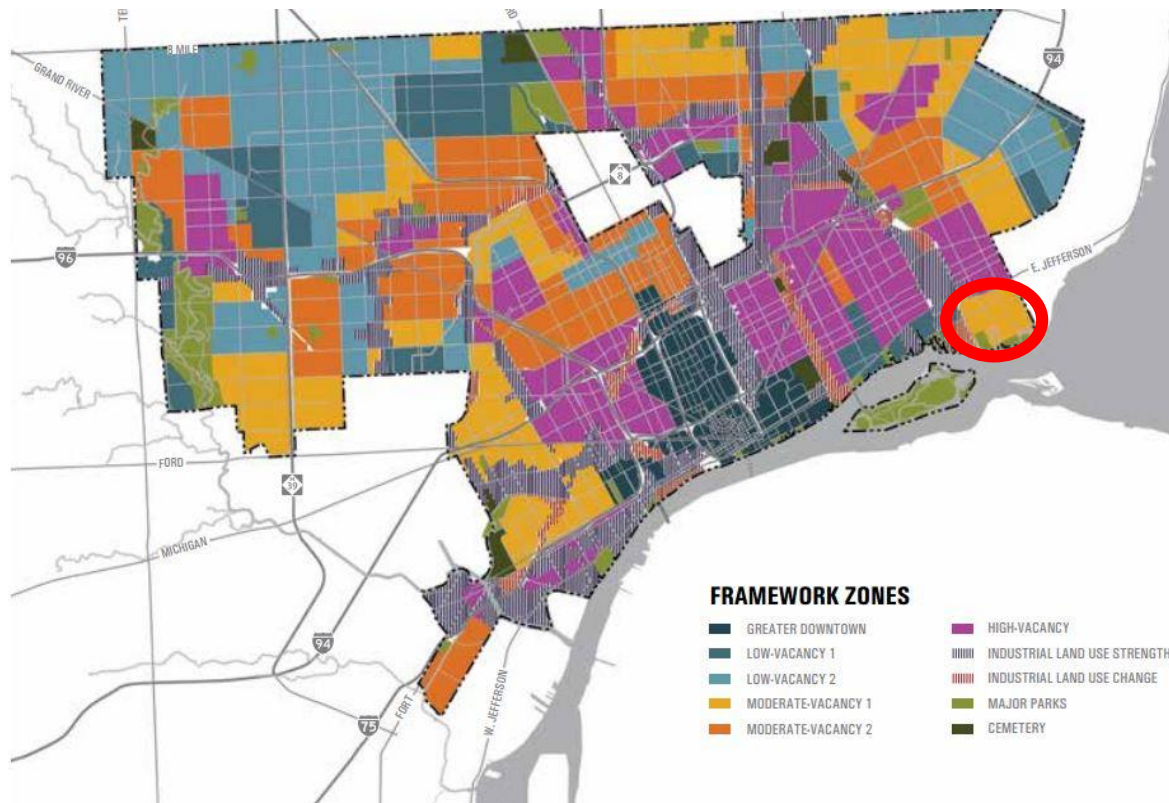


Figure 12 Framework Zones. Red circle is project target area (Detroit Future City).

DFC has also identified future land use scenarios for each current designated zone. DFC’s 50 year land use scenario puts the target area in ‘traditional medium density’, ‘neighborhood center’, and ‘large park’ zones shown in figure 13 (page 19; Detroit Future City Framework, 2014). Traditional medium density areas are primarily residential with periphery commercial uses and public space, such as parks and playgrounds (Detroit Future City Framework, 2014). The framework proposes that the target area’s residential zone is updated to reflect the traditional medium density designation. Large park zones are defined as parks, cemeteries, golf courses, and any other traditional landscapes 4 acres or greater in size (Detroit Future City Framework, 2014). The large park zones in the target area are represented by Mariner Park and Riverfront-Lakewood Park which are located along the target area’s border with the Detroit River. Jefferson-Chalmers Historic Business district is the proposed neighborhood center zone and the plan is to make this a stable business area for the

neighborhood. Neighborhood centers are vibrant mixed-use environments that are hubs for commercial, community, and recreational activities for adjacent residential areas (Detroit Future City Framework, 2014). DFC has also proposed future transit routes for the city of Detroit and East Jefferson Avenue is highlighted as being on a proposed Bus Rapid Transit route, as seen in Figure 14 (Detroit Future City Framework, 2014). East Jefferson Avenue is a major thoroughfare from Grosse Pointe Park through our project area into Downtown Detroit, so having a well-established public transportation system on this road would be highly beneficial. Even though this Capstone project doesn't target the plans identified in the DFC Framework, the ideas presented in it helped frame the project area. Detroit Future City will need a lot of stakeholders to be involved to make the plans come to fruition. Hopefully, the target community will be involved in this process and benefit from the improvements proposed in the framework.

These plans represent an overall discussion about the future land use of the target area. The Capstone team believes that parts of these plans can make a true impact on the target community. Although these plans were developed at different times, they still have common goals for the future land use of the target area. Some trends in these plans are the need to stabilize the

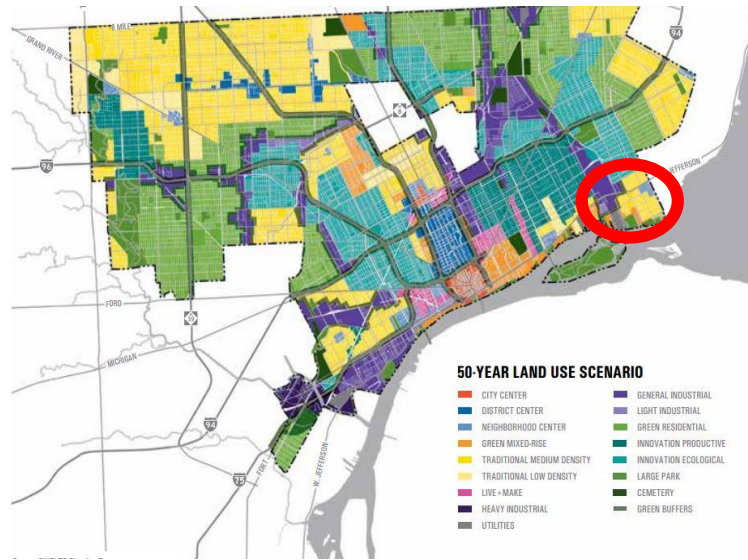


Figure 13 Detroit Future City 50 Year land use. Red circle is project target area (Detroit Future City).

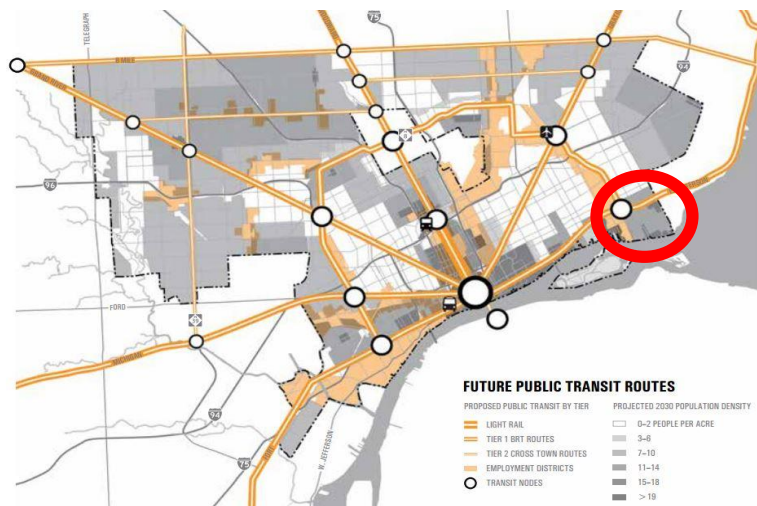


Figure 14 Future Public Transit Routes map. Red circle is project target area (Detroit Future City)



neighborhood, create an anchoring shopping business district, and establish creative use for open space and recreation. Through the Capstone team's research and community engagement, these trends were also reflected in the community's interests as will be discussed later in this book.

## Research Methods

This Capstone project was based on quantitative research, neighborhood surveys, and the Capstone team's participation in community meetings. The needs assessment, asset analysis and community engagement were the core of the project proposal. These methods helped to develop a set of recommendations for the community and Facelift Detroit. These tools contributed to the creation of the SWOT (strengths, weaknesses, opportunity, and threats) analysis based on the HOPE model. Each of these research methods will be discussed in further detail.

### Community Asset Mapping

The target area has a number of assets, including individuals, associations, institutions and local businesses. Building a stronger community is about bringing these various assets into relationships with one another. When assets are connected, their capacities can be enhanced. Fundamentally, community building is about relationships among people. Mobilizing assets for collective action requires organizing relationships within a community. Focusing on positive asset components will help build the community, giving residents hope and a positive vision for themselves. In this book, the team will identify some of the community's most important assets as seen in figures 15 and 16 (page 24):

1. **Individual Assets:** Individual Assets are the knowledge and strengths of the people within a community. During this process, the Capstone team found that a few young residents were actively involved in the block club meetings, and the community engagement workshop. They were extremely enthused and eager to participate in community building. Every person has many gifts such as skills, civic interests, artistic abilities, teaching skills, and leadership experience. An important key to this asset is focusing on individuals and relationships, not data. Investing in youth could be a key element to improve the community. It provides them with a sense of empowerment and ownership for engagement.
2. **Community Social Assets:** Social assets are groups of citizens working together to generate collective action and they can be formal and informal. Philip Street South End Block Club is an example of a community social asset that has a strong presence in the community.

3. **Institutional and Organizational Assets:** Institutions are a formalized and structured organization that does not always rely on voluntary commitment of the individuals involved. For example schools, churches, non-profits, and government agencies. The target area has one charter school, Detroit Merit Academy, and a number of active churches in the community such as Hope Community Church and Faith Lutheran Church. Also, Jefferson East Inc. has a strong and positive affect on the business community as a non-profit organization.
4. **Business Assets:** The target area has number of local businesses along East Jefferson Avenue that are considered community assets such as Marshall's Bar, Moe's Bait, Johnson & Company Salon, and Riverfront Building Supply Hardware.
5. **Physical Assets:** The community possesses natural and human-made physical structures and resources. Some of these resources such as Riverfront Lakewood East Park, Mariner Park, and Fox Creek Park are valuable assets. Ashland Community Garden, Feedom Freedom Urban Farm, and Lakewood Community Garden are also other physical assets that exist in the community. East Jefferson Avenue is an important asset in our target area, especially because the majority of the organizations, local businesses and institutions are located on it. Kerchaval Avenue is also an important street in our target area, because it is a dividing point between Detroit and Grosse Pointe Park.



Figure 15 Community Asset Map (Google Earth)

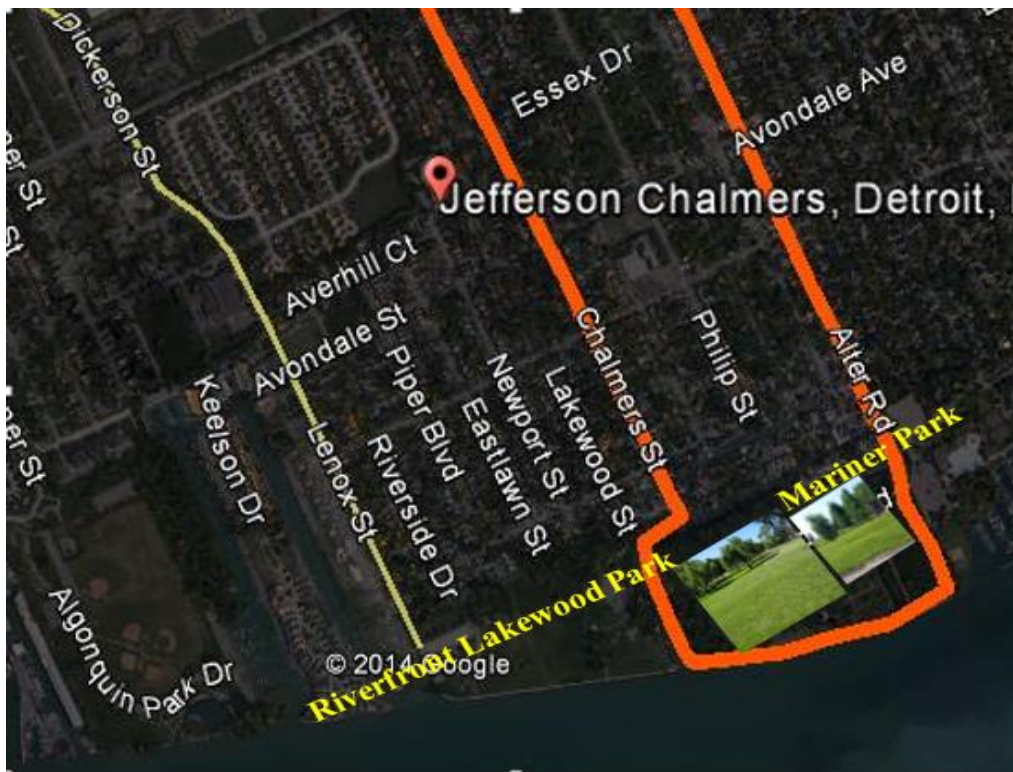


Figure 16 Community Asset Map (Google Earth)

## Target Area Needs Assessment

The team was invited to several Phillip Street South End Block Club meetings by President Roberta Bivens. These meetings are intended to provide a space for residents to discuss questions and concerns that impact their community. Listening to these residents resulted in discovering several issues that are of most concern to them. The Capstone team also used the SWOT analysis to identify some of the other needs in the target community.

*Traffic Laws.* One of the issues raised was speeding cars through the neighborhood and disobeying stop signs. Residents asked if they could have extra police presence to patrol the area between the hours of 3 p.m. and 8 p.m. when they noticed the problem is at its worst. This time is the most concern for the residents because this is when most of the children are outside playing and returning home from school.

*Property Maintenance.* Another concern raised by residents is the maintenance of Guyton Elementary School. The school, one of many, was closed in 2011 and is located on Philip Street, (Public School Review, 2014). During the Philip Street South End Block Club meeting in September, Councilman Spivey said that it was still maintained (grass mowing, sidewalk clearing, etc.) by Detroit Public School Systems (DPS), but the residents felt that it was not often enough. President Bivens suggested that the neighborhood organize grass mowing to supplement the DPS maintenance already occurring. This suggestion was met with some hesitation and did not seem to be agreed upon at that time. Mr. Albert Brown, a resident, also expressed concern about a tree that had fallen over and was blocking the sidewalk by Guyton Elementary. He asked who was supposed to take care of that, and Councilman Spivey said he would contact DPS about it. Mr. Brown was concerned because he noticed children playing on the fallen tree and was worried about others who walk on the sidewalk.

The biggest need residents agreed about was the issue of vacant housing and property, and alley-ways. Some residents are able to minimally maintain these areas, such as mowing the lawn and clearing the sidewalk, but they wanted to know what else could be done. Ms. Rita Beale expressed a concern over getting a house boarded up. She noted that earlier in the year people had boarded up several houses on her block but not the house that was next to hers. She wanted to know what could be done about this and who to contact. Also, during their September meeting, Assistant District Manager Toson Knight noted that there were many programs in place to help with these issues, such as the Hardest Hit Funds, a program that helps with demolition of

vacant homes. This program helps find owners of houses/properties and decides best how to deal with each. Another resident was concerned about alley-way maintenance. Because of the many vacant properties in the area having alley-ways as part of the property, they can become a nuisance as well. This resident was concerned because the alley-way had become overgrown with trees that were falling down. Assistant District Manager Knight did not have an immediate solution, but told the resident to contact him so they could look into it more. President Bivens also suggested that a community cleanup could help with the overgrown alley-ways, but noted that some of the overgrowth would need large equipment that they did not have. The residents were open to a cleanup, but shared the same concerns as President Bivens. The issue of vacant properties is not new to Detroit and this area. According to Data Driven Detroit, housing vacancy was 30.6 % in 2010 (See table 3 Appendix C). Even though this block club only represents a small portion of the target area, it is evident that vacancies are a problem throughout.

*Community Involvement.* During the community engagement workshop (to be discussed later) several residents suggested that more community involvement was needed to get projects done in the area. Mr. Robert Nelson felt very strongly about this point, and even said that it was the most important issue they are facing. One of the young men attending the workshop said that they needed to get youth more involved as well. He had actually encouraged two other young men to participate in the community engagement workshop with him, but felt that even more young people needed to be participating.

These three needs were prevalent throughout this project. Surveys, interviews, and the community engagement workshop identified what problems the community is facing. The community asset mapping helped the Capstone team to identify potential sources of support for addressing community needs. Based on these two research methods the Capstone team identified a project focus to direct the project proposal. From this research and project proposal the Capstone team offer recommendations for solving some of these issues.



## Capstone Project Proposal

*Problem Identification.* After reflecting, gathering research, and engaging with the community, it was decided that there were other steps that needed to be taken before pursuing the Fox Creek Revitalization Project. As a result, the Capstone team decided that Facelift Detroit, the target community and stakeholders, need to build a better relationship before committing to such a project. The project focus is to lay the groundwork to build a sustainable relationship between Facelift Detroit and the target community. Through education and engagement, the team hopes to create a partnership for future projects between the community of the target area and its stakeholders, and Facelift Detroit. Through this process, the Capstone team's goal is to increase community involvement and participation in the decision-making in regards to upcoming revitalization and development projects with Facelift Detroit.

*Project Objectives.* The project focus is to create a sustainable relationship between the target community and the community partner in order to:

1. Give the community a heard voice in regards to their needs.
2. Facilitate the process for further cooperation between Facelift Detroit and the community Organizations.
3. Promote an environment of trust, collaboration, and inspiration between the community and Facelift Detroit.

*Project Implementation.* To continue the project, the Capstone team developed a work plan to help implement the Capstone goals. This plan is a general description of the project timeline and can be found in Appendix A. After the group's reflection and assessment of the research, in order to get a better sense of the community's needs and assets, the team developed a community survey. This survey is intended to give the group and Facelift Detroit an understanding of what the target community would like to see in their neighborhood. The survey was created to ask residents seven questions (See appendix D for the survey). The Capstone team asked demographic information about the surveyed to help give us context of who is living in the community. The team distributed and surveyed residents in the target area of study and the neighboring community of Grosse Pointe Park through the course of three days. Fifty-two residents and nonresidents participated in this survey. Their age ranged from 5 to over 65 years old, but the majority of the participants were 45 to 64 years old. The first two questions are

related to the participants’ relationship to the study area, and how they perceive the neighborhood in which they live. The third question of the survey asks what the community sees as the most important issues and the last question of the survey asks what, in their opinion, are some of the development projects they would like to see in their community. Forty-five percent of the people interviewed were community residents. They have lived in the community from a range of one year to fifty-two years. Thirty-two percent showed concerns about safety, while twenty-seven percent showed concerns about the high rate of vacancy. The open ended question asked was “What kind of development project would you like to see in the community?” Many of the answers were physical development related to housing, business development, and parks and recreations projects. Some examples are build a public restroom at Mariner Park, community outlets that are kid friendly, and small business development. (See figures 17, 18, 19)

<b>Neighborhood Survey Results</b>	
<b>Surveyor’s Relationship to the Community</b>	Resident: 45% Work: 12% Business Owner: 7% Other: 36%
<b>Age</b>	5-17: 10% 18-24: 16% 25-34: 14% 35-44: 21% 45-64: 35% 65+: 2%
<b>Gender</b>	Female: 60% Male: 40%
<b>Average Years of Living in Community</b>	25-35 years

Figure 17 Neighborhood Survey Results (N=52)



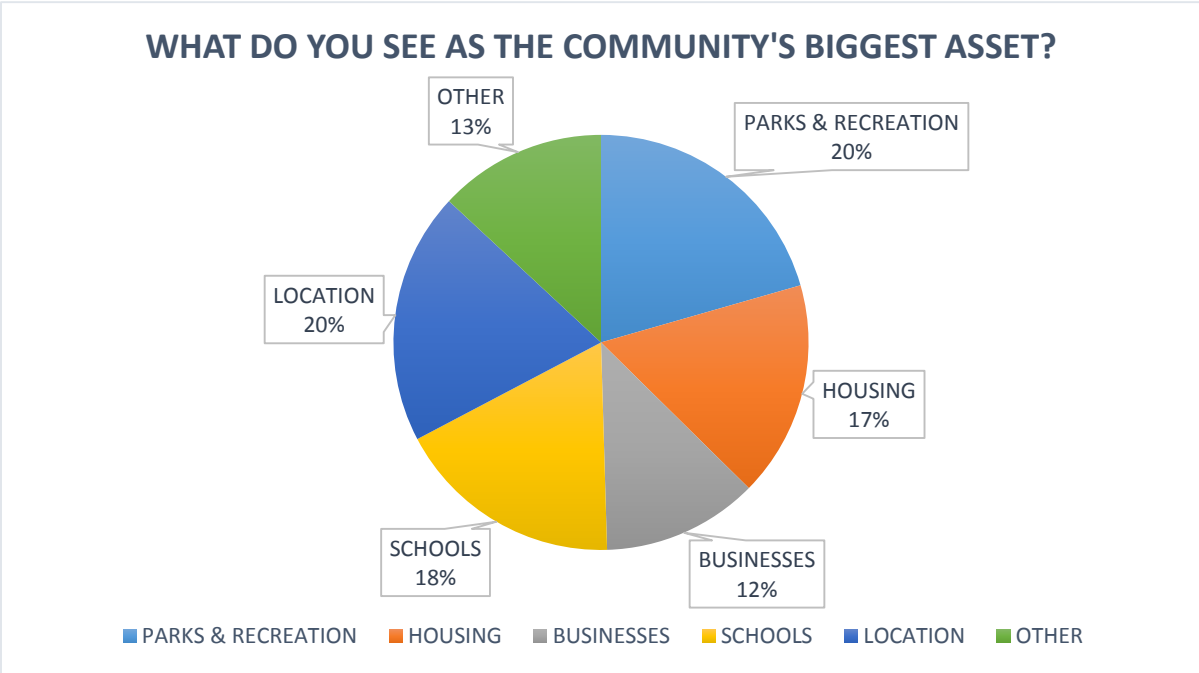


Figure 19 Neighborhood Survey Results (N=52)

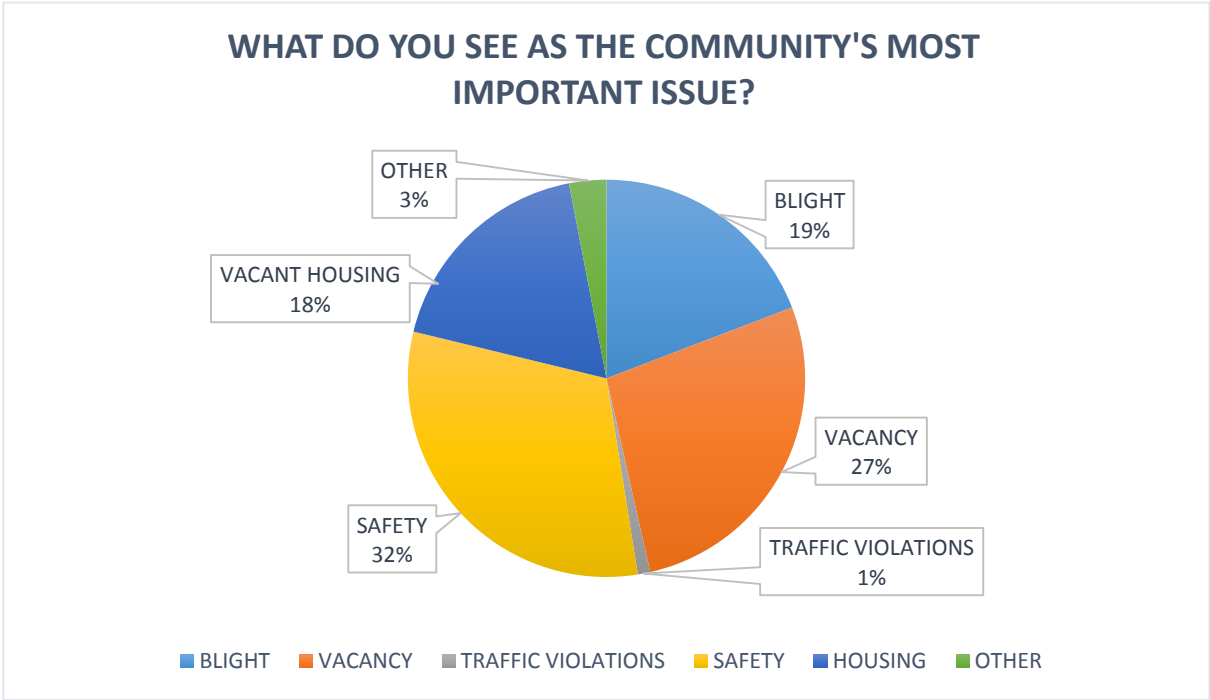


Figure 18 Neighborhood Survey Results (N=52)

The information collected has helped to guide the team's education and engagement focus for a formal community engagement workshop session with Facelift Detroit and community stakeholders, including Philip Street South End Block Club. The purpose for this project is to increase community engagement while both educating Facelift Detroit and the community of its purpose and needs. This community engagement workshop session created suggested outcomes based on community needs that overlap with Facelift Detroit's mission. The outcome for this community engagement workshop was to create an introductory setting between the community and Facelift Detroit and through this process stimulate ideas and thoughts for projects to help develop the community.

*Community Engagement Workshop.* The team conducted a community engagement workshop at Hope Community Church on East Jefferson Avenue on October 15, 2014. The Capstone team invited the Philip Street South End Block Club, members from the Faith Lutheran Church, and Mark Klimkowski and Jake Lyon from Facelift Detroit. Roberta Bivens, president of Philip Street South End Block Club, graciously allowed the team to use their meeting time and space to hold this community engagement workshop. The group also provided dinner, dessert and drinks for the occasion. An agenda and activity plan were developed to give the community engagement workshop structure and goals.

One of the goals for this project was for Facelift Detroit and the target community to develop better communication. Through this workshop the team hoped to start the process between Facelift Detroit and the community to meet each other and develop a relationship. The Capstone team decided to have Facelift Detroit at the workshop to introduce themselves (Figure 20). First, the team gave an overview of the Capstone process, and the Master of Community Development program. Then, residents were given a small presentation by Mark and then allowed to ask questions for Mark and Jake after the presentation.



Figure 20 Community Engagement Workshop (Capstone Team)

Roberta and Mark exchanged contact information, and Mark gave all participants his business card. Mark and Jake were also included in the workshop's main activity, to be described below.

Another goal of this project, and the workshop, was to enable the community's voice heard in regards to development projects being done in the area. The Capstone team felt that if the community had a better idea of Facelift Detroit's mission, they would be able to better suggest projects for Facelift Detroit to become more involved. The main activity for this workshop was a brainstorming session. The plan for the brainstorming session was to separate the participants, a total of ten residents, into four groups and have them brainstorm ideas for development on four subjects; the four subjects were Housing, Blight and Vacancy, Parks and Recreation, and Businesses. The team decided to use these subjects because they were the main points of interest taken from the community survey done earlier in the project. After explaining Facelift Detroit's mission, and their past projects, the team asked the participants to discuss development ideas that could be taken on by Facelift Detroit that the community would be interested in. After the brainstorming session, the team asked the participants to look at the other groups' ideas (Figure 21). The participants were then given three stickers to vote for the ideas they thought were the best. Stickers could be placed individually or used all together on one idea, depending on how strongly the participant felt about the development project. After about ten minutes the participants were brought back together in one group to discuss the top three project ideas.

The top three ideas/problems were illegal dumping, lot maintenance, and small structures to show solidarity and history of community in showing the community's biggest asset. The small structure idea was presented with much excitement. Participants suggested lighthouses along East Jefferson Avenue that could be decorated by people from the community. The area has a history with Grosse Pointe Park of sharing a lighthouse along the Detroit River (Lighthouse Friends). The lighthouse is in Mariner Park, but is no longer in commission. Mark and



Figure 21 Community Engagement Workshop (Capstone Team)

Jake were excited about this idea as well as others suggested ideas (See figure 23 on page 33), because it would give them a way to connect with the community while still holding true to their mission of physical development projects. The brainstorm session was not intended for Facelift Detroit to commit to any one project, but to start the communication and idea sharing process between Facelift Detroit and the community.



*Figure 22 Community Engagement Workshop (Capstone Team)*

After the brainstorming session concluded Mark, Jake, the team, and the workshop participants briefly discussed ways to maintain communications between Facelift Detroit and the community. Some ideas suggested were as follows: having Mark attend more block club meetings in the future, emailing or calling Mark when the community had ideas or questions, and having the participants bring more community members to be more involved. The team and Mark met at a later date after the community engagement workshop to discuss and reflect on how the workshop went. For parks and recreation, Mark suggested to have more planned activities such as social events, to increase utilization of the parks. Another suggestion in regards to blight and vacancy was to raise funds to plan community clean-ups. Ideas from the community workshop, and reflection with the team and Mark, contributed to some of the recommendations to be presented later in this book.



# Parks & Recreation

- SECURITY ●
- WATER QUALITY
- Youth ACCESS + PARTICIPATION ●
- CONTINUING MAINTENANCE
  - STOP DUMPING
  - STOP ILLEGAL ACTIVITIES

# Businesses

- Installation of Lighthouse (show solidarity) (History of community, shows off biggest asset)
- Hanging Fixtures (Flowers)
- - Flag or Fixture of logos/names of Block Clubs in area
- Awnings (grab people attention) ●
  - make community more inviting
- Make <sup>inside</sup> Views of businesses to look more inviting (more of a community feeling)

# Blight & Vacancy

- Illegal dumping ●●●●
- Abandoned properties ●
- Lot maintenance ●●●●
- community gardens ●
- playgrounds/parks
- Alley maintenance ●
- Increased safety concerns

# Housing

I would like <sup>to have</sup> more places to sit and chill - Solomon

- more housing
- maintain vacant lots + land
- market to people who work Downtown to live in neighborhood
- community center ●
- neighborhood events ●
- more vigilant boarding of houses ●
- get to know neighbors
- more police presence ●●●
- following through with development

Figure 23 Community Engagement Workshop, Group ideas (Capstone Team)

## SWOT/ HOPE Analysis

Many different categories can be analyzed using SWOT; SWOT is an analysis tool defining the strengths, weaknesses, opportunities, and threats (SWOT) of a community. The team chose to analyze the current human, organizational, physical, and economic (HOPE) conditions of the target area. Each section of the HOPE conditions were also broken down into sub-categories to better define what each section represents.

*Human Development Conditions.* Human Development defines the ‘people’ side of a community. It looks to answer questions such as: Who are the people of the community? Where do they work and go to school? What types of religious institutions are in the community? This section analyzes these questions to show those aspects of the neighborhood.

**Demographics:** Some strengths of the target area are the large diverse population of youth and the equal ratio of men and women. Large populations of youth help communities’ sustainability and school systems. The weaknesses of the area include large gaps within population ages and little to no diversity; 82.5 percent of the target area is African American (Data Driven Detroit). Large gaps in ages mean that some groups may not be represented when issues arise, and available workers can be missing from the local economy. Diversity here is expressed in the race/ethnic make-up of the community; it can also be economic, religious or gender. By having one race or ethnic group in a majority means that residents are not being exposed to different cultures and ideas. It is not to suggest that having a homogenous neighborhood is bad; it is suggesting that exposure to others can be beneficial. These weaknesses can become opportunities for the community; with the youth population so large the community can build on retaining these members to form strong bonds in the area. Encouraging diversity in the community can also be an opportunity to invite different groups of people to make this area their home. Diversity of peoples can also bring in new businesses and faith-based institutions. On the opposing side the population of seniors is aging out and this can pose threats to the area. Seniors’ homes could become vacant or taken over by undesirable owners. Ties to community groups and family bonds can also be lost as senior’s age out of the community.

**Schools:** The only school in the target area is Detroit Merit Academy (Figure 24) which can be a weakness. Unfortunately, it is not well attended by the community, as they attend school at Carstens Elementary-Middle School, which is outside of the project area boundaries. In 2011 one of the public schools, Guyton Elementary, was closed. The building still stands and is owned by the city of Detroit. This empty building can present an opportunity for other community uses

as a new building would not have to be built. The closure of schools has a negative impact on the community.

Lack of quality schools discourages young families from moving to this area.

Safety and transportation also become a concern when people have to travel far outside of their community to



Figure 24 Detroit Merit Academy on Alter Road (Capstone Team)

take their children to school. The empty school building can also pose a threat if it is not maintained and secured properly. Mr. Brown, a resident of the target area, expressed the opinion that Guyton School is not being maintained properly. At a Philip Street South End Block Club meeting he voiced concern over a fallen tree that had not been removed. Mr. Brown said that the tree had fallen over the sidewalk and children were playing on it. The schools current lack of maintenance is definitely a threat to the safety of residents.

**Housing:** A great strength to the community is that residents have lived here for a long period of time, but there is a high rate of renters. Home ownership can be beneficial because it provides a tax base; however, renters can still provide stability to the community. Renting is a threat when owners are neglectful of their rental properties, especially if the properties are vacant. The area does have a high rate of vacant land but this can be an opportunity for new housing development. The aging population can also be an opportunity for new residents looking to move into the area. As aging members move out, their homes can become available. Vacancy and high foreclosure are a major threat to any community, including the target area. Vacant



properties increase blight, making safety in the neighborhood a concern, and giving a negative view to potential members.

**Faith-based Institutions:** There are multiple faith-based institutions in the target community. One faith-based institution, Hope Community Church (Figure 25), has a partnership with Philip Street South End Block Club; the team attended several block club meetings at this location. Regarding the faith-based institutions, only the Christian faith is represented.

This can pose a weakness to the community for attracting residents of other cultures. As in many parts of Detroit, our target area has faced a decrease in population. If this decrease continues it can pose a threat to faith-based



Figure 25 Hope Community Church (Capstone Team)

institutions and result in these institutions' closure. The population decrease is a threat to all of these factors.

*Organizational Development Conditions.* The organizational SWOT helps to analyze and critically think about the supporting organizations and projects within this community to determine if the community's needs are being met through their work. This community is surrounded by anchoring institutions and organizations that have been continuing advocates for the community.

**Community Development Organizations:** There have been numerous federal and local funds allocated to the surrounding region of this community that have sparked new development. According to team's interview with John Mogk, Wayne State Law professor and former president of the Jefferson-Chalmers Community Council, he states that outside of Downtown and Midtown Detroit, this area has received the most federal and private funds for development (Mogk, 2014). There has been a continuous attraction of development to this region, which has resulted in a number of new businesses along the Jefferson corridor. Unfortunately, these new developments have not brought the economic revenue intended by these projects according to



Professor Mogk. Many of the project developments that have come to this area were heavily weighed on housing values and the public school systems. There were a number of housing projects, such as the \$258 million New Far Eastside Development project, which was expected to build nearly 3,000 homes in the community. Karen Brown long-term activist, advocated for this project, but due to the closing of two public schools, Guyton and Stark Elementary, and the housing market crash, the project did not happen (Brown, 2014). Organizations in this area have been strong advocates in this community for the allocation of funding in regards to development. It is a strength that this region possesses.

**Philip Street South End Block Club:** Philip Street South End Block Club is an active community block club that meets monthly to discuss issues that impact their neighborhood. They

communicate and engage with city officials to help address those issues. Their role as community neighborhood advocates is a strength within this community.

However, the lack of engagement among neighbors in their monthly meetings have been a concern for some of its members. Mr. Nelson, member of the block club and



*Figure 26 Philip Street South End Block Club Meeting (Capstone Team)*

long-term resident, says he would like to see more residents be more involved so that the community can come together (Nelson, 2014). He believes it is impossible to do any community development work without the whole community. There needs to be a framework in place to help residents become more involved and hopefully Facelift Detroit's work can spark that interest.

**Jefferson East Inc. (JEI):** Jefferson East Inc., an anchoring institution, has been a continuing asset to this community as well. Its continuous efforts to help create a more sustainable and active corridor is one of its many strengths. Organizations such as JEI, the Philip Street South End Block Club, and the attraction of new development has been a strength in helping to increase the quality of life for residents in this community. JEI has been a long-term advocate for development in this area. However, with having such longevity in the community

the organization has set agendas for event planning and project development. Also, changes in staff and leadership can prohibit the advancement of projects and create disconnect between project priorities.

**Facelift Detroit:** Mark Klimkowski, Executive Director of Facelift Detroit, has shown great enthusiasm and eagerness about wanting to engage with residents. The youthfulness of this organization provides for new ideas and projects that can help to improve the target community. However, funding for projects presents itself as a barrier for these plans. Limited staffing as well as time contributes to their inability to implement projects. With only two members of the organization that devote time to Facelift Detroit, it is overwhelming for them to develop plans for the organization. Their

existing relationship with Jefferson East Inc. can be an asset in helping to get more community involvement, but is not necessary to do so.

Hopefully, changes in leadership does not give loss to momentum for development to the overall growth of the community.



Figure 27 Facelift Detroit in Community Engagement Workshop

**Physical Development Conditions.** In this SWOT, the physical landscape and environment of the selected study area will be evaluated through this process. The four elements, homes, streets, parks and community gardens, and anchoring institutions will be analyzed through this analysis to help determine whether the physical environment is conducive to the advancement of this community.

**Housing Conditions:** Vacancy rates of both residential and commercial units have been steadily increasing in the target area in recent decades. In the past ten years, the number of vacant housing units in Creekside community as a part of the “Jefferson-Chalmers” community has increased by 57% (U.S. Census 2010; Figure 28 on page 39). Some streets have higher concentrations of vacancy and housing in poor and critical condition than other streets in the neighborhood. The economic downturn has had an overwhelming impact on housing across the

Detroit metropolitan area. By 2010, 22.8 percent of the city's housing stock was vacant; the study area vacancy rate was at 31% percent (Data Driven Detroit). The housing stock located within this neighborhood is both multi-family flats and single family homes. The majority of homes are single-



Figure 28 Example of Poor Conditions Houses in the target area located on Ashland Street (Capstone Team)

family residential, but there is also multi-family residential. The team found there to be a vast amount of similarity in housing style. The majority of these houses were built in 1939 or earlier (City-Data, 2011). Overall, there is a mixture of good and poor conditioned homes; some homes are more maintained than others. Many of the homes in this community are relatively large in scale, with multi-stories or levels and they fit into the physical landscape of the area.

**Community Streets (Residential and Commercial):** The integral streets of the neighborhood are East Jefferson Avenue (Figure 29), Kerchval Street, Chalmers Avenue, and Alter Road. East Jefferson Avenue, is found to be centralized around vehicle accessibility and many of the markets and commercial businesses are located on this commercial street. Residential streets are shaped in a way that allows both street parking and driving accessibility. However, there was neither a lot of traffic volume on the residential streets, nor high visibility of pedestrians on porches or outside during the team's visits. Residential streets in the study area have sidewalks that are buffered with curbs making them pedestrian friendly. The

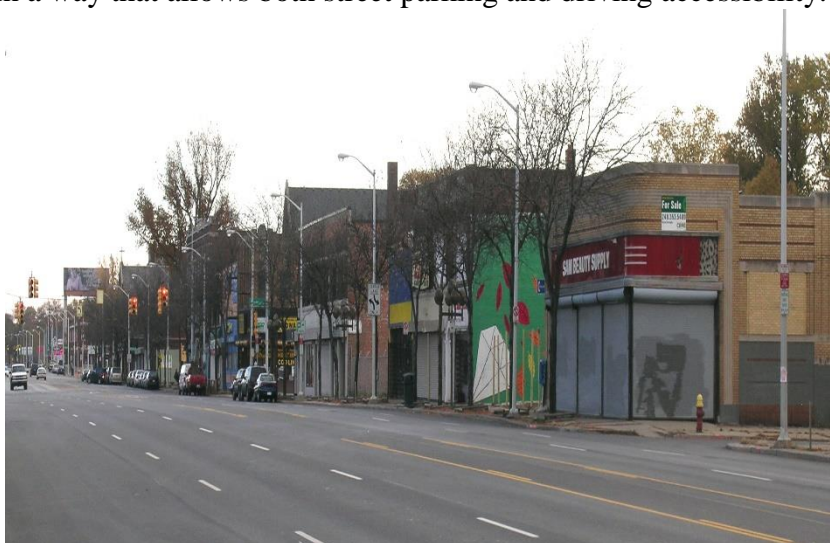


Figure 29 East Jefferson Avenue as a community anchor institution (Google Earth)



committal streets are not pedestrian friendly because of the high traffic volume and no buffers between streets and sidewalks.

**Anchoring Institutions:** Anchoring Institutions are described as those public and private places that bring the people of a community together. The area consists of one charter school and a number of churches as anchoring institutions such as Faith Church on Philip Street, and Hope Community Church on East Jefferson Avenue. Almost all of the institutions are blended with the surroundings. The majority of the buildings are two to three stories and some of them have an impressive structure in terms of setbacks, size, scale, materials, and character.

**Public Parks and Community Gardens:** Riverfront Lakewood East Park (Figure 30, 31) is located on the Detroit River at the end of Alter Road. The park includes 28.1 acres of land and a recreation facility known as the Lighthouse Center. The Lighthouse Center was built in 1962 and was primarily used for meetings and a part-time senior citizen's program (Detroit Riverfront, 1985). Riverfront-Lakewood East Park, with its 1100 feet of shoreline was a very good fishing site. Law enforcement officers and some of the community members kept trying to "clean it up", and even put gates on the parking area to close it at night. Eventually, the city stopped maintaining it, and it turned into a dumping ground. Currently, the gates are closed permanently preventing entrance to the park (Carinas Detroit). Mariner Park is located on the Detroit side of Alter Road. This park is 6.98 acres and it's about 100 yards east of Riverfront-Lakewood East Park. This park is used mainly for fishing purposes, because it lacks a variety of amenities such as play structures, swings, and picnic areas.



Figure 31 Riverfront Lakewood East Park (Capstone Team)



Figure 30 Riverfront Lakewood East Park (Capstone Team)

Fox Creek Park (Figure 32) is located on the intersection of East Jefferson Avenue and Ashland Street and it is well maintained. As a part of the Capstone project, this park is the one that Facelift Detroit is planning to implement their Fox Creek Revitalization Project in. The



Figure 32 Fox Creek Park (Capstone Team)

team observed that no one was using the park during the team's visit to the community. In 2008, Fox Creek Park along with 13 other Detroit parks, was a part of a Park Improvement Project with the Detroit Recreation Department in partnership with Wayne County. These parks were awarded 2 million dollars to provide installation of site furnishing such as benches, picnic tables, grills, or trash receptacles. (Neighborhood Stabilization Plan, 2008).

Community gardens are a big part of the efforts to revitalize the target area, providing not only food for residents but adding a sense of community. The neighborhood contains several community gardens such as Ashland Community Garden, Freedom Freedom Community Garden on Manistique Street, and Lakewood Community Garden.

*Economic Development Conditions.* Economic development is an important factor in any community. The types of jobs available, the businesses in the community, and the median income show how a community is doing financially.

**Employment:** Employment in the community was at 70 percent in 2010 (Data Driven Detroit); which is a great strength to have. However, the type of employment is a weakness because the primary sources of work are not located in the community. Most of the work that is available is low skill level jobs. An opportunity for the area is the large population of residents that work in sales, service and office occupations. These residents can be valuable to the area if new service sector businesses open up. This would also benefit the community by having residents working closer to home. The possibility of the unemployment rate increasing is always a threat to the target area. Perhaps the biggest threat is that 30 percent of the population under 25 have no high school diploma (Data Driven Detroit). This greatly reduces the chances of these

individuals finding meaningful and sustainable jobs, threatening the income of the community and its sustainability.

**Income:** While the high rate of employment is a strength for the income of community residents, the resulting income is not very high. Less than 6 percent of the community has a graduate or professional degree and less than 10 percent have a bachelor's degree (Data Driven). The lack of higher educational degrees limits the types of jobs residents in the community can be qualified for. Jobs that require higher degrees pay more, are more stable and have better benefits, which makes the lack of these degrees a weakness for the community as a whole (Bureau of Labor Statistics, 2014). New business developments can be an opportunity to the community as these could fill in missing gaps of employment and income. Median household income is very low and nearly 40 percent of the community lives below the poverty line (Data Driven Detroit). This poses a threat to the community as incomes decrease and residents move out to areas that have more economic opportunities. The low level of income also threatens involvement in economic opportunities for the community; residents may not have the income to support a thriving business district.

**Housing Stock:** Many of the houses in the community are single family homes and homeownership is nearly 60 percent (Data Driven Detroit). A common weakness in the community is the high rate of vacancy contributing to the problem of blight. Blight can significantly bring down property values of surrounding homes and businesses. Low housing values can also pose a threat to the community because they can deter new development from occurring. Another threat to the community is the decrease in housing occupancy. Vacant housing is unattractive and can start to pose security threats to a neighborhood after long periods of vacancy.

**Businesses:** The Jefferson-Chalmers Historic Business District is in the target area. As mentioned earlier, this area has been a target for development. This business district is largely supported by Jefferson East Inc. (See figure 33 on page 43). Despite this strength the corridor development has not made an economic impact on the area. As discussed previously, Grosse Pointe Park has recently built a new farmer's market on Kercheval Street at the border of Detroit. Resulting from this development, a new agreement has been made between the city of Detroit

and Grosse Pointe Park. This agreement has proposed a collaboration for future development along Kercheval Street (Reindl, 2014).



Figure 33 Jefferson East Inc. (Google Earth)



# Future Directions for Sustainable Relationships between Facelift Detroit and the Community

## Recommendations

Based on the capstone team's research, observations, and community engagement, the team developed several recommendations for the community partner and the community of the target area. These recommendations are specific to the Capstone project area, but can be applied generally for the future collaborations.

### *Recommendations for Facelift Detroit*

**Community Engagement:** Facelift Detroit should attend more block club meetings and community meetings at large. To build more sustainable relationship, the Capstone team recommends that Facelift Detroit attends at least three Philip Street South End Block Club meetings a year to stay current with community interests. When working with other communities, the Capstone team also recommends this as well. Also, the team recommends that Facelift Detroit attends larger community meetings that impact development in the communities they work in, such as meetings pertaining to the Jefferson-Chalmers neighborhood.

**Skill Building Workshop Series:** Facelift Detroit should utilize its organization's assets for community skill building workshops. With Mark's ownership of Virtuoso Design + Build, the team recommends that Facelift Detroit should host community workshops focusing on building, designing, and construction skills. Facelift Detroit will create a workshop series to highlight specific skills that can be implemented in the community. Facelift Detroit will host one workshop a month for three months. The team suggests hosting the workshops during the months of February, March, and April. This can be a great opportunity to engage with youth in the community for exploring career options. Also, this provides an opportunity for residents to get involved in future community projects.

**Supportive Funding:** The Capstone team recommends that Facelift Detroit partner with Philip Street South End Block Club to apply for small grants to implement suggested projects. One such grant could be Security Alternative, Funding & Empowerment (SAFE) Mini-Grant supported by Michigan Community Resources. The community partner can serve as a fiduciary

(representatives) for this and other possible grants. Non-profit (501)c3 organizations like Facelift Detroit can serve as fiduciaries for community groups that do not have this status.

**Summer Apprenticeship Program:** Another recommendation is to select up to three youth from the community to participate in a summer apprenticeship program. In cooperation with Facelift Detroit, schools can recommend youth that live in the community to be a part of this program. A program such as this can provide training and skill development for youth while providing staffing support for Facelift Detroit. This partnership can be a short or long term commitment for its participants.

**Volunteer Contract:** The final recommendation is to create a “volunteer contract” with Virtuoso Design + Build employees for service work in the community. Mark expressed desire to have his employees involved with Facelift Detroit. This “volunteer contract” will provide a more structured plan to implement this idea. This contract will emphasize the importance of community engagement. Mark should determine how much time his employees have to commit to community engagement.

### *Recommendations for the Target Community*

**Community Advocacy:** The Capstone team’s first recommendation for Philip Street South End Block Club is to continue inviting city officials to attend monthly meetings. In past meetings, representatives from city Councilman Andre Spivey’s office and the Department of Neighborhoods Assistant District Manager for District 4 have attended. Philip Street South End Block Club members should ask their city representatives to engage with other local officials to attend in response to their concerns. For future meetings, the team strongly suggest inviting representatives from Detroit Land Bank Authority, Public Lighting Authority of Detroit, and Michigan Community Resources to share information that can address community concerns.

**Community Outreach:** The Capstone team recommends more community involvement to increase block club membership. Philip Street South End Block Club should create a biannual newsletter to raise the awareness about the block club which can increase membership. This newsletter should be distributed to all residents on Philp Street. Michigan Community Resources can be a tool to do education and outreach for the block club.

**Supportive Funding:** Another recommendation is for Philip Street South End Block Club to apply for small grants to help complete their mission to ensure a clean, safe, and secure neighborhood. As mentioned earlier, the SAFE Mini-Grant can help fund projects to implement their mission. Facelift Detroit can serve as a fiduciary for this and other possible grants.

**Create a Strategic Plan:** The team’s final recommendation to the community, based on the community needs assessment, is to create a strategic plan to address their concerns regarding safety, illegal dumping, and traffic. The recommendations for this plan are:

1. Create a Safety Patrol and/or Neighborhood Watch: Philip Street South End Block Club will recruit residents for a “porch watch”. The purpose is to observe the children on their way to and from school. Participants will sit on their porch for half an hour before school starts and half an hour after school ends.
2. Plan an Annual Community Clean-up: Philip Street South End Block Club will select a day to host an annual community clean-up. Part of hosting the clean-up is inviting residents outside of the block club to participate. Prior to the clean-up Philip Street South End Block Club should contact their district manager to arrange for dumpsters to be placed in the community on their selected day.
3. Traffic Safety Patrol: Philip Street South End Block Club will invite their Neighborhood Police Officer (NPO) from the Detroit Police Department 5<sup>th</sup> Precinct to their monthly meetings. Their NPO can offer suggestions to increase traffic safety.

The Capstone team hopes these recommendations will help to advance the mission of both Facelift Detroit and the target community. The team believes that over time these recommendations can bring success to improve the quality of life for residents in the area. These recommendations are suggestions that can build a sustainable relationship between Facelift Detroit and the target community.

## Project Outcomes

*HOPE Outcomes.* An expected Human Development outcome is the strengthening of the bonds between the target community and Facelift Detroit. These strengthened bonds will give the community more say in what types of development projects that are implemented. The Capstone team hopes that this outcome will increase the quality of life through aesthetic environment improvement. Facelift Detroit’s work consists of improving the physical

environment; through these improvements the hope is to foster pride of place within the community.

An expected Organizational Development outcome is to increase capacity of Facelift Detroit and Philip Street South End Block Club. Facelift Detroit is a new non-profit organization within the city of Detroit. Although they have a number of projects that have been successful in numerous communities, there is still opportunity for growth and organizational development. Philip Street South End Block Club is a small yet powerful group, but it could be extremely beneficial to them to learn how to engage those businesses and organizations seeking to do work in their community to their advantage. As a part of suggested engagement and advocacy, the Capstone team invited a representative from the Detroit Land Bank Authority to a Philip Street South End Block Club meeting. The purpose of this invitation was to answer some of the community's concerns and to create a direct relationship with this department. Several of the team's recommendations outline plans that can help both to build capacity.

An expected Physical Development outcome is to utilize the existing frameworks for development to improve the physical conditions of the community. Facelift Detroit's mission is to target commercial corridor improvements. LEAP and Detroit Future City highlight recommendations to improve specific areas in the target community, such as commercial corridors and parks. Facelift Detroit's work can contribute to the overall outcomes of these plans. For example, the Fox Creek Revitalization Project could be a way to serve the human needs of movement, recreation, and open space. This could result in attractive open space with safe access to the other creek side, enticing tourists, and consumers. By targeting blighted streetscapes, improving the built environment will have a strong effect on the surrounding neighborhoods promoting an environment of safety, health, and overall wellbeing. As a result, this can serve to embody the frameworks' and Facelift Detroit's mission in terms of a safer environment and a more attractive neighborhood.

This Capstone project may not have an immediate impact on the economic conditions of the target community, but can lay the ground work for future improvements. In the recommendations, the team provides suggestions for skill trainings and supportive funding which can lead to further local economic improvement. These HOPE outcomes can come to fruition through the implementation of the team's recommendations.

*Impacts on Diversity and Multiculturalism.* This Capstone project also may not have a significant impact on diversity and multiculturalism to the area of study. However, the team hopes that Facelift Detroit's upcoming projects will result in the community to being more attractive to different groups of people from the outlying cities such as Grosse Pointe Park.

*Social Justice Response and Limitations.* Typically, communities with political and economic influence receive the most attention in terms of development and funding. This community does not have a wealthy population, however it does have the potential to attract good development because of its close proximity to Grosse Pointe Park. This project does not directly address some of the income and wealth disparities in this community. However, it does serve as a connection for resources that the community can use to help advance the physical environment of the target community.

*Regional Impacts.* For this particular project there may not be any immediate regional impacts. However, with the mission of Facelift Detroit and the further development of community partnerships, the Capstone team hopes that it will gain attraction to the development of this community. The team hopes that the community and Facelift Detroit will be able to someday implement the Fox Creek Revitalization Project making the area a destination for visitors from the surrounding region. Hopefully, a project such as this will spur regional cooperation and development. Considering the location of the new farmer's market in Grosse Pointe Park, there could be an opportunity to attract movement from the market over into the neighboring community of Jefferson-Chalmers. As stated before there has been a lot of funding and attention brought to the Jefferson-Chalmers community within the last few years, and this can serve as an advantage.

*Opportunities for Collaboration with other Entities.* Facelift Detroit has an existing relationship with Jefferson East Inc. However, Facelift Detroit should connect with other resident organizations such as Philip Street South End Block Club for development. This project has the potential to leverage a more sustainable partnership with Facelift Detroit and the target community. This also presents an opportunity for the block club to work with other resident groups to implement projects. More collaboration can lead to implementation of programming and development to help address some of the needs and concerns of the community. Some

potential resources for collaboration could be the city of Grosse Pointe Park, the city of Detroit, and other community stakeholders.

## Conclusion

The Capstone team research has been inclusive of the MCD HOPE Model examining the human, organizational, physical, and economic conditions of the target community. The Capstone project has allowed the team to combine community development theory and practice to develop sustainable solutions. Some of the limitations for this Capstone project were experience and cooperation with community stakeholders. Given that Facelift Detroit is a new organization their lack of history in community engagement played a significant role in this project. Thus, leading the Capstone team to the problem identification. Even though the project did not end as it started, the Capstone team still gained valuable experience from working with Facelift Detroit and the community. The Capstone team believes that it would have been valuable to have more input from community stakeholders.

However, with the guidance and support of MCD faculty, the community partner, and host community, the team was able to successfully complete the Capstone project. The Capstone team has outlined important aspects of the community as well as recommendations in improving the quality of life for the residents that live here. These recommendations can provide a suggested framework to address some of the target needs of the community. Although this Capstone project does not create an immediate solution to some of these needs, the Capstone team hopes that the recommendations will lay the groundwork for the community to have future collaborations with Facelift Detroit and other entities. Through further relationship building between Facelift Detroit and the community, it is possible to gain the interest and funding needed to complete the Fox Creek Revitalization Project. The Capstone team would like to thank all of the individuals that helped to complete this process and have been great contributors to this work.





## Works Cited

- A Brief History of Grosse Pointe. *Grosse Pointe History Timeline*. Ed. Jay F. Hunter. Grosse Pointe Historical Society, 2014. Web. 4 Aug. 2014.  
<http://www.gphistorical.org/timeline.html>
- American Fact Finder. (n.d.). Retrieved from U.S. Census Bureau:  
<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t#none>
- Buerau, Census. *State & County Quick Facts*. 2013.  
<<http://quickfacts.census.gov/qfd/states/26/2635480.html>>
- Brown, Karen. (2014, July 13). Jefferson-Chalmers Community. (L. Carr, Interviewer)
- Data Driven Detroit*. (2014). Retrieved from MAPAS:  
<http://gis.cridata.org/maps/mapas/map.html?mapkey=d3>
- Detroit Strategic Framework Plan. *Detroit Future City*. Detroit Future City, 2012. Web. 4 Aug. 2014.  
[http://detroitfuturecity.com/wpcontent/uploads/2014/02/DFC\\_Full\\_2ndEd.pdf](http://detroitfuturecity.com/wpcontent/uploads/2014/02/DFC_Full_2ndEd.pdf)
- Detroit Master Plan; City of Detroit: Planning Department, 2009.P103-105.  
<http://www.detroitmi.gov/departement/PlanningDevelopment/Planning/LongRangeandCommunityPlanning/2004MasterPlanDraft/tabid/2055/Default.aspx>
- Earnings and unemployment rates by educational attainment. *Bureau of Labor Statistics*. United States Department of Labor, 24 Mar. 2014. Web. 8 Nov. 2014.  
[http://www.bls.gov/emp/ep\\_chart\\_001.htm](http://www.bls.gov/emp/ep_chart_001.htm)
- Facelift Detroit Facebook (<https://www.facebook.com/faceliftdetroit?filter=2>)
- Facelift Detroit Website (<http://faceliftdetroit.org/>)
- Guyton Elementary School*. Public School Review, 2014. Web. 4 Aug. 2014.  
[http://www.publicschoolreview.com/school\\_ov/school\\_id/40039](http://www.publicschoolreview.com/school_ov/school_id/40039)
- Grosse Pointe Park Michigan*. (2013). Retrieved from City-Data: <http://www.city-data.com/city/Grosse-Pointe-Park-Michigan.html>
- Henderson, T. (2011). *\$258 million project to build 3,000 east-side Detroit homes died before it even started*. Crains Detroit Business, 1.  
<http://www.crainsdetroit.com/article/20121009/staffblog07/121009913/mower-gang-to-the-rescue-blog-post-spurs-volunteers-to-clean-detroit>

Jefferson Chalmers Saibilization Plan 2013. Neighborhood Stabilization Plan, (NSP). 15 July 2014.

*Jefferson-Chalmers Neighborhood in Detroit, Michigan.* (2011). Retrieved from City-Data: <http://www.city-data.com/neighborhood/Jefferson-Chalmers-Detroit-MI.html>

"Jefferson-Chalmers Historic Business District Final Report." *Historic Designation Advisory Board.* City of Detroit, 11 May 2007. Web. 4 Aug. 2014. <http://www.detroitmi.gov/Portals/0/docs/legislative/historicdesignation/Final%20Reports/Jefferson-Chalmers%20HD%20Final%20Report.pdf>

Laitner, B. (2014). Kercheval Avenue closure for farmers market has some feeling shut out. *The Detroit Free Press*, 3 .

Mogk, John (2014, July 22). Jefferson Chalmers Community Council. (L. Carr, Interviewer)

Network, E. C. (2014). Reinventing Detroit's Lower East Side: A Summary Report of the Lower Eastside Action Plan- Phase 1. Detroit: Community Legal Resources.

Nelson, Robert. Capstone Team Community Engagement Workshop Larissa Carr. 15 October 2014.

Planning & Development Department. 2008. City of Detroit, Detroit. Neighborhood Stabilization Plan (NSP). 10 June 2014.

Reindl, J. (2014). Kumbaya: Detroit and Grosse Pointe Park residents meet. *The Detroit Free Press*, 2.

Saxon, R. "Eastside Venice: The Fox Creek Canals." *A Detroit Architect's Journal.* N.p., 29 Oct. 2013. Web. 4 Aug. 2014. <http://detroitarchitectjournal.blogspot.com/2013/10/eastside-venice-fox-creek-canals.html>

"Windmill Point, MI ." Lighthouse Friends . N.p., 2013. Web. 8 Nov. 2014. <http://www.lighthousefriends.com/light.asp?ID=164>

# Appendices

## Appendix A SWOT /HOPE Analysis

### Human Development SWOT

	<b>DEMOGRAPHICS</b>	<b>SCHOOLS</b>	<b>HOUSING</b>	<b>FAITH-BASED INSTITUTIONS</b>
<b>S</b>	-Large population of youth -Equal ratio of men and women in the community	-School is in close proximity to housing	-Residents in the community are long-term residents	-Multiple Institutions -Hope Community Church has partnership with Block Clubs/Groups
<b>W</b>	-Large gaps within population demographics -Little to no diversity (80% of community is African American)	-There is only one elementary school in our community  -Detroit Merit Academy is not well attended by community	-High rates of renters	-Little diversity of religions; only the Christian faith is represented
<b>O</b>	-Youth population is 2 <sup>nd</sup> largest in the community  -Diversity	-A private or charter school could occupy the closed school in the community	-There is ample land to build new housing  -Housing from aging population will become available	-Vacant buildings could provide space for other types of faith-based institutions
<b>T</b>	-Population of seniors are aging out	-The closure of schools has a negative impact on community (1 school in community)	-High foreclosure rates increase blight  -Aging population leaves homes vacant  -Speculators that buy property with poor maintenance	-Decreasing population could result in closing of faith-based institutions

### Organizational SWOT Analysis

	<b>Community Development Organizations</b>	<b>Facelift</b>	<b>Block Clubs</b>	<b>JEI</b>
<b>S</b>	<ul style="list-style-type: none"> <li>-This area has received the most public/private funding in the last few years in Detroit outside of Down/Midtown</li> <li>-Project development has been continuous</li> </ul>	<ul style="list-style-type: none"> <li>-New organization</li> <li>-Existing relationship with JEI</li> </ul>	<ul style="list-style-type: none"> <li>-Multiple organization/block clubs in the community</li> <li>-Strong ties to the community</li> </ul>	<ul style="list-style-type: none"> <li>-Longevity in the community</li> <li>-Very active</li> <li>-Very well-connected with other organizations around the city</li> </ul>
<b>W</b>	<ul style="list-style-type: none"> <li>-Many project ideas have dissolved</li> <li>-Project dependent on other factors</li> <li>-Far Eastside Development-housing crash</li> <li>-Lack of economic prosperity</li> </ul>	<ul style="list-style-type: none"> <li>-Staff Capacity</li> <li>-Not related to one neighborhood</li> <li>-Limited funding</li> <li>-Community's lack familiarity with organization</li> </ul>	<ul style="list-style-type: none"> <li>-Different block clubs have different interests</li> <li>-Low turnout rates to meetings</li> </ul>	<ul style="list-style-type: none"> <li>-Staff Capacity</li> <li>-Limited focus of projects and priorities</li> </ul>
<b>O</b>	<ul style="list-style-type: none"> <li>-Fox Creek Project</li> <li>-Many community development advocates</li> </ul>	<ul style="list-style-type: none"> <li>-Leverage for more community partnerships</li> </ul>	<ul style="list-style-type: none"> <li>-Collaboration &amp; Partnership among orgs for community projects</li> </ul>	<ul style="list-style-type: none"> <li>-Expand upon existing community relationships</li> </ul>
<b>T</b>	<ul style="list-style-type: none"> <li>-Projects depend on access to funding and quality school</li> <li>-Disinvestment in the area over time</li> <li>-Loss of momentum for development</li> <li>-Organizations/ developers competing for same funding</li> </ul>	<ul style="list-style-type: none"> <li>-Loss of Momentum for Fox Creek Project</li> <li>-Access to funding</li> </ul>	<ul style="list-style-type: none"> <li>-Competition &amp; attention for resources</li> <li>-Change in leadership</li> <li>-Loss of momentum for projects overtime</li> <li>-Change in needs of the community</li> </ul>	<ul style="list-style-type: none"> <li>-Limited access to funding</li> <li>-Change in leadership</li> <li>-Changes in needs of the community</li> </ul>

Physical SWOT Analysis

	Homes	Streets	Community gardens & Public Parks	Anchoring institutions
<b>S</b>	-Diverse conditions of homes, approximately 60-65% of the houses are in a good conditions, fair housing stock and decent house sizes	- Relatively quiet and easy vehicle accessibility-E Jefferson Ave. is strong commercial corridor in the area	- Ashland, Freedom freedom, and Manistique community gardens are well maintained - Marnier Park, Riverfront Lakewood Park, and Fox Creek Park Are located directly near residential homes and are in walking distance	-Religious institutions (churches) are spread fairly throughout focus area -JEI organization has a strong effect on the area  -Detroit Merit Academy charter School is still open
<b>W</b>	-Lots of abandoned houses with a lack of maintenance	- Residential streets used as Commercial streets and vice versa	- lots of abandoned lots -Lack of Lighting and passive equipment for all community parks -Fox Creek Park is very small in compare to the other public parks	-Some have Un-recognizable effect on community  -Vacant commercial buildings. Markets -lack of public school
<b>O</b>	-Repair/ demolish/ rebuild vacant homes	-Incorporate complete streets including transit, bike lanes -Add public lighting	- A lot of greenery/vacant lots in community - Fox Creek park can be utilized by Facelift Revitalization project	-Increase the ties among the people in the community. -Create programming for community usage
<b>T</b>	-Vacant houses increase and aging homes. -Aging population is threat to vacant homes	-Safety hazards, especially on the residential streets due to the fact of passing the speed limits while driving. -Lack of Public Lighting	- Large amount of Vacant lands and poor lawn care  -Increasing amount of abandoned homes near parks	-Lack of civic/ educational/ cultural/ recreational institutions -E Jefferson Ave. is the only commercial street in the target area



Economic SWOT Analysis

	<b>Employment</b>	<b>Income</b>	<b>Housing Stock</b>	<b>Businesses</b>
<b>S</b>	-High rate of employment (70% 2010)	-High rate of employment	-Homeownership rate is nearly 60%  -Good quality single and multiple family homes (brick)	-Large Jefferson Corridor -Corridor is target for project development -JEI provides support to businesses with events (June/jazzin on Jefferson) -This area has received the most public/private funding in the last few years in Detroit outside of Downtown/ Midtown
<b>W</b>	-Primary source of work is not in community -Lack of variety of skill level within community	-Less than 6% of community has a graduate or professional degree -Less than 10% have a bachelor's degree	-High rate of housing vacancy-blight -Blight brings down property values	-Corridor development has not made an economic impact -Kercheval is an inactive street -Kercheval is blocked by Farmers Market
<b>O</b>	-Large population of residents work in Sales, Service and Office occupations	-Partnerships can be formed with new business development to fill occupations	-Low Housing values can attract new homeowners	-Vacant commercial space leaves room for new business -New Farmers Market can attract more business/partnerships on Kercheval
<b>T</b>	-unemployment rate could increase -Nearly 30% of the population under 25 has no high school diploma	-Nearly 40% of the community are below the poverty line -Median household income is very low	-Over the last 10 years housing occupancy has decreased  -Housing Values can deter new development	-Unoccupied commercial space increases blight  -Farmers market can exclude Detroit residents

## Appendix B Work Plan

### Capstone II Work Plan September 9<sup>th</sup> - October 21<sup>st</sup>, 2014

Date	Time	Descriptions
September 12 <sup>th</sup>	6 pm-7:30 pm	Survey Businesses/Residents drop off survey's to churches
September 13 <sup>th</sup>	12am-2 pm	Survey Residents
September 14 <sup>th</sup>	11 am-1 pm	Visit Churches/Survey
September 17 <sup>th</sup>	6:00 pm- 7:00 pm	Mark, Capstone Team, meets residents at Phillip Street South end Block Club
September 19 <sup>th</sup>	Project Proposal Due	
October 15 <sup>th</sup>	6:00 pm- 7:30pm	Formal Workshop Session with Capstone Team, Community Stakeholders, and Facelift Detroit
Week of October 21 <sup>st</sup>	Capstone Team Reflection with Facelift Detroit, Capstone Team Members, and Capstone Primary Advisor and Write final thoughts for book	

## Appendix C Community Housing Stock

### Housing Stuck in Our Area of Study According Data Driven Detroit

<b>HOUSING</b>	<b>2000</b>	<b>2010</b>
Total Housing Units	1,360	1,067
Occupied Housing Units	1,059	741
% Occupied Housing Units	77.90%	69.40%
Vacant Housing Units	301	326
% Vacant Housing Units	22.10%	30.60%
Owner Occupied Housing Units	563	399
% Owner Occupied Housing Units	41.40%	37.40%
Renter Occupied Units	496	342
% Renter Occupied Units	36.50%	32.10%
Homeownership Rate		53.80%

## Appendix D Survey Question Sheet

### **Capstone II Neighborhood Survey**

What is your relation to the community?

- a. Work
- b. Resident
- c. Business Owner
- d. Other

What do you see as the community's biggest asset (check all that apply)?

- Parks & Recreation
- Housing
- Businesses
- Schools
- Location (i.e. near the Detroit River)
- Other: \_\_\_\_\_

What do you see as the community's most important issue (check all that apply)?

- Blight
- Vacancy
- Traffic Violations
- Safety
- Housing
- Other: \_\_\_\_\_

What kind of development projects would you like to see in your community?

---

---

---

How long have you lived in this community:

Age (*circle one*):    5-17    18-24    25-34    35-44    45-64    65+

Gender (*circle one*):            Male                            Female            Prefer not to answer

***Thank you!***







**UDM School of Architecture | Master of Community Development**