



Building a Culture of Collaboration in Nardin Park

A MASTER OF COMMUNITY DEVELOPMENT
CAPSTONE PROJECT

Alexis Alexander, Hannah Colborn, Heather Nugen

DECEMBER 2019

Acknowledgements

We wish to thank the Nardin Park residents and other stakeholders who graciously lent their time and expertise to support our project. We would like to acknowledge the Nardin Park Improvement Rock Block Club for serving as our community partner, especially Nrena Hunt, who spent time with us and candidly shared her thoughts and experience. Thank you to the City of Detroit staff we spoke with both for the work they are doing for Detroit neighborhoods and for responding to our many questions and requests for support, especially Briana Mason (Planning and Development) and Mona Ali and Eric Fowlkes (Department of Neighborhoods).

Thank you to the faculty of the Master of Community Development Program for providing us with a strong foundation in resident-centered community development anchored in the HOPE Model throughout our time in the MCD program.

Thank you to our advisory committee members—Karen, Sam, Jeff, Cheryl, Gabe and Mike—for providing support and constructive feedback throughout the arduous capstone process.

A final thanks to our primary faculty advisor, Madhavi Reddy, for meeting with us weekly, coaching us through the capstone process, and pushing us to make our capstone project the best it could be.



Primary Faculty Advisor: Madhavi Reddy

Capstone Coordinator: Lara Wasner

MCD Program Director: Virginia Stanard

Advisory Committee Members: Karen Brown, Sam Butler, Jeff Johnson, Cheryl Munday, Gabe Neistein, Mike Smith

Keywords: Detroit, Nardin Park, resident, participation, revitalization, collaboration, coordination

Capstone Project submitted in partial fulfillment of the Master in Community Development,
University of Detroit Mercy School of Architecture

COVER IMAGE SOURCES (FROM TOP LEFT):

SAUER, DCDC, ELEOS COFFEE HOUSE, LOVELAND, LIVENGOOD, MORGAN, COLBORN, POINSETT, DEGC, PDD7, GAVROLITCH AND MCGRAW, APARTMENTS.COM, COLBORN



ABOUT THE AUTHORS

Alexis Alexander is a lifelong Detroit native who enrolled in the Master of Community Development program to explore how community voice could inform development in its many forms. While part of the MCD program, Alexis pursued a concentration in Economic Development. She completed her undergraduate studies at Harvard University with a concentration in African and African American Studies and a secondary field in Psychology. Alexis enjoys studying Detroit's history and assessing the ways that policy and investment shape the metro region. Alexis currently works for the City of Detroit's Housing and Revitalization Department where she helps to coordinate funding and resources for agencies serving persons experiencing and at risk of homelessness.

Hannah Colborn moved to Detroit in 2014 after growing up in the suburbs and completing her undergraduate studies at Loyola University Chicago. Hannah has worked for various community-building initiatives in Detroit neighborhoods in the last several years. Currently, she works as Marketing and Communications Manager for Michigan Community Resources, a non-profit organization whose mission is to support other non-profit organizations with pro bono and low-cost legal and organizational development resources. Hannah completed the Master of Community Development program with a concentration in Organizational Development, acknowledging that strong communities are built on strong organizations.

Heather Nugen is a longtime user of public transit around the world. She has been providing bicycle education and advocacy throughout her career in Detroit, including co-organizing the 2016 conference Bike!Bike!, co-organizing the third annual mobility justice gathering, Untokening Detroit, in 2018, and founding a bicycle ride and maintenance group, Cyclonauts. When she's not riding, she enjoys writing poetry, fiction, and personal essays, and was published in 2017 in the second volume of *Les Derailleuses*. She was the 2019 community development fellow in Eaton Rapids, Michigan as part of Project Rising Tide. Heather completed her Master of Community Development at Detroit Mercy in the winter of 2019.

About the Master of Community Development Program

The Master of Community Development program is a unique masters program designed by an interdisciplinary faculty at the University of Detroit Mercy to create a holistic approach to the theory and practice of community development with a foundation rooted in service, social justice, and sustainability. The program integrates human, organizational, physical and economic (HOPE Model) aspects of community development for a comprehensive approach to the renewal of communities.

For more information, please visit architecture.udmercy.edu/programs/mcd.



FROM LEFT: Alexis Alexander, Hannah Colborn, and Heather Nugen, following the academic presentation of their capstone project in November 2019

This page intentionally left blank



Building a Culture of Collaboration in Nardin Park

A MASTER OF COMMUNITY DEVELOPMENT CAPSTONE PROJECT

CONTENTS

Executive Summary	1
Introduction	3
PART I	
Historical Context	5
TIMELINE OF NARDIN PARK HISTORY	6
Asset Mapping	29
Needs Assessment	49
PART II	
Case Studies	61
Action Plan & Implementation Strategy	73
Projected Outcomes	89
Project Assessment Methods	97
Conclusion	111
Works Cited	114
<i>Appendices</i>	
APPENDIX A: Community Partner Memorandum of Understanding	126
APPENDIX B: Collaborative Parcel Exercise Inventory	128
APPENDIX C: About the Community Partner	141

This page intentionally left blank



Executive Summary

The University of Detroit Mercy Master of Community Development (MCD) program's capstone project is a thesis that analyzes comprehensive, integrated, and sustainable redevelopment (Wasner). The MCD capstone addresses a specific location and theme and works with a community partner organization using the MCD HOPE Model as a framework (Heximer and Stanard). This capstone proposes a set of recommendations for how the organizations and key stakeholders in development in the Nardin Park neighborhood of Detroit, Michigan could formally collaborate to influence local municipal investment and decision making to improve its physical landscape. The exploration of the topic came about after analyzing the physical development of the community and reviewing the mid-2018 findings from a city commissioned planning study following the neighborhood's selection for investment in the second round of the Strategic Neighborhood Fund (SNF 2.0). The capstone team's conversations with Nardin Park stakeholders—which included residents, organizational leaders, and city staff—uncovered a common interest in revitalization of the community.

The community partner selected for this capstone, the Nardin Park Improvement Rock Block Club (NPIRBC), was selected due to the frequency at which the organization's president, Nrena Hunt, was mentioned as a key community asset in the capstone team's conversations with non-profit, municipal, and philanthropic entities investing in the neighborhood. The perspective of the block club as well as the perspectives of the many stakeholders working in Nardin Park inform the content researched and recommendations proposed throughout this analysis.

The first half of the capstone provides a synopsis of historical events relevant to the shaping of Nardin Park and analysis of those findings. Research includes reviews of organizational websites and reports, firsthand interviews with residents and other Nardin Park stakeholders, review of primary and secondary historical resources, as well

as documents and media articles highlighting relevant events and revitalization strategies. After delving into the history and present conditions in Nardin Park, assets are identified and categorized as they relate to their facilitation of human, organizational, physical, and economic development. Using information gathered from community conversations and the aforementioned research materials, a needs assessment was conducted using the HOPE-SWOT framework. The appearance and plans for Nardin Park's physical landscape arise as a key area of importance to stakeholders and investors in much of the research covered in the first half of this capstone. In a community where 47% of the land is already cleared and open, and 54% of remaining structures are publicly owned, conversations between Nardin Park stakeholders and external organizations such as the Detroit Collaborative Design Center and City of Detroit Planning and Development Department focused on addressing resident concerns about the safety of their families and property, and identifying action steps for improving the physical conditions of the community (Loveland; Mason; Willis).

The second half of the capstone focuses on recommendations and the application of research to Nardin Park. With the selection of Nardin Park for SNF 2.0 investment and connection to the future Joe Louis Greenway by way of a nodal path planned along Elmhurst Street, the capstone team explores local and national case studies to provide Nardin Park stakeholders and those interested in supporting development in Nardin Park with precedents for carrying out collaborative action toward resident-led revitalization and development in the community. The Case Studies section presents analysis of these models and recommends potential applications for Nardin Park.

Collaboration facilitated through the collective impact model is explored as one way to help build a culture of collaboration in Nardin Park in the second half of the capstone. Conversations with Nardin Park stakeholders often highlighted a lack of connection between the many organizations working to improve the conditions in the neighborhood. After identifying the potential that intentional collaboration might have in helping to drive the work of resident-led revitalization forward, the capstone team incorporated the Strive Together collective impact model as a case study analysis to propose how formal collaboration could benefit Nardin Park.

After attending an August 2019 meeting of the NPIRBC, members of the capstone team identified several critical community needs based on concerns discussed in the meeting. These needs helped to inform the action plan and implementation strategy outlined in the second half of the capstone. The first need—responding to a request of the City of Detroit Planning and Development Department to inventory properties in need of demolition, board up, or historical notation—stood out as a potential opportunity to help bring many of the partners in Nardin Park together to collaborate. The strategy for how this exercise has been envisioned is outlined as the suggested plan of action.

The capstone closes with analysis on the projected outcomes for Nardin Park if the action plan to form a collaborative table that works together on a parcel identification exercise moves forward. The ways that human, organizational, physical, and economic development can be facilitated through this recommendation are followed by ways that social justice, multiculturalism, regional, and public policy needs might also be addressed by carrying out the action plan. Consideration for how this exercise could help the community assess the value of collaborating, establish shared goals, and decide on a process for measuring the impact of the collective in improving Nardin Park's organizational and physical landscape are presented in the Project Assessment Methods section.



Introduction

Capstone Overview

The University of Detroit Mercy Master of Community Development (MCD) program's capstone project is a thesis that analyzes comprehensive, integrated, and sustainable redevelopment (Wasner). The MCD capstone addresses a specific location and theme and works with a community partner organization using the MCD HOPE Model as a framework (Heximer and Stanard). Human, organizational, physical, and economic development (HOPE) and their connections to service, social justice, and sustainability inform the framework. Human development is the study of development from a whole lifespan perspective of how well an area meets the needs of its human participants (Munday). Organizational development includes how organizations coalesce, grow, change, and interact with their surrounding communities to develop them; it also considers an organization's internal development (Brown and Slowik). Physical development considers the natural and built features of the environment that contribute to the character and quality of life of a community (Morrish and Brown 17). Economic development is the intersection of consumer retail consumption patterns and needs, the financial infrastructure that supports building construction and rehabilitation, and the political history that shapes the outcomes of this work (Zachary).

Each aspect of the MCD HOPE Model is informed by the philosophical values of service, social justice, and sustainability. Service is defined as actions that meet the immediate concerns of those in need while critically examining their structural causes to expose social injustice (Albrecht). Social justice is defined as erasing the structural barriers that prevent wholeness in a community (Albrecht). Sustainability is defined as acts of inclusive thinking that help to promote the growth of and sustain our shared planet for the future (Albrecht).

Project Description

The Nardin Park capstone project is focused broadly on achieving equitable, collaborative, and resident-driven development in Detroit neighborhoods, with the westside neighborhood of Nardin Park as a case study. Opportunities for investment are coming to Nardin Park and the adjacent Russell Woods neighborhoods in Detroit, Michigan in the form of Strategic Neighborhood Fund 2.0 dollars and private funds. However, a lack of neighborhood cohesion and collaboration among community organizations limits clarity about the improvements that residents desire the most, creates a competitive funding environment that may not be attractive to potential investors, and has the potential to negatively impact democratic decision making. The potential impact that stronger coordination and collaboration among these groups could have on advancing the neighborhood's vision for revitalization is explored as a case study for the key elements critical to successful resident-informed community development. With the understanding that collaborative, resident-driven community projects are likely to be the most valuable to residents who can sustain them in the long term, the capstone team wants to encourage the success of individual community organizations in and around Nardin Park to build a culture of open communication and collaboration that fosters progress toward mutual goals for the community.

This capstone project partners with a resident-led organization—the Nardin Park Improvement Rock Block Club (NPIRBC)—to support the organization's ongoing efforts to improve the physical and social conditions in their service area in the Nardin Park neighborhood. Both Briana Mason of the City of Detroit Planning and Development Department and Christina Heximer of the Detroit Collaborative Design Center identified the NPIRBC and its president, Nrena Hunt, as having a history of engaging Nardin Park residents and making efforts to improve the physical conditions around Richard Allen Park (Heximer; Mason). The capstone team sought to understand Nardin Park residents' perspectives on the engagement strategy implemented through the Strategic Neighborhood Fund 2.0 plan. The block club was formed in 2011 by residents concerned about maintaining the park's landscape and securing abandoned structures to improve resident safety (Hunt). Given the capstone team's interest in understanding Nardin Park residents' perspectives on the City's SNF 2.0 engagement activities, the NPIRBC was selected as the community partner.

This thesis explores where the plans and hopes of Nardin Park residents fit into external revitalization strategies, and where there might be opportunities to promote resident involvement, decision making, and direct financial gain through the development in Nardin Park. The potential impact that stronger coordination and collaboration among these groups could have on advancing the neighborhood's vision for revitalization is explored as a case study for the key elements critical to successful resident-informed community development. How organizations working to rebuild the Nardin Park community interact with one another emerges as a key focus. Supporting Nardin Park residents in communicating to the City of Detroit Planning and Development Department properties to be prioritized for demolition, rehabilitation, and historical designation will be one action designed to open communication between NPIRBC and other neighborhood organizations.



Historical Context

Overview

The Historical Context section provides an overview of history in the Nardin Park community beginning with establishment of the area as farmland in the early 1800s and leading up to the present day and plans for the near future in Nardin Park. A description of historical events that have impacted the character and development of the neighborhood today is provided in chronological order. The information provided includes the influence of human, organizational, physical, and economic development events on Nardin Park, in line with the MCD HOPE Model. Information for this analysis was gathered through a review of organizational websites and reports, engagement with residents and other Nardin Park stakeholders, review of primary and secondary historical resources, as well as documents and media articles highlighting relevant events and revitalization strategies. The history described provides context for the neighborhood's present-day conditions as well as the inclusion of Nardin Park in the SNF 2.0 investment strategy. Trends and themes will be highlighted after presentation of events in chronological order.

Figure 1.1 shows a linear timeline of notable events in the history of the Nardin Park area. Events from all four areas of the HOPE Model are included in this timeline.

FIGURE 1.1

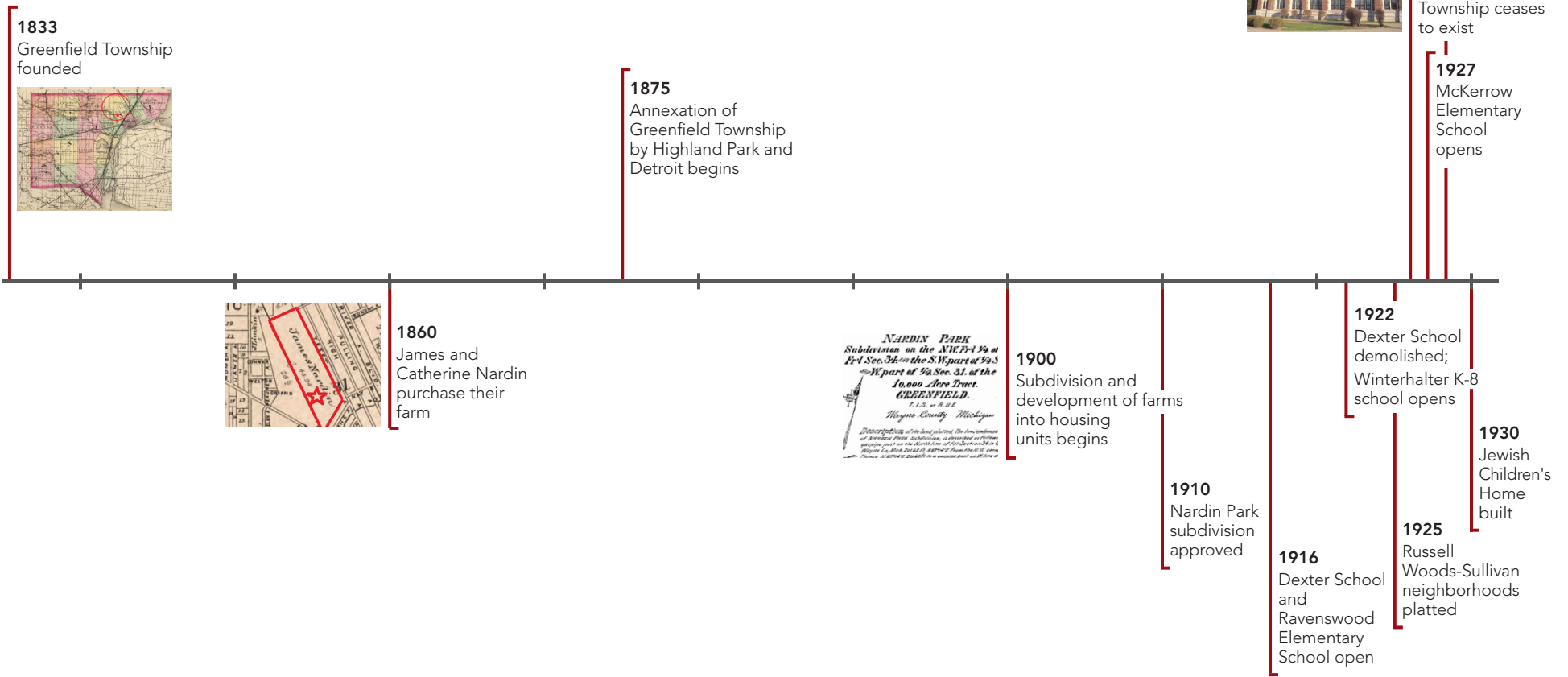
NARDIN PARK HISTORY

1833–PRESENT

This timeline shows notable events in the history of the Nardin Park community. The events begin with the founding of the community as Greenfield Township in 1833 and lead up to present day development.

These events are displayed in four phases: Farmland and Housing Development (1833-1909), Neighborhood Growth (1909-1964), The Rebellion & Its Impacts (1967-1985), and Nardin Park Today (1995 to present).

These events are discussed in narrative form in the following section of this document.



FARMLAND AND HOUSING DEVELOPMENT

NEIGHBORHOOD GROWTH

1950
Ravenswood
Elementary
closes

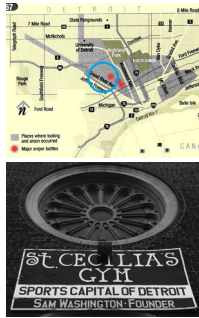
1945
Grand River Avenue
identified as
preferable
expressway route



1963
Keidan Elementary School
and Birney Elementary
School open
Ed Davis Chrysler
Plymouth dealership opens

CITY COUNCIL'S CITY PLANNING COMMISSION;
CHURCH, TO CHANGE NAME OF NARDIN PARK TO
RICHARD ALLEN PARK (APPROVED)
(\$120 - Nardin Park changed to RICHARD J

1964
Nardin Park
Methodist Church
building sold to
Ebenezer AME
Church



1967
Detroit Race
Rebellion;
St. Cecilia
High School
closes;
St. Cecilia's
Gym opens



1968
Fresco of
Black Christ
painted at
St. Cecilia
Church

1971
Ed Davis Chrysler
Plymouth closes

1975
Broadstreet
Parade is
founded

1978
Nardin Park
renamed Richard
Allen Park by
City Planning
Commission

1985
Vaughn's
Bookstore
closes



2002
Yosemite
Townhomes
Constructed;
Robert Thomas
Apartments
renovated

Early 2000s
Broadstreet
Parade ceases
to exist
(exact date
unknown)

2009
Birney
Elementary
School closes;
Winterhalter
School closes
and reopens
as Hope
Academy



2016
Eleos Coffee
opens



2017
Richard Allen
Park updated by
City of Detroit

2011
McKerrow
Elementary
School closes;
Nardin Park
Improvement
Rock Block
Club
(NPIRBC)
established

2019
Community Visioning
Proposal completed;
Eleos Coffee renamed
Dexter Grinds;
SNF 2.0 planning
process ends



2018
Russell Woods/Nardin
Park identified as SNF
2.0 area by City of
Detroit, related
community planning
process begins;
NPIRBC begins
Community Visioning
Proposal in
partnership with the
Detroit Collaborative
Design Center

2012
Central High School
closes

THE REBELLION &
ITS IMPACTS

NARDIN PARK
TODAY



Neighborhood Boundaries

The City of Detroit's Department of Neighborhoods defines Nardin Park as the area bounded by Cortland Street to the north, Dexter Avenue to the east, Joy Road and the eastbound I-96 service drive to the south, and Livernois Avenue to the west. Figure 1.2 depicts these boundaries and the six neighborhoods that surround it.

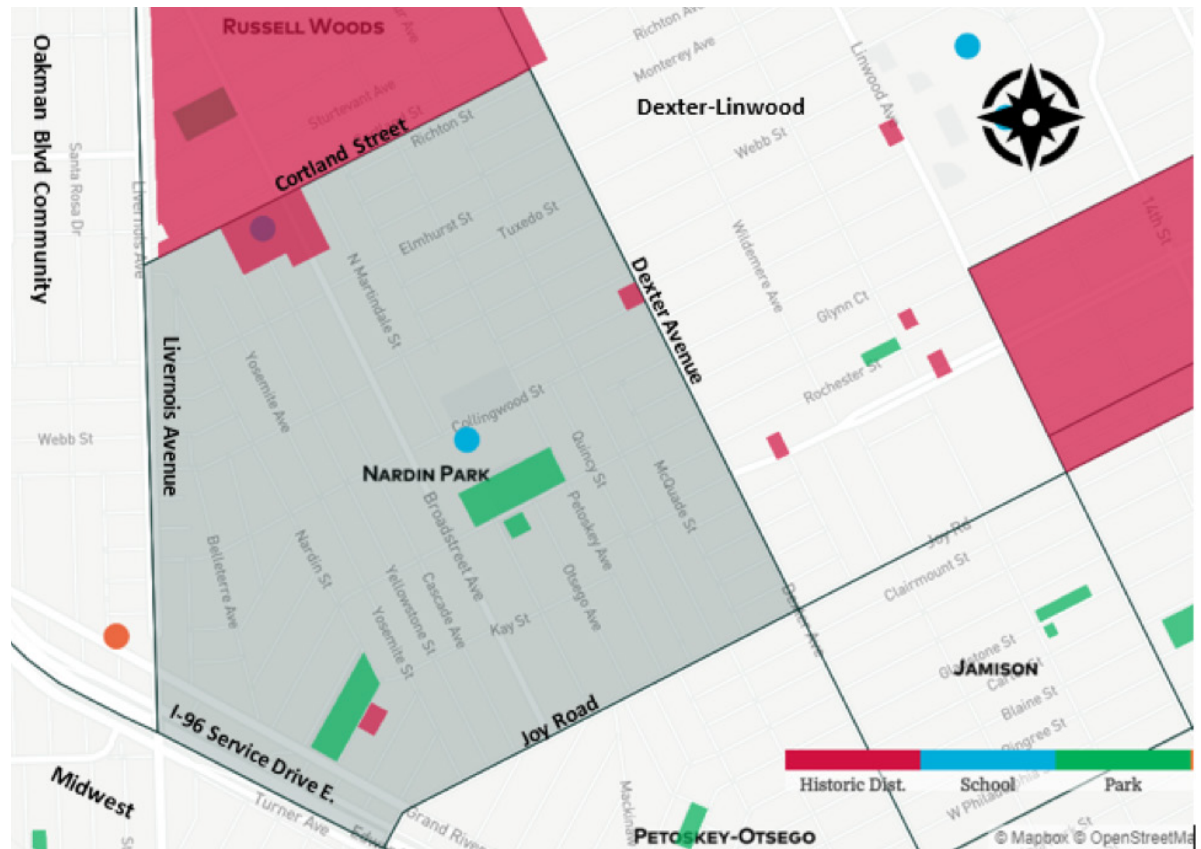


FIGURE 1.2 Nardin Park neighborhood boundaries (Department of Neighborhoods)

Neighborhood History

1833 – 1909: FARMLAND AND HOUSING DEVELOPMENT

Nardin Park and its northern neighbor, the Russell Woods community, are part of the area that was established as Greenfield Township in 1833 (see Figure 1.3). This area was gradually annexed by the cities of Detroit and Highland Park between 1915 and 1926 (Michigan Bureau of Construction Codes). Most of the original development of the area that is now Nardin Park was carried out while the land was still Greenfield Township (Michigan Bureau

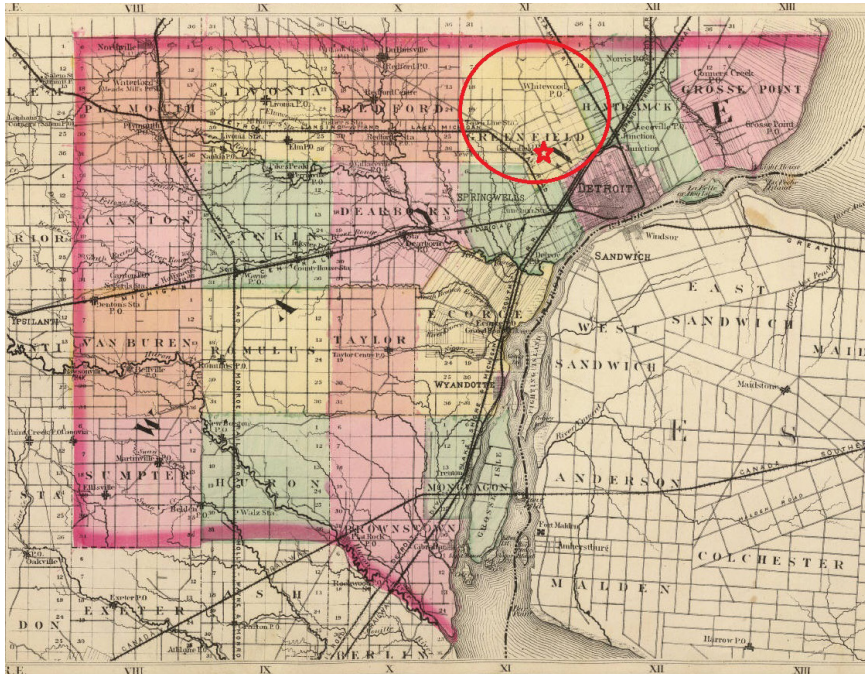


FIGURE 1.3 1873 Map of Wayne County with Greenfield Township circled, and Nardin Park starred (David Rumsey Historical Map Collection)



FIGURE 1.4 Plat map of Greenfield Township; plots owned by James Nardin are outlined and starred in red (Sauer)

of Construction Codes). Many of those original homes still stand today, and although some of the street names changed when the area was annexed by Detroit, the area retains most of its original street configuration from when it was subdivided and developed in the 1910s (Michigan Bureau of Construction Codes).

The name “Nardin Park” originated from the French immigrant farm owners James and Catherine Nardin, who purchased their land in 1860 and owned it until it was sold and developed into housing in 1910 (Michigan Bureau of Construction Codes). Much of Nardin Park’s southern boundaries were formed when the land owned by the Nardin family fell into foreclosure in 1910; after that, 76 acres of land were purchased by the Thomas brothers’ realty firm and subdivided into 456 plots which are listed today as the Nardin Park subdivision (Detroit Free Press). Figure 1.5 shows the boundaries of the original Nardin Park subdivision in light purple against the neighborhood’s boundaries as they appear today.

1910 – 1964: NEIGHBORHOOD GROWTH

In the 1910s and 1920s, several community schools were established to meet the needs of growing families coming to the community to pursue jobs in the auto industry (Detroit Free Press²; Grove and Van Der Velde; Sugrue 210-215). Dexter School and Ravenswood Elementary were built prior to annexation and were incorporated into the Detroit school system in 1916 as portions of Greenfield Township were annexed by a growing Detroit (Grunow). Winterhalter Elementary School was opened in 1922 and expanded in 1924 in response to the influx



FIGURE 1.5 Nardin Park subdivisions (Michigan Bureau of Construction Codes)

of residents moving into the newly subdivided neighborhood (Grove and Van Der Velde; Detroit Free Press2). By 1926, Greenfield Township was completely annexed by the City of Detroit and other cities (Grunow). The area was largely already developed by the time of the township’s annexation, making it an attractive neighborhood for families looking for housing during the early Detroit auto-boom era (Grunow). In 1926, Central High School opened just northeast of Nardin Park, and McKerrow Elementary School opened in 1927 (Grove and Van Der Velde).

In the 1920s and 1930s, the community continued to grow and prosper. In 1928, construction on Nardin Park Methodist Church (today, Ebenezer African Methodist Episcopal Church), was completed, beginning the long legacy of the impact of faith communities in Nardin Park still evident today (Morgan). In 1930, the Jewish Children’s Home was built (Gravel). During this time, Grand River Avenue, which has been a thoroughfare through the area since the route was used as a footpath by indigenous peoples, served as a major artery for automobile traffic between downtown and the northwest Detroit communities (Lingeman; Mowitz and Wright 456).

For the first part of the century, the Jewish community operated many businesses along the Dexter corridor (Livengood; Woodford 188). As the Jewish community moved out of the city’s North End in the 1930s and 1940s, the area around 12th Street, Linwood Avenue, and Dexter Avenue became home, including Nardin Park (Woodford 188). At one time, four Jewish synagogues were located along Nardin Park’s eastern boundary (Boileau). B’nai Moshe, the largest of the four, moved to the area in 1929, where it served its congregation for 30 years (B’Nai Moshe).

Church in 1959 (B’Nai Moshe). As the Jewish residential community moved further northwest to the 7 Mile and Livernois area, Nardin Park saw a population boom in the form of new African American residents, many of whom had been displaced by urban renewal projects in other parts of the city (Stromberg). Shortly after the congregation moved into the community, members of St. Paul AME Zion Church decided to form the St. Paul Housing Corporation with an interest in improving access to quality, affordable housing for members of the area’s growing African American community (B’Nai Moshe; Bentley). A board of directors for the non-profit was formed, enlisting the participation of church members and local African American business owners (SPHC).

African Americans also began to own and operate businesses along the Dexter Avenue corridor, resulting in a mix of Jewish, Muslim, and African American residents and businesses by the 1960s (Livengood; Woodford 188). When Nardin Park resident and current NPIRBC president Nrena Hunt’s parents purchased their home in the neighborhood in 1963, Nrena recalled the diversity of African American, Iranian, Chaldean, and Jewish business ownership along both the Dexter and Grand River corridors (Hunt). In response to this population change, and in line with a broader demand for more schools in Detroit in general during this decade, Keidan Elementary School opened in 1963 (Grove and Van Der Velde). Also in 1963, local African American businessman Ed Davis opened Ed Davis Chrysler Plymouth on Dexter and Elmhurst (F. Smith 245). By doing so, he became "the first African American to be awarded a new car franchise from one of America's top three automakers (General Motors, Ford, and Chrysler)" (F. Smith 245).



FIGURE 1.7 Yellow Pages phone book advertisement for Ed Davis Chrysler Plymouth, located at Dexter and Elmhurst in Nardin Park from 1963 to 1971 (Craig)

Construction on the Jeffries Freeway also began in 1963 with the portion running parallel to Grand River Avenue following the creation of the Federal Highway Administration and associated influx of freeway funding (Bessert). Like other freeway construction projects in Detroit, land acquisition resulted in residential and business displacement to complete the project (Stromberg). Many of the residents and institutions that relocated to Nardin Park during

and immediately after the construction of the Jeffries had been recently displaced by the construction of other freeways, notably I-75, which had targeted Black neighborhoods for construction as part of Detroit's urban renewal policies (Chapel Hill Missionary Baptist Church; Stromberg). The construction of the Jeffries bisected the previously contiguous Nardin Park and surrounding community into east and west portions, serving to isolate Nardin Park between Dexter, Grand River, and Livernois Avenues (Moore). While the community's streets and street configuration have remained largely the same since the 1910s even into the present day, the only significant change occurred with the development of the Jeffries Freeway (Bessert).

In 1964, the predominantly White congregation of Nardin Park Methodist Church moved from its home since 1928 to a new building in the northwest suburb of Farmington Hills (Morgan). This allowed the predominantly Black congregation of Ebenezer African Methodist Episcopal Church to purchase the historic, Gothic-style church building, shown in Figure 1.8, from Nardin Park Methodist for \$600,000 in 1964 (Block).

Also in 1964, Vaughn's Book Shop opened on Dexter Avenue. Vaughn's Book Shop was located at 12123 Dexter



FIGURE 1.8 Historic drawing of Nardin Park Methodist Church, purchased in 1964 by Ebenezer African Methodist Episcopal Church (Morgan)

Avenue and was a central gathering place established for socially and politically conscious African Americans (Livengood). Black literature filled the shelves with content that drew the attention of those who were part of the Black Consciousness Movement, including the Black Panther Party, which held weekly meetings at the store (Livengood). A photo of Ed Vaughn is shown in Figure 1.9.



Edward Vaughn, chairman of Forum '66 and owner of Vaughn's Book Shop, headquarters for the Convention, propagandizes for the program.

NEGRO DIGEST June 1967

19

Courtesy of Eric Vaughn

FIGURE 1.9 Vaughn's Book Shop as it appeared one month before the 1967 Rebellion (Livengood)

1967 – 1985: THE 1967 REBELLION AND ITS IMPACT

Although the construction of I-96 was one of the most substantial physical changes in the modern history of the community, the event that had some of the most significant impact on Nardin Park and Detroit as a whole was the 1967 Rebellion (Moore; Sugrue 215). The rebellion, sometimes referred to as the 12th Street Riot, started southeast of Nardin Park in response to the raiding of an unlicensed bar—owned and attended by Black Detroiters—by White Detroit policemen (Detroit Historical Society). The rebellion broke out when someone threw a brick through the back of a police car (Detroit Historical Society). Although this was the incident that “sparked” the rebellion, this was “the culmination of decades of institutional racism and entrenched segregation” (Detroit Historical Society). “By the end of the first two days, fires and looting were reported across the city. Additionally, the mass theft of firearms and other weaponry turned Detroit into an urban warzone. Sniper fire sowed fear and hindered firefighting and policing efforts” (Detroit Historical Society). Figure 1.10 shows a map of the areas impacted by the rebellion, with Nardin Park circled in blue.

The unrest was largely contained from spreading west by the construction of I-96 at the time, but it pushed north almost as far as Elmhurst Avenue along Grand River, Livernois, and Dexter, effectively funneling the unrest into Nardin Park (Gavrolitch and McGraw 520). There was substantial damage to businesses and homes, including instances of arson. The population at this time in Detroit was undergoing a demographic shift from White to Black (Livengood, Sugrue 210). The events of July 1967 accelerated the flight by White Detroiters to the suburbs; a decade later, the City of Detroit was majority Black (Livengood; Sugrue 210). As with many other neighborhoods in Detroit impacted by the rebellion, Nardin Park did not receive formal assistance or dedicated efforts towards rebuilding the homes and stores lost (Sugrue 214). Many neighborhood businesses were decimated, including Vaughn's Book Shop (Livengood). Despite the damage, Vaughn would go on to reopen the bookstore, an action

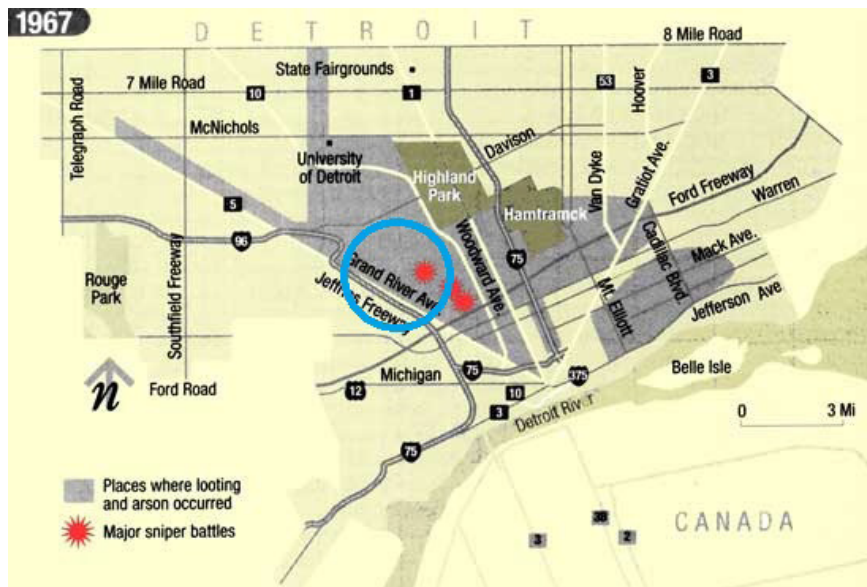


FIGURE 1.10 Detroit Rebellion Map, The Detroit Almanac (Gavrolitch and McGraw 520)

that few Dexter Avenue business owners took (Livengood).

In the wake and recovery from the rebellion, new traditions and celebrations were established in Nardin Park. St. Cecilia’s Church, which had operated in the area since 1921, closed its high school in 1967 following the events of the rebellion; the facility reopened shortly thereafter as a gym, sometimes called “Ceciliaville” (“St. Cecilia Church (St. Charles Lwanga Parish)”). St. Cecilia’s Gym has provided area youth and young adults a place to play basketball since its founding by Sam Washington, Sr. (Hairston). Washington had his idea after the rebellion, “and from the debris of the fires, a basketball league arose” (Lopresti). “The church sought to appeal across racial and political boundaries. On one side of the street, basketball games in a gym built in the 1920s. On the other, Black Panthers meeting in the church basement” (Lopresti).

Another noteworthy congregation in the community is Chapel Hill Missionary Baptist Church, which moved to Nardin Park in the 1960s after being forced to relocate two times prior because of urban renewal (Chapel Hill). The congregation celebrated its first worship services at its new building in October 1967; the church’s gym and classroom annex opened a few years later, in 1973 (Chapel Hill).

St. Paul Housing Corporation maintained its mission of meeting the housing needs in the community. Under the leadership of Dr. William Ardrey, pastor of St. Paul AME Zion Church, the organization began to explore the feasibility of developing affordable housing near their new church home (Bagley). In 1968, after scaling back slightly because of financial constraints, the Corporation decided to move forward on construction of a 93-unit senior housing apartment facility using \$1,800,000 in loan funding approved by HUD (Carrigan). Figure 1.11 shows a rendering of the building published in a denomination-wide publication. Along with the image, the publication

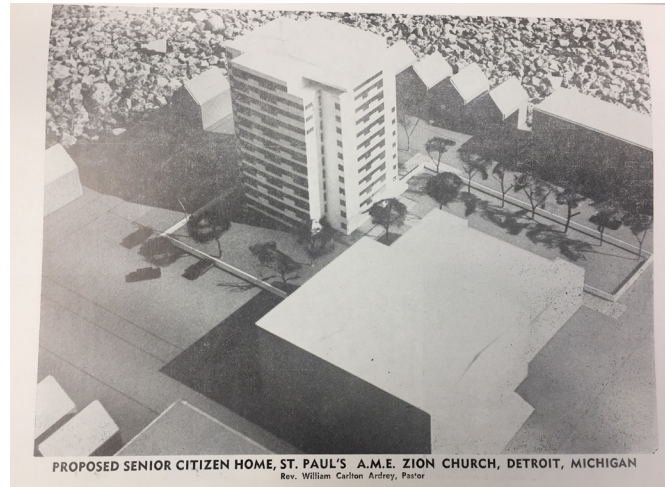


FIGURE 1.11 St. Paul's Proposed Senior Housing Structure rendered in May 1968 (Spottswood)

highlighted the organization's efforts as "the largest social services, largest financial undertaking in the history" of the Zion African Methodist Episcopal denomination (Spottswood).

The housing project continued to run into financial challenges and delays during construction and ultimately ended up having its first loan payment due before the building could be occupied (Bentley). Lawsuits and challenges in keeping rental rates that were both affordable to low income seniors and able to supply the funds needed to maintain the structure are documented in the Bentley Historical Collection's records of the project.

In 1968, continuing to appeal to the diverse and changing character of its congregation, leadership of St. Cecilia's Church commissioned a fresco painting of a Black Christ figure to adorn the dome of the church sanctuary ("St. Cecilia Church (St. Charles Lwanga Parish)"). The painting received national attention and was featured on the cover of *Ebony* Magazine the following year ("St. Cecilia Church (St. Charles Lwanga Parish)"). "The Black Christ painted by Black artist Devon Cunningham...on the dome of St. Cecilia Church in Detroit is another application of the Black power ideology which since 1966 has involved both 'Negro' and White churches with the formation of Black caucuses," journalist Alex Poinsett wrote of the cover in *Ebony's* March 1969 issue, shown in Figure 1.12.

Ed Davis Chrysler Plymouth closed in 1971 following a few years of declining business after the 1967 Rebellion (Craig). Although the dealership had grown to become one of Chrysler's most successful dealerships, Davis found theft from the dealership lot to be a problem as the character of the neighborhood changed in the 1960s—"by the time of the 1967 Detroit riots, the neighborhood surrounding his dealership had changed from middle class to one of the toughest on the city's west side," E.H. Craig II writes in the online publication "Detroit Transit History." In 1971, following the unionization of his employees in 1969 and ensuing labor issues, Davis closed his dealership and retired (Craig).

The Broadstreet Parade began in 1975, and quickly became a well-loved cultural event in the community (Detroit

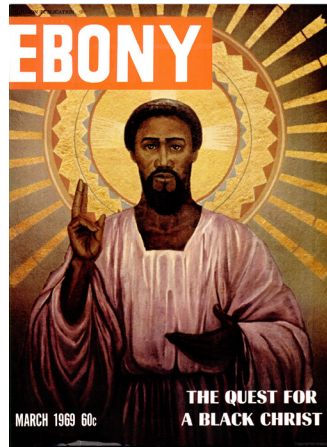


FIGURE 1.12 Depiction of the fresco painting from St. Cecilia's Church, commissioned in 1968, on the March 1969 cover of Ebony magazine (Poinsett)

Free Press). A route was established spanning large portions of the Nardin Park neighborhood (Detroit Free Press). Over the years, the parade became known as a community outreach event which brought together area block clubs and mounted police in celebration of competition between the city's best high school bands and drill teams (Detroit Free Press). However, the annual event ceased to exist at some point in the early 2000s; the exact circumstances around why this occurred are unknown (Hunt).

In 1978, the trustees of Ebenezer AME Church petitioned the City Planning Commission to change the name of the City of Detroit park adjacent to Ebenezer AME from Nardin Park to Richard Allen Park; the name change was voted on in an April 1978 City Planning Commission meeting (City Planning Commission). The park is named for Bishop Richard Allen, who founded the Connectional AME Church in 1787, of which Ebenezer AME is a member ("About Ebenezer"). This name change was contentious among stakeholders in Nardin Park; Nrena Hunt, resident and president of the NPIRBC, said even decades later, she still uses the park's original name, and that many of her neighbors do the same (Hunt).

A few years later, in 1985, Vaughn's Book Shop closed after years of larger economic decline in the area (Livengood). The loss of businesses, specifically African American entrepreneurship along Dexter, would leave a lasting impact that the eastern edge of Nardin Park has not yet recovered from.

1995 – PRESENT: NARDIN PARK TODAY

In 1995, the Oak Village Square Apartments were constructed on Burlingame Street at Petoskey Avenue by the national organization Volunteers of America to provide housing for low-income seniors (Volunteers of America). In 2002, the Robert Thomas Apartments were renovated by Ebenezer AME Housing Development Corporation, an affiliate of Ebenezer AME Church, who had purchased the building in the late 1990s after it had become vacant (Dortch). Also in 2002, Chapel Hill Missionary Baptist Church completed a development of townhomes on Yosemite Street after having owned the land since the mid 1980s (Chapel Hill).

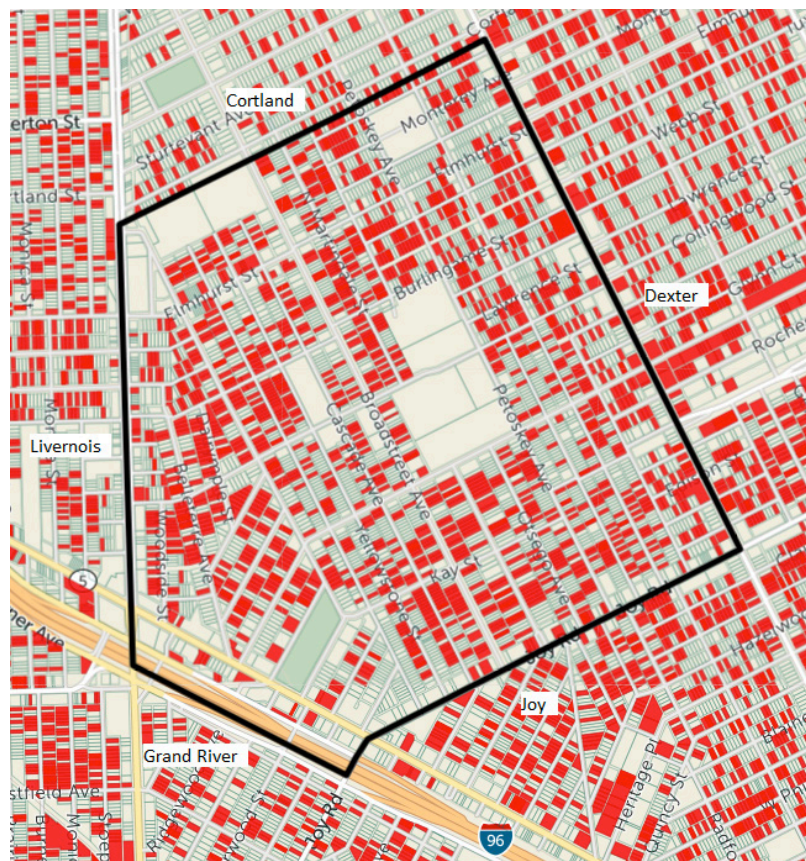


FIGURE 1.13 Map of homes foreclosed in Nardin Park 2002-2016; foreclosures shown in red (Loveland3)

In 2009, at the height of the national financial recession and foreclosure crisis, the community lost two elementary schools: Birney and Winterhalter (Grove and Van Der Velde). Nardin Park was hit especially hard by bank and tax home foreclosure proceedings; this wave of residential foreclosures in Detroit began in 2002 and reached its peak in 2013 (Loveland3; Sands). See Figure 1.13 for a map depicting homes foreclosed in the community between 2002 and 2016.

Between the foreclosure crisis and the related crisis in Detroit Public Schools, which had struggled with debt and facilities maintenance since the 1980s, McKerrow Elementary School closed in 2011 (Grove and Van Der Velde, Loveland2; Loveland3). While Birney and McKerrow Schools remain closed today, Winterhalter Elementary School was reopened by the leadership of the nearby Straight Gate Church as Hope Academy in 2012 (Hope Academy).

Additionally, St. Paul's Senior Housing closed, and residents vacated in 2012 following a fire (DetroitUrbEx). Today, the structure sits abandoned and in disrepair. Figure 1.14 provides an image of how the building appears today. In a 2019 publication issued by the Detroit Collaborative Design Center, Nardin Park residents identified the



FIGURE 1.14 St. Paul's Elderly Housing as it appears today

12-story structure as having potential for mixed-income future development in an overarching strategy to mitigate blight and increase the density of occupied multifamily housing in the neighborhood (DCDC 5-6).

The large percentage of county- and city-owned property in Nardin Park in recent years have provided opportunities for investment along Dexter Avenue because of more streamlined processes through which property can be obtained (COD2). The City of Detroit's website links to the central hub that interested investors can visit to get information on Detroit Land Bank Authority owned properties, including their condition and price (COD2). These opportunities opened the door for the Kansas City organization Eleos Ministries to invest in the community with



FIGURE 1.15 Eleos Coffee in 2016 (Eleos Coffee)



FIGURE 1.16 McCabe Park and Richard Allen (Nardin) Park (Department of Neighborhoods)

plans to use revenue to fund local ministry efforts (Eleos Coffee). In October 2016, Eleos Coffee was opened on Dexter Avenue (Eleos Coffee). Eleos Coffee was renamed Dexter Grinds, and ownership was transferred from Eleos Ministries to the local Restore Church, in 2019 (R. Smith).

Park Improvements: Richard Allen Park and McCabe Park

In 2017, Richard Allen Park and McCabe Park were recommended for landscaping and infrastructure updates by the City of Detroit as part of the 2017 Parks and Recreation Improvement Plan. Investment in parks in the Nardin Park neighborhood was part of ten phases for capital improvements on assets not improved in the 2006 Parks and Recreation Master Plan (DPRD 3; 75). Phases one and two focused on the DPRD's "Strengthening Neighborhoods" strategy targeting investment in communities "on the verge of losing population" to "further bolster strong neighborhoods around Detroit" (DPRD 4; 64). Parks are prioritized and ranked using characteristics of the neighborhoods in which they are located; these characteristics include population density, senior population, youth population, public input, staff expertise, building permit density, population change between 2000-2010,



FIGURE 1.17 Nardin Park within the Russell Woods Retail Market Analysis Primary Trade Area (DEGC 85)

and greenway proximity (DPRD 55). Richard Allen Park was ranked number 40 on a list of parks in the first phase with an estimated need of \$250,000 in investment (DPRD 66). McCabe Park came later, in phase six, and was the last park estimated to need a \$500,000 investment (DPRD 71). Figure 1.16 shows where these are located within Nardin Park. In 2018, improvements to Richard Allen Park outlined in this plan were completed.

Detroit Economic Growth Corporation Neighborhood Retail Study

In January 2018, the Detroit Economic Growth Corporation (DEGC) released a retail market analysis that quantified the need for retail in thirteen Detroit commercial corridors, including the Dexter Avenue corridor as part of the Russell Woods Neighborhood Retail Study. Although the analysis does not call out Nardin Park by name, this community is included within the Primary Trade Area in the Russell Woods Neighborhood Retail Study (DEGC 85). See Figure 1.17 for an outline of where Nardin Park sits within the study area.

In the study, the DEGC suggests reactivating 149,000 square feet of vacant commercial space with retail to meet the \$60 million of unmet demands for grocery, personal care, and household goods located just one block north of Nardin Park's boundary along Dexter Avenue (87-88).

Inclusion in the Strategic Neighborhood Fund

In 2018, Russell Woods and Nardin Park were identified as one of seven Strategic Neighborhood Fund investment

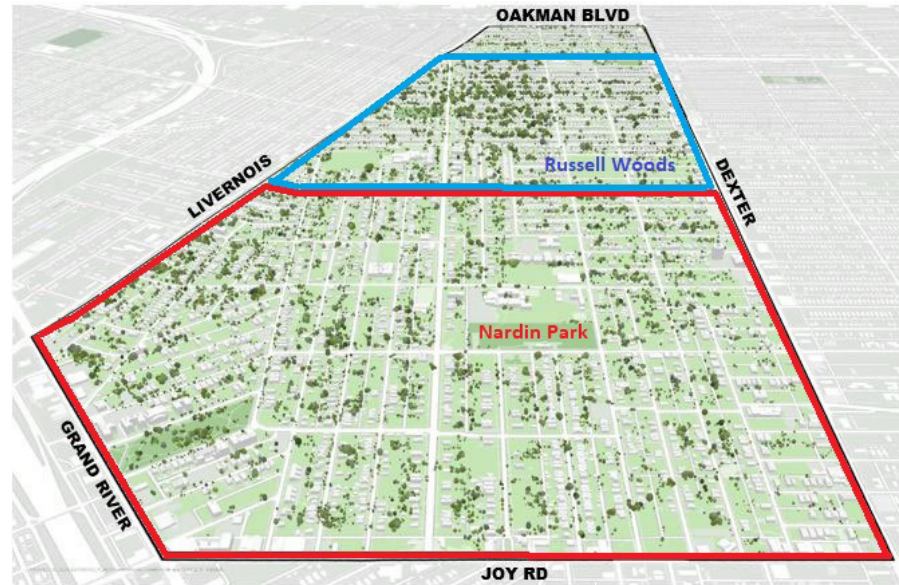


FIGURE 1.18 Outline of Russell Woods/Nardin Park Strategic Neighborhood Fund area as defined by the City of Detroit Planning and Development Department, with Nardin Park, Russell Woods, and a portion of the Oakman Boulevard community boundaries highlighted (PDD)

areas to receive a portion of a \$130 million investment through the Strategic Neighborhood Fund 2.0 (Crain's). This announcement was followed by several months of strategic planning to develop a comprehensive plan led by the City of Detroit's Planning and Development Department and Lorcan O'Herlihy Architects (PDD).

From April 2018 through March 2019, the Planning and Development Department (PDD) invited residents to eight locally held focus groups to help determine the vision in the categories of Arts & Heritage, Historic Spaces, Economic Development & Retail, Streetscape & Mobility, Housing, Parks, Open Space, Youth, and plans for key thoroughfares including Broadstreet (PDD). At two of the gatherings where data was collected, 49% of participants reported being a part of the community for more than 25 years, demonstrating that many of those who participated in the process have long-held ties to the community (PDD1; PDD2).

Each of the community meetings held in the Nardin Park and Russell Woods communities included discussion on improving pedestrian safety along Dexter Avenue and Elmhurst Street (PDD1; PDD2; PDD3; PDD5). Streetscaping improvements in the form of protected bike lanes were planned for the area as part of SNF 2.0 strategy execution (PDD2). Additionally, the Broadstreet Parade route was highlighted as a pathway worth improving to provide a safe way to travel between schools and community organizations in the neighborhood for local youth (PDD1; PDD5).

Early in the planning process, an interesting divide appeared among the residents who attended meetings. At three of the gatherings where data was collected, only 32% of participants reported being residents of Nardin

Park, despite the population of the two communities being almost equivalent. According to the U.S. Census Bureau, the two census tracts that make up Nardin Park have a combined population of 3,441, whereas the two tracts that make up Russell Woods have a combined population of 3,419 (U.S. Census Bureau (2017)).

Location	Historical Site	Current Status
12123 Dexter Avenue	Vaughn's Book Shop	Abandoned building
12021 Dexter Avenue	Dexter Chop House	Demolished (parking lot)
11825 Dexter Avenue	Ed Davis Chrysler Plymouth Dealership	Dexter Elmhurst Center
6340 Stearns Avenue	St. Cecilia's Gym	St. Cecilia's Gym
11740 Dexter Avenue	Club Dexter (Speakeasy)	Demolished (parking lot)
4546 Elmhurst Street	Photo Studio + Record Shop	Demolished (parking lot)
11541 Dexter Avenue	The Minor Key Jazz Club	Demolished (vacant lot)

FIGURE 1.19 Sites in Nardin Park of historic interest to the African American community (Beard; PDD2)

As a result of this planning process, along Nardin Park's northern border with Russell Woods, three houses were put up for sale in July 2019 through the Detroit Land Bank Authority's Own it Now initiative, which offers special listings and open houses designed to attract potential buyers (PDD7). Planner Brian Mason, community engagement lead for the PDD, noted that a goal of the process is to stabilize the edge of the neighborhood so that further real estate improvements might be catalyzed (Mason). Projects selected to move forward for implementation in nearby Russell Woods included updates to Zussman Park at Davison and Broadstreet, the installation of gates with signage highlighting Russell Woods as a historic district, and the activation of retail pop ups along Dexter Avenue (PDD7). Mike Smith of Invest Detroit—the community development financial institution holding the fund on behalf of the City of Detroit—noted that although the SNF 2.0 strategy has many components, the final implementation plan in each selected community is unique and may not include a deliverable in each category.

A June 2018 SNF 2.0 focus group coordinated by the PDD resulted in identification of several sites of cultural significance to the community (PDD2). Figure 1.19 shows the historic sites closest to the Nardin Park boundaries. Oral histories were collected as part of this focus group (PDD4). As focus group participants considered how best to revitalize the neighborhood, residents saw value in celebrating the neighborhood's heritage by incorporating murals on the exterior of sites slated to increase economic development (PDD5). At the fourth community meeting, the PDD outlined a strategy for mural creation via the City Walls Project (PDD7).

The planning process carried out by the Planning & Development Department as part of the SNF 2.0 process

was completed and the full list of projects selected to move forward were announced in a June 2019 community meeting held at Ebenezer AME Church (PDD7). These projects are documented in the PDD's slide presentation used in the June 2019 meeting, available to the public on the City of Detroit's website, and listed in the Works Cited page as PDD7. Additional context inspired by themes present within the chronological history of Nardin Park is the focus of the sections that follow.

Analysis

NEIGHBORHOOD ESTABLISHMENT & RELATIONSHIP TO RUSSELL WOODS

While Nardin Park was developed into housing gradually over 30 years by several small developers (Michigan Bureau of Construction Codes), northern neighbor Russell Woods was developed contiguously in the same decade by only a few individuals, platted in 1925, and construction was completed by 1939 (Amicangelo; City of Detroit Historic Designation Advisory Board). Housing stock in Nardin Park is older than that of Russell Woods; the oldest housing stock in Nardin Park is almost 50 years older than the oldest housing stock in Russell Woods (Michigan Bureau of Construction Codes). These older homes have distinct styles reflective of the time periods in which they were constructed; built in various permutations of Stick, Foursquare, and Prairie styles, homes in Nardin Park feature a mix of brick or wood facade materials (Kibbel, Kohlstedt). Built in a time before widespread car ownership, Nardin Park today has a higher density of multi-family buildings than Russell Woods, reflective of a neighborhood constructed adjacent to Detroit's now removed Grand River trolley line (O'Geran 45).

Despite the modern high density of multi-family properties (suggestive of a more mixed-income or working-class neighborhood), many of the now vacant parcels in Nardin Park were historically single-family homes not dissimilar from those which can be seen in the community today (Michigan Bureau of Construction Codes). In contrast, Russell Woods was constructed with and has maintained a high density of detached single-family homes, consistent with the rise of the automobile ownership at the time the neighborhood was constructed. Homes in Russell Woods were developed in the Arts and Crafts, Neo-Tudor, Colonial Revival, and Modern styles, with a high prevalence of brick and stone facade materials that reflect the middle-class values of the time, and are consistent with the more suburban feeling single-family home developments going on in newly annexed portions of Detroit (City of Detroit Historic Designation Advisory Board, Grunow).

Based on building materials and lot sizes that exist in both neighborhoods today, it can be determined that both Nardin Park and Russell Woods were developed in their era for middle- and upper-class markets (City of Detroit Historic Designation Advisory Board, Kibbel). The difference in age of the housing stock has over time resulted in a substantial difference between the two neighborhoods in the maintenance, appearance, and desirability of homes. Unlike Russell Woods, Nardin Park's housing stock does not have neighborhood-wide uniformity in character, building materials, or connection to a prominent historical figure that would facilitate community associations applying for historic designation and leveraging related resources. One can conclude that much of the loss in density and decline of homes observable in Nardin Park today is an outcome of the deterioration of this older building stock, coupled with diminished access to resources to repair properties in the community from



FIGURE 1.20 1938 Detroit land use map; Nardin Park indicated with red outline (Detroit Housing Commission)

the city, state, and other institutions, despite the historic nature of the built environment in Nardin Park that is comparable to that of Russell Woods. Additionally, the arrangement of streets in Nardin Park today appears different from the grid patterns observed in surrounding neighborhoods; this can be also attributed to the area's gradual development by several individuals. Streets jog around different subdivision borders and run at irregular perpendicular angles in relation to Grand River and Livernois Avenues, which can be seen in Figure 1.20.

IMPACT OF SCHOOL CLOSURES OVER TIME

Nardin Park has throughout its history been home to six different schools; though not all opened at the same time, schools have played a significant role in the development and decline of the community. The earliest schools were built when the area was still a part of Greenfield Township and were operated as part of the Detroit district after annexation (Grove and Van Der Velde). Dexter School was annexed in 1916 and demolished shortly thereafter, in 1922 (Grove and Van Der Velde). Ravenswood Elementary, which was built in 1915 and which was converted to a preparatory school for boys in the early 1920s, operated until it was demolished in the late 1960s (Grove and Van Der Velde). McKerrow School, built in the 1920s, was host to a workforce development program called Detroit

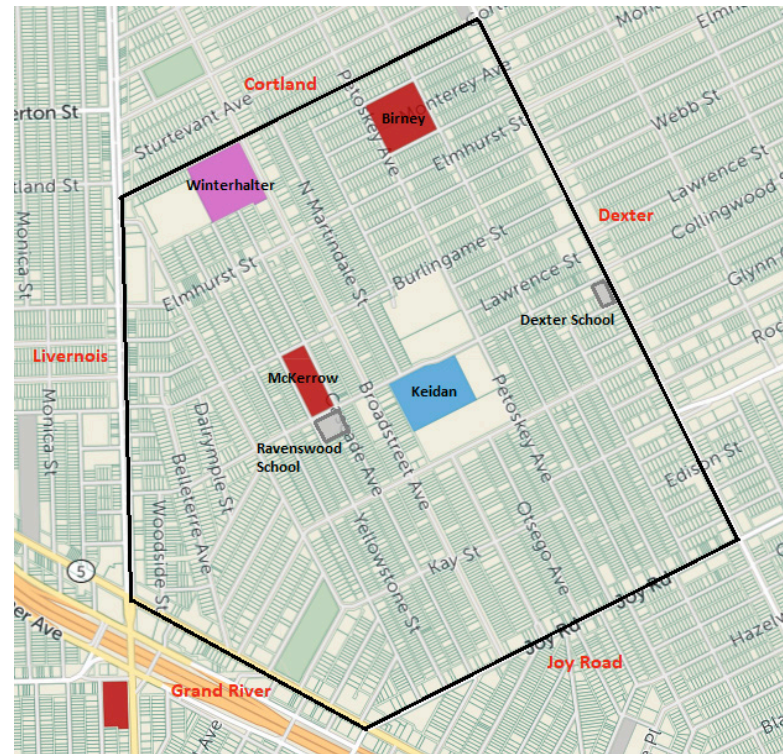


FIGURE 1.21 Map of Schools in Nardin Park (Grove and Van Der Velde; Loveland Technologies)

Trainable, and operated for a time as Detroit Transition Center West until the building's closure in 2011 (Grove and Van Der Velde). Winterhalter School, also built in the 1920s, closed as a Detroit Public School in 2009 but has been operating as the Hope Academy charter school since 2012 (Grove and Van Der Velde; Hope Academy). The two most recent schools to open in the community were Birney and Keidan, both of which opened in the early 1960s (Grove and Van Der Velde). Birney closed in 2009 (Grove and Van Der Velde). Keidan is still in operation today as a special education center for the Detroit Public Schools Community District (Grove and Van Der Velde). See Figure 1.21 for a map of the locations of schools in Nardin Park.

Schools, and their quality, closings, demolition, and vacancy, have a deep impact on almost all aspects of a community's stability and success. In her paper, "The Impact of School Closures on Neighborhood Stability and Viability in Detroit," Nugen found significant correlation between school closures and the decline of neighborhoods, specifically in the form of dropping and depressed home values—which are tied to school quality—and residential flight (Barrow and Rouse 30-31; Nugen). In areas where residential flight or demographic change is already occurring, little will do more to hasten it than the closure and abandonment of a community school (Goyette 168; Nugen). School closure was even found to be the event that precipitates residential flight and neighborhood decline (Nugen).

It is for these reasons that the number of vacant and closed schools in Nardin Park is significant; school closure

and subsequent building vacancy has a direct financial impact on the quality of life, relationships, and lifelong earnings capacity of residents in the Nardin Park community (Billingham and Hunt 103, 112; Nugen). By comparison, neighboring Russell Woods has only hosted one former school, the Beth Yehuda School (Grove and Van der Velde). Though it has not been a school since the 1960s, the building was open as the Dexter Careers Center, and when that closed in 2001, the building became a community center (Grove and Van Der Velde). As a result of the building's continuous occupation and operation, its closure in the 1960s did not have the same level of negative impact on the neighborhood that the closures and current school vacancies have had on Nardin Park, which, as a previously school-dense community, bore the brunt of economic and social consequences of school closures.

HISTORY OF REVITALIZATION IN DETROIT SINCE 1967

The city of Detroit has a long history of efforts to revitalize and rise from the ashes. Following the 1967 Rebellion, each mayor of Detroit has developed partnerships and facilitated economic investment to stabilize the population decline that began in the 1950s by targeting specific parts of the city for investment (Zachary). STRESS—an acronym for “Stop The Robberies, Enjoy Safe Streets”—and Detroit Renaissance were two notable policies from the Roman Gribbs administration (1970-1974) that focused on increasing residents' perceptions of safety in neighborhoods and commercial corridors and facilitated development between Belle Isle and the Ambassador Bridge, respectively (Laitner and Helms; Zachary). During Mayor Coleman Young's tenure (1974-1994), revitalization focused on economic development through job creation with the construction of the General Motors Poletown and Chrysler Jefferson North Assembly plants as well as the downtown development of the Joe Louis Arena, the Detroit Renaissance Center, Trapper's Alley, and the Millender Center (Zachary).

During Mayor Dennis Archer's terms (1994-2001), downtown development continued to be the focus of revitalization, with the opening of three casinos and two new sports stadiums (Zachary). During the Kwame Kilpatrick administration (2002-2008), downtown revitalization grew to include the Detroit Riverwalk and the Next Detroit Initiative, which targeted investments in six neighborhoods: 7 Mile-Livernois, Brightmoor, East English Village, Grand River-Greenfield (the closest node to Nardin Park), North End, and Osborn (City of Detroit; COD1). This approach to neighborhood investment would become the model used in subsequent mayoral administrations.

Although not a mayoral initiative, in 2006, the Skillman Foundation implemented the Good Neighborhoods Initiative (GNI), designed to improve the lives of children residing in Detroit neighborhoods (Skillman 1). GNI targeted six neighborhoods in Detroit: Brightmoor, Chadsey-Condon, Cody Rouge, North End Central, Osborn, and Southwest Detroit, where 30% of the city's children were documented as residing (Skillman 9). GNI invested in these neighborhoods where existing youth focused organizations could benefit from expanding their capacity to maximize the delivery of education, youth development, community leadership, and safety programming to a large number of children (Skillman 9, 15).

Under the leadership of Mayor Dave Bing (2009-2013), the city's current master plan was released (COD). The Detroit Works Project Long-Term Planning initiative engaged residents in focus groups during the last two years of Bing's term to inform the creation of the Detroit Strategic Framework Plan, commonly known as Detroit Future City (DFC 11). The framework outlined recommendations for future land use under the leadership of a team of “14 civic leaders representing business, philanthropy, community, faith-based institutions, and government”

appointed by the mayor (DFC 11). The framework designated Nardin Park as “innovation ecological,” and proposed allowing the landscape to become part of an open space network in the future (DFC 268, 290).

The planning and neighborhood revitalization model currently in use, developed during Mayor Mike Duggan’s tenure (2014-present), hybridizes the targeted neighborhood approach of the Next Detroit Initiative with the community engagement strategies used by Detroit Future City. Duggan’s administration has expanded the city’s Planning & Development and Housing & Revitalization Departments to carry out this work as part of the Strategic Neighborhood Fund (Smith).

Throughout this history, community development organizations and faith-based communities have taken action in communities not targeted for development by the City of Detroit’s administration. In neighborhoods like Nardin Park, a review of parcel ownership shows that after the Detroit Land Bank Authority and the city’s Planning and Development Department, churches are the top landowners (Loveland). As noted in the chronological history, the St. Paul Housing Corporation completed a housing project in the northeast corner of the neighborhood in the early 1970s. In 2002, a handful of housing developments and restorations were completed in Nardin Park. These include the newly constructed Chapel Hill Townhomes (affiliated with Chapel Hill MBC) on Yosemite Street and the rehabilitated Robert Thomas Apartment Building (affiliated with Ebenezer AME) at West Chicago and Nardin Park Boulevard. Ebenezer AME also has plans for future housing development on parcels that the church’s affiliated non-profit organization owns along Riviera Street (Dortch).

Summary of Historical Context

In examining the historical context affecting Nardin Park and the surrounding communities, a few themes emerge. Several differences in the ways in which Nardin Park was developed compared to its neighbor to the north, Russell Woods, have led to the two communities having very different characters today. The development of the Jeffries Freeway and the events of the 1967 Rebellion both contributed to the present physical conditions in the community. How these events preceded the widespread vacancy and ownership of land by the Detroit Land Bank Authority and current racial and economic demographics in Nardin Park today are noted as new revitalization efforts are introduced.

Additionally, individual businesses, retail corridors, and the well-loved Broadstreet Parade have experienced hardships, and some have even ceased to exist in the present day, leaving opportunities for current and future development. While city-led planning and investment focused on other areas of the city in recent decades, churches and non-profit organizations filled gaps and carried out human, organizational, physical, and economic development throughout Nardin Park, especially St. Paul AME Zion Church, Ebenezer AME Church and Chapel Hill Missionary Baptist Church. Additionally, St. Charles Lwanga Parish (formerly known as St. Cecelia’s Church) and St. Cecelia’s Gym have received regional and national attention for their social and cultural significance. These events and trends have contributed to Nardin Park’s character today and inform the context in which present day planning and development by the City of Detroit, local churches, and other stakeholders is being carried out. In the next section, present day assets in the Nardin Park area are examined through the lens of the MCD HOPE Model.



Asset Mapping

Overview

This section provides an inventory of assets in Nardin Park. Human, organizational, physical, and economic assets were identified through review of important organizational websites and publications, analysis of historical documents and media, and time spent in the geographic area attending community meetings, engaging community members, and observing neighborhood conditions. For a full list of sources, see the Works Cited at the end of this report. The MCD HOPE Model is used to organize the inventory of strengths and opportunities in Nardin Park today. Detail is provided on why elements are identified as assets and how they support Nardin Park in its path to revitalization.

Inventory of Local Assets

Sixty-one assets were identified in the Nardin Park neighborhood. Figure 2.1 provides an inventory list of these assets and how they connect to the MCD HOPE Model. Human assets foster connections between community members in Nardin Park and support individuals at different parts of the human lifespan (Munday). Organizational assets reflect non-profit organizations and other entities that have recently invested in Nardin Park residents (Brown and Slowik); many organizations are working to change the way that the Nardin Park neighborhood appears and educating the youngest generation of residents. Physical assets stand out in their appearance in Nardin Park,

contribute to the boundaries of the neighborhood, and often attract external traffic; many of the neighborhood's physical assets provide housing and transit connections. Economic assets reflect a mix of places where community members can spend money and where recent financial investments have been made within the boundaries, including the award of two Kresge Innovative Projects: Detroit (KIP:D) grants to community organizations in Nardin Park in 2019 and the Strategic Neighborhood Fund 2.0. Many economic assets are associated with key stakeholders in Nardin Park. Most assets identified fall into multiple categories within the MCD HOPE Model.

Allen Family Life Center	H O P E	Greater Emanuel Apost.	H O P E	Oak Village Square Apts	H O P E
Auntie Na's House	H O P E	Greater Love Baptist	H O P E	Parcels Chapel Hill MBC	H O P E
AZ Collision	H O P E	Heyward Dortch	H O P E	Parcels Ebenezer AME	H O P E
Beth-el Community C.O.G.I.C.	H O P E	Hope Academy	H O P E	Parcels Nrena Hunt	H O P E
BGCSM Lloyd H. Diehl Club	H O P E	I-96 Jeffries Corridor	H O P E	Parcels St. Matthew AME	H O P E
Broadstreet Presbyterian Church	H O P E	Joy Road Corridor	H O P E	Parcels Willow Grove	H O P E
Chapel Hill MBC	H O P E	Keidan School	H O P E	Post Office	H O P E
Chapel Hill Townhomes	H O P E	Korey Batey	H O P E	Richard Allen Park	H O P E
Christian Community Baptist	H O P E	Lee Beauty Supply	H O P E	Robert Thomas Apts	H O P E
Coin Laundry	H O P E	Legacy Barber Shop	H O P E	Rose Gorman	H O P E
Community Church of Christ	H O P E	Livernois Corridor	H O P E	Russell Woods Church of Christ	H O P E
Detroit Food Center	H O P E	McCabe Park	H O P E	Salvation Army Temple Corps	H O P E
Detroit Police Dept 10th Precinct	H O P E	McKerrow School	H O P E	Schultz Park	H O P E
Dexter Grinds	H O P E	Nardin Park Reformed	H O P E	Sonia Renia Brown "Auntie Na"	H O P E
Dexter Corridor	H O P E	Natural Divas Hair Salon	H O P E	St. Charles Lwanga	H O P E
Ebenezer AME Church	H O P E	New Light Baptist	H O P E	St. Matthew AME	H O P E
Elm Brothers CDC	H O P E	New Mt. Olive Presby	H O P E	St. Paul AME Zion	H O P E
Elmhurst Corridor	H O P E	NPIRBC	H O P E	The Tuxedo Project	H O P E
Faith Deliverance Baptist	H O P E	NPNPHCDC	H O P E	The Universal Church	H O P E
Full Truth Fellowship Chapel	H O P E	Nrena Hunt	H O P E	Willow Grove Baptist	H O P E
Grand River Ave Corridor	H O P E				

KEY:

- Human Development
- Organizational Development
- Physical Development
- Economic Development

FIGURE 2.1 Inventory of assets in Nardin Park organized by their fit with the MCD HOPE Model

Geographic Map of Local Assets

To provide geographical context for how the inventory of assets in Figure 2.1 are mapped across the boundaries of Nardin Park, Figure 2.2 provides a visual representation of the location of each asset. An interactive version can be accessed at <https://arcg.is/1i9DHB>.

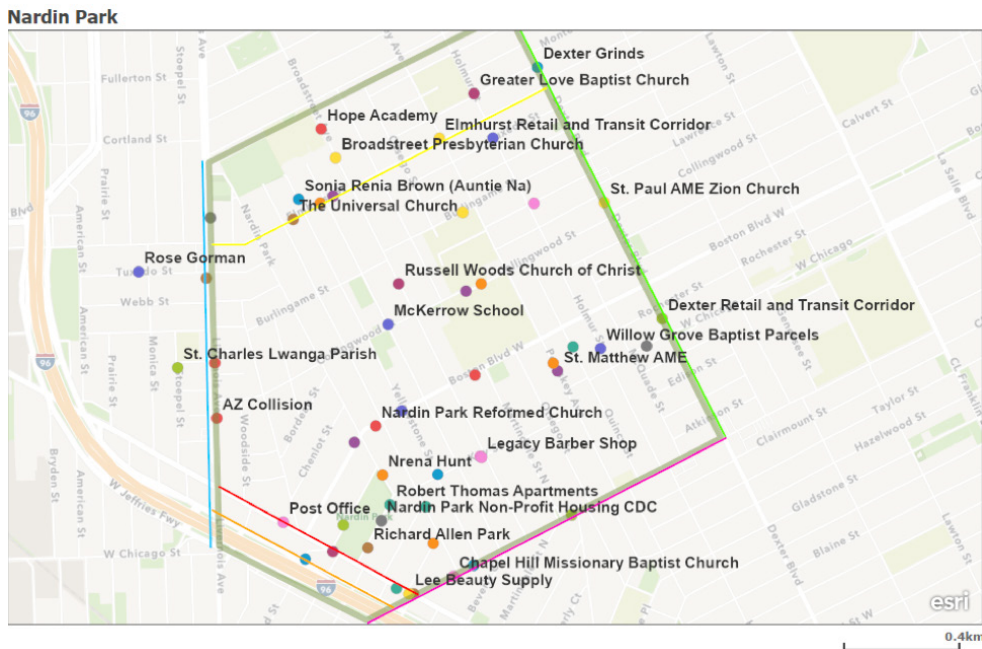


FIGURE 2.2 Assets in Nardin Park; an interactive version of this map is available at <https://arcg.is/1i9DHB>

Asset Analysis

The MCD HOPE Model is used as a framework to explain why the assets in Figures 2.1 and 2.2 were selected and the insights this information provides on the Nardin Park neighborhood. The role that these assets have in shaping the lives of Nardin Park community members is highlighted as part of the explanation of how these assets were identified in the sections that follow. Many assets fall into more than one HOPE category. More specific subheadings are included in the discussion of each type of development to emphasize key findings.

HUMAN ASSETS

Human development is the study of development from a whole lifespan perspective of how well an area meets the needs of its human participants (Munday). Human development assets in Nardin Park include non-profit organizations, civic and public entities, churches, businesses, and private properties that contribute to the social fabric of the community.

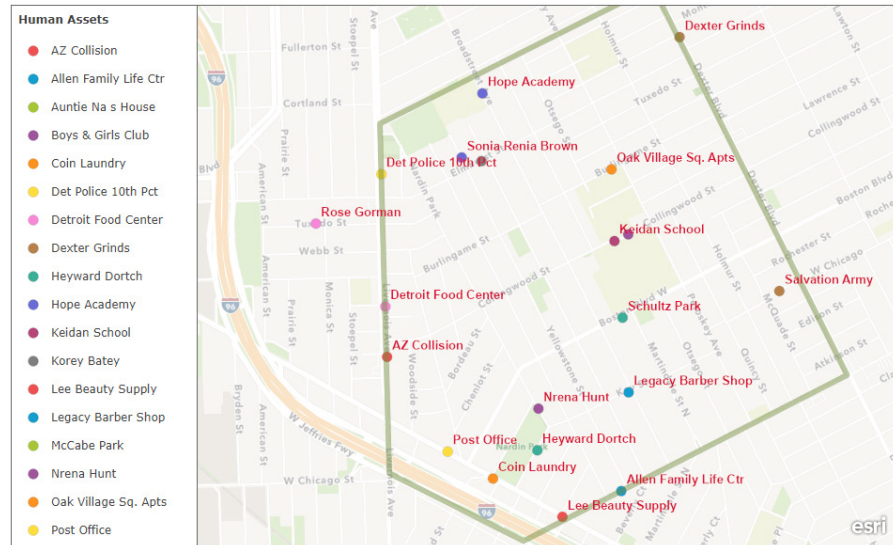


FIGURE 2.3 Human development assets in Nardin Park

Churches

Nardin Park has a strong presence of faith institutions. Nineteen Christian churches were identified within the neighborhood boundaries.

Additionally, although just south of the neighborhood boundaries (on the other side of Joy Road), the Masjid Al-Haqq provides a place of worship for members of the Muslim community. The analysis did not reveal any places of worship in or immediately adjacent to the Nardin Park community that were not Christian or Muslim.

According to Morrish and Brown's text *Planning to Stay*, churches and other places of worship can be considered Anchoring Institutions, which serve to center cultural, educational and social traditions of communities (26). They provide places for community members to gather and build community, and "help structure the social patterns and focus the community life of neighborhoods" (Morrish and Brown 26). In addition to traditional worship services, many churches in Nardin Park also provide other human services such as childcare, tutoring programs, community groups, Alcoholic Anonymous meetings, playgrounds and day-care centers, demonstrating how "anchoring institutions change to meet their communities' needs" (Morrish and Brown 72). An example of this growth and adaptation to community needs in Nardin Park is the Allen Family Life Center, located at 4924 Joy Road, which houses the Chapel Hill Day Care and Kindergarten Center (Chapel Hill) and St. Charles Lwanga Parish, formerly St. Cecilia Church, which houses the Sacred Heart Pediatric Clinic (Thomas).

Neighborhood Niches

Several local businesses along the retail corridors in Nardin Park can be considered neighborhood niches. Neighborhood niches "are the marketplaces where neighbors find the basic goods and services—as well as some of the social encounters—that enrich their daily lives" (Morrish and Brown 55). In a walk-through of the

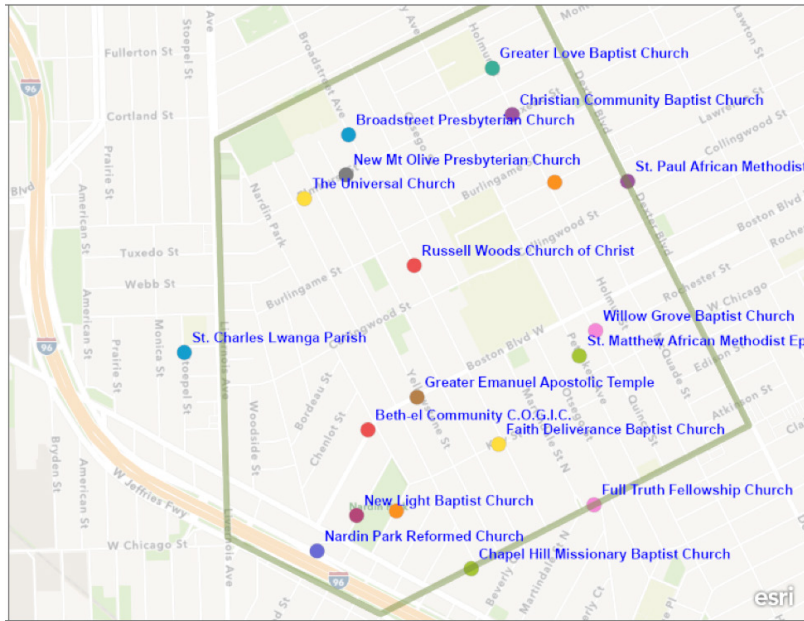


FIGURE 2.4 Churches in Nardin Park

neighborhood, the Coin Laundry on Grand River Avenue was observed to offer a local venue for residents to take care of laundry needs. Korey Batey and Nrena Hunt, community leaders within the neighborhood, acknowledged Dexter Grinds (formerly Eleos Coffee), the Dexter Avenue coffee shop, as a local option that offered informal meeting space within the neighborhood. The Lee Beauty Supply on Grand River Avenue has grown to fulfill hair care and other consumer needs that residents may have, according to sales clerk Michael Williams. Many of these establishments contribute to the economic development of Nardin Park and are noted in the economic assets section of this analysis.

Non-Profits, Grassroots Groups and Schools

There are several non-profit organizations that operate facilities in the area and provide services to Nardin Park residents at various life stages. These include the Boys & Girls Clubs of Southeastern Michigan's Lloyd H. Diehl Club for youth ("Lloyd H. Diehl Club") and Volunteers of America's Oak Village Square Apartments, an apartment community for low-income seniors (Volunteers of America). Additionally, the Salvation Army operates their Detroit Temple Corps Community Center on the east end of the neighborhood, which offers pastoral counseling, emergency assistance, transitional housing programs, sports and recreation activities, music programs and many other weekly and special events ("The Salvation Army - Detroit Temple Corps"). There are two schools currently operating in the community: the Keidan Special Education Center, a Detroit Public Schools Community District special education school; and Hope Academy, a public charter school founded by leaders of the nearby Straight Gate International Church ("School Profiles: Keidan Special Education Center"; "Welcome to Hope Academy").

Grassroots groups that serve the community by offering services for children and families include Auntie Na's House, which provides youth programming and health services including summer and after-school activities, food giveaways, a free medical clinic in partnership with Wayne State University School of Medicine, hygiene kit giveaways, and more (Mulpuri). Additionally, the NPIRBC seeks to beautify the Nardin Park community through creation of green spaces to provide areas for residents to be physically active and improve their well-being (Hunt). Both Auntie Na's House and NPIRBC were recently awarded grants by the Kresge Foundation through the Kresge Innovative Projects: Detroit (KIP:D) grant program; grant funds will support each organization's pursuit of place-based projects in the Nardin Park community (Frank).

Public Services and Parks

Locally available government services include the local post office, located on Grand River Avenue, and the Detroit Police Department 10th Precinct. Both provide opportunities for residents to meet immediate needs around safety and mail services within the Nardin Park community. Local municipal parks maintained by the City of Detroit General Services Department include Richard Allen Park, Schultz Park, and McCabe Park. Each offers some combination of green space, outdoor seating, play equipment for children, exercise equipment for adults, and walking paths, making them human development assets. Parks within the community also have the potential to help foster connections between the residents that use them and the natural environment, according to Morrish and Brown's definition of public gardens (79). Although these facilities are not all readily accessible by differently abled individuals, park facilities in the Nardin Park community do well in providing space for activities for members of the community at all stages of life.

Community Leaders

An additional theme to highlight in the area of human development in Nardin Park is the presence of strong community leaders who are themselves human development assets. These include Heyward Dortch of Ebenezer AME Church, Nrena Hunt of the NPIRBC, Sonia Renia Brown "Auntie Na" of Auntie Na's House, Korey Batey of Elm Brothers CDC, and Rose Gorman of the Tuxedo Project.

In his role as trustee of Ebenezer AME Church, Dortch encouraged congregational leadership to form the Nardin Park Non-Profit Housing CDC (NPNHCDC) to better organize and steward development of parcels of land purchased by the church for future physical and economic development (Dortch2).

As president of the NPIRBC, Hunt brings attention to the needs of Nardin Park residents and has played an instrumental role in engaging with organizational partners. With the community engagement strategy implemented through SNF 2.0, Hunt actively participated in the PDD-led community meetings (Mason). Hunt also reached out to the Detroit Collaborative Design Center for technical assistance in formalizing a cohesive vision for neighborhood revitalization in Nardin Park (DCDC 13; Willis).

After growing up in the neighborhood, Brown formalized community supports she offered from her home on Yellowstone into a non-profit organization with a vision to see the city's westside thrive ("About"). She has built a partnership with the Wayne State University School of Medicine that allows for medical students to provide some medical services in Nardin Park at no cost (Mulpuri).

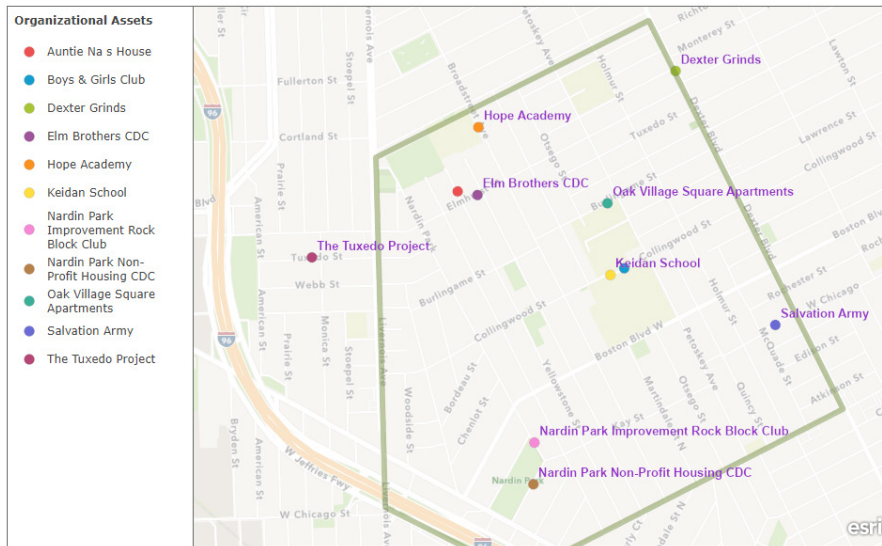


FIGURE 2.5 Organizational development assets in Nardin Park

Korey Batey of the Elm Brothers CDC serves as a board member and community leader for several projects working to make an impact in and around Nardin Park. Batey has worked to knock on the doors of Nardin Park residents identified in homes going into tax foreclosure to connect them with resources through the United Community Housing Coalition to stabilize their housing (Batey). When the uses of a property purchased by a colleague on Elmhurst Street upset neighbors, Batey planned a clean-up to improve the lots and repair the relationship (Batey). Future plans for the space include auto repair skill building for residents who engage with the Elm Brothers CDC programs (Batey).

Additionally, Rose Gorman of the Tuxedo Project in the neighboring Oakman Boulevard community, provided insight on additional workforce development and skill building programs being developed in the area in a personal interview.

While these individuals stood out as assets during the term of this capstone project, there are likely others who could be considered community leaders and assets to the Nardin Park community that further research and community engagement in Nardin Park would reveal.

ORGANIZATIONAL ASSETS

Organizational development includes how organizations coalesce, grow, change, and interact with their surrounding communities to develop them; it also considers an organization's internal development (Brown and Slowik). There are many organizations who have much to offer the community, and organizations in Nardin Park—including non-profit, faith-based, grassroots, and others—are primary actors in human, physical, and economic development in the area. This section will focus on those organizations that are carrying out development in the community.

In addition to the community's faith institutions, these organizations include: Auntie Na's House, Dexter Grinds, the Boys & Girls Clubs of Southeastern Michigan's Lloyd H. Diehl Club, Hope Academy, Keidan Special Education School, NPIRBC, NPNHCDC, the Salvation Army Temple Corps Community Center, and Volunteers of America's Oak Village Square Apartments.

Churches

The nineteen churches listed previously in Figure 2.4 on page 33 can also be considered organizational development assets, as they are actors in other types of development in the Nardin Park community. Most noteworthy are Chapel Hill Missionary Baptist Church and Ebenezer AME Church, who have the strongest influence on the visible and physical character of the community based on their various physical development projects. Dexter Grinds (formerly Eleos Coffee) is a non-profit coffee house on Dexter Avenue operated by the nearby Restore Church, which is located just east of the Nardin Park community ("Dexter Grinds"). Dexter Grinds demonstrates the organizational capacity of Restore Church as an actor of development in the community. How organizations other than churches contribute to the organizational development of Nardin Park is focused on in the next section.

Non-Profit Organizations, Grassroots Groups and Schools

Auntie Na's House, located at the north end of the community, provides a variety of human services to community members at all stages of life, including health promotion, health screenings, and after-school and summer programs for neighborhood youth (Mulpuri). While the organization began with one woman who opened her home to the community, it has grown into programming being offered out of several homes on the block adjacent to the original Auntie Na's House ("About"). As the organization has grown internally, so has its ability to provide services and grow its physical presence in the community. The organization has been able to acquire more homes on Yellowstone Street with the additional grant money they have been provided, which allows for more physical space in which to host programs (Mulpuri). The recent award of their \$150,000 Kresge grant will undoubtedly continue this organization's trajectory toward growth and greater impact (Frank). Additionally, the partnership with the Wayne State University School of Medicine has allowed Auntie Na's House to broaden its reach in providing health services to residents of the surrounding community (Mulpuri).

Oak Village Square Apartments, the Salvation Army Temple Corps Community Center, and the Lloyd H. Diehl Club's locations in Nardin Park each are local branches of larger organizations that have a reach beyond the Nardin Park neighborhood. The presence of each of these well-developed non-profit organizations in Nardin Park can be considered an asset to the community. Keidan Special Education School (a Detroit Public Schools Community District school) and Hope Academy (a public charter school) represent the local presence of public entities leveraged to offer youth education and development in the community. Hope Academy serves children in the neighborhood, many of whom participate in Auntie Na's after-school and summer programs when school is not in session (Mulpuri).

NPIRBC has been growing in its capacity in recent years. President Nrena Hunt, with the support of her fellow block club members, has a vibrant vision for some vacant parcels adjacent to Richard Allen Park. NPIRBC worked with the Detroit Collaborative Design Center to publish a Community Visioning Proposal in 2019 to complement



FIGURE 2.6 Auntie Na's Medical House (left), adjacent to the house slated to be developed into a community kitchen with funds from the Kresge Foundation

the planning being carried out by the city's Planning & Development Department to drive the SNF 2.0 Investment (Willis). Like Auntie Na's, the block club's trajectory toward growth and realization of their vision for the community will likely continue with the support of resources through their recent Kresge grant.

A personal interview with Rose Gorman revealed that the Tuxedo Project, located in the neighboring Oakman Boulevard community, offers literary programs and a community center. The organization's focus on building skills and community benefits Nardin Park residents, who may be able to connect with a new workforce development training center being constructed nearby (Gorman).

As noted earlier, the Elm Brothers CDC, is also working to bring additional skill building opportunities to Nardin Park (Batey). The organization is working to get a property it owns along Elmhurst rezoned so that it can serve as a classroom that provides Nardin Park residents with hands-on training for auto care and repair (Batey).

Finally, NPNHCDC is a strong organizational development asset in the community as an actor in physical development. They aim to develop vacant parcels within 1/10th of a mile of the Ebenezer AME Church for residential and economic use, in the hope of attracting millennial residents (Dortch2). NPNHCDC also provides parishioners at Ebenezer AME Church with an opportunity to become more involved in development in the community as board members of NPNHCDC. Heyward Dortch, who chairs the CDC, noted that each of the nine board members has key assets and expertise that the organization hopes will drive forward development in

Nardin Park (Dortch2). Josh White, of Cinnaire, is one board member who has helped the CDC to explore funding sources that could be used to finance mixed-use developments planned on parcels owned along Riviera Street in the neighborhood's southwest corner (Dortch2).

PHYSICAL ASSETS

Physical assets consist of natural features and resources as well as features of the built environment (Heximer and Stanard). These were identified through personal interviews with residents and individuals working on planning in the area, including Briana Mason of PDD; Dan Pitera and Rebecca Willis of DCDC; Heyward Dortch of Ebenezer AME; Nrena Hunt of NPIRBC; and research about the foundational amenities communities need to thrive.

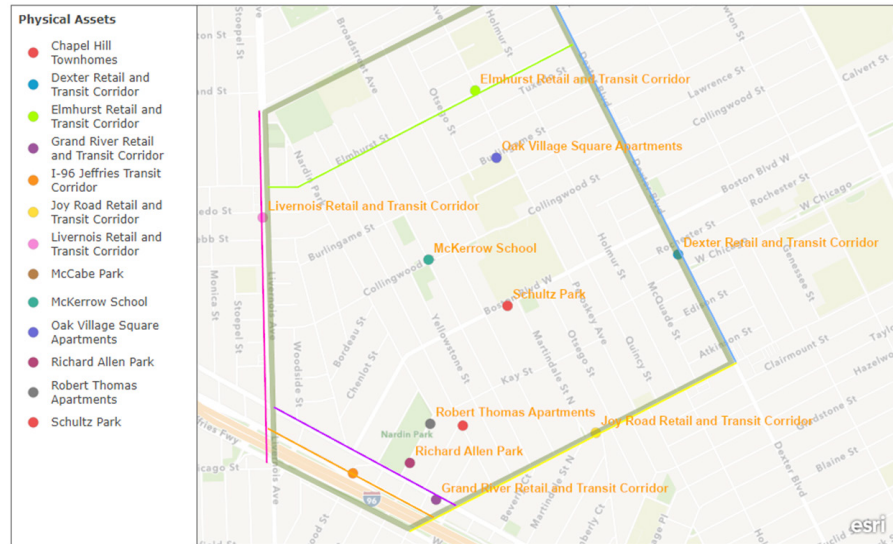


FIGURE 2.7 Map of Physical Assets in Nardin Park

Streets

Nardin Park has several advantages, the first of which is its geographical location in Detroit—specifically, its proximity to downtown. This connectivity as an asset is described by Morrish and Brown in their definition of community streets, which are “public rights-of-way, which unite neighborhoods, provide access for motorists and non-motorists, and promote neighborhood identity, health, comfort and safety” (43). Nardin Park is only 20 minutes away from downtown by car or bus and residents and visitors can access the greater metropolitan area via Grand River Avenue and the I-96 Jeffries Freeway. In terms of geographic connectivity, Nardin Park also features access to several regular Detroit Department of Transportation (DDOT) bus routes, including the Grand River (3) which offers direct service to downtown and the nearby suburbs, the Clairmount (11) which offers cross-town service, the Dexter Route (16) which connects to the suburbs and downtown, the Livernois (30) which connects to Southwest Detroit and the suburbs, and Joy (27) which also offers cross-town service (DDOT). Figure 2.7 shows these routes located along the primary commercial corridors.

*The Detroit Collaborative Design Center is compiling and synthesizing recommendations based on community participation that will be given to the City of Detroit Planning Department and their consultants to inform the planning process.

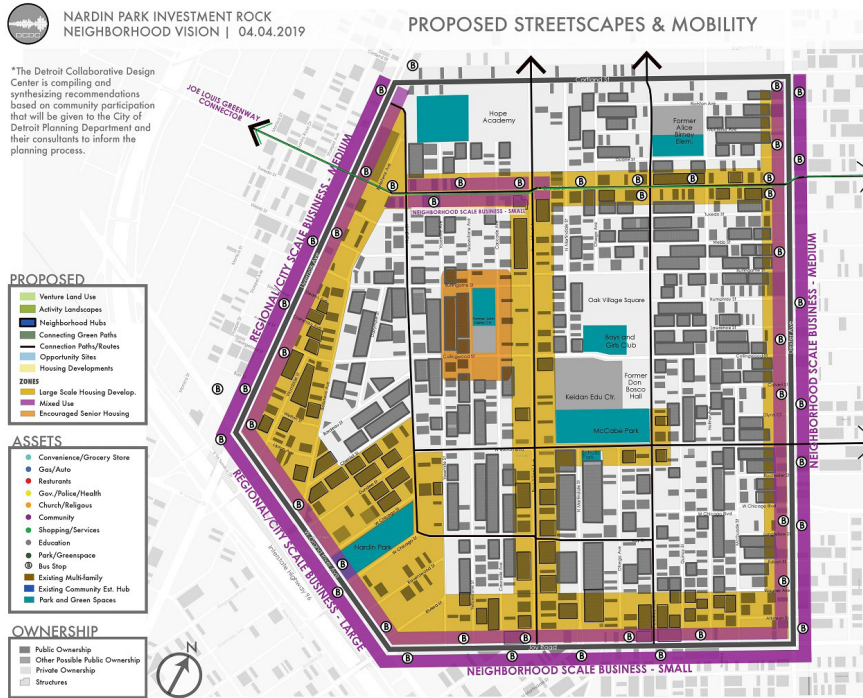
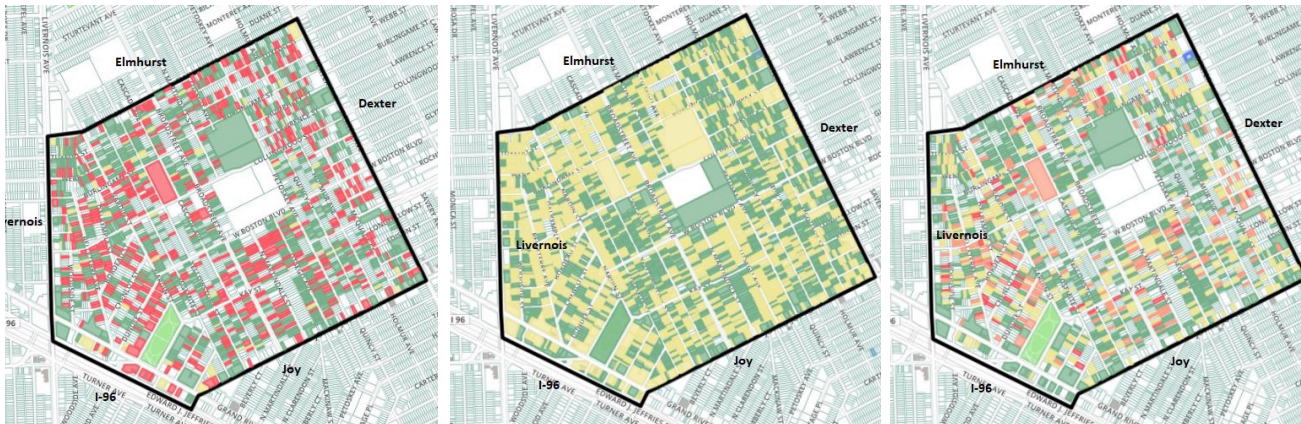


FIGURE 2.8 Streetscapes and Mobility, Nardin Park Community Visioning Map (DCDC)



KEY:
 Occupied: 814
 Unoccupied: 599
 Potentially Occupied: 70

KEY:
 Structures: 1,488
 Empty lots: 1,475

KEY:
 Good Condition: 790
 Fair Condition: 395
 Poor Condition: 229
 Suggested Demo: 71

FIGURE 2.9 Parcel Condition in Nardin Park (Loveland2)

Residents will also soon see infrastructure for broader non-motorized connectivity, as the Joe Louis Greenway's route passes through the community, currently proposed along the Elmhurst corridor, which also connects residents to the M-10 Lodge Freeway (PDD 7). The Joe Louis Greenway (formerly referred to as the Inner Circle Greenway) is a cross-town route of off-road and on-road bike trails that will connect from the Dequindre Cut on the eastside of Detroit to the Ambassador Bridge in Southwest Detroit. Additional non-motorized infrastructure has also been proposed as part of the SNF 2.0 corridor improvement recommendations, with bike lanes proposed for sections of Dexter Avenue (7). See Figure 2.8.

Open Space and Parks

Nardin Park has a large proportion of open space and has experienced high levels of vacancy in recent decades (see Figure 2.9). A little over 50% of all property in Nardin Park is land without a structure on it (Loveland2). 1,488 parcels in the community currently have no structure on them (Loveland2). Of the remaining 1,475, a full 599 are currently unoccupied. Structural conditions in the area overall are still deteriorating, with 300 structures rated in poor condition or recommended for demolition by Loveland's land survey team (Loveland2). This rate of diminished

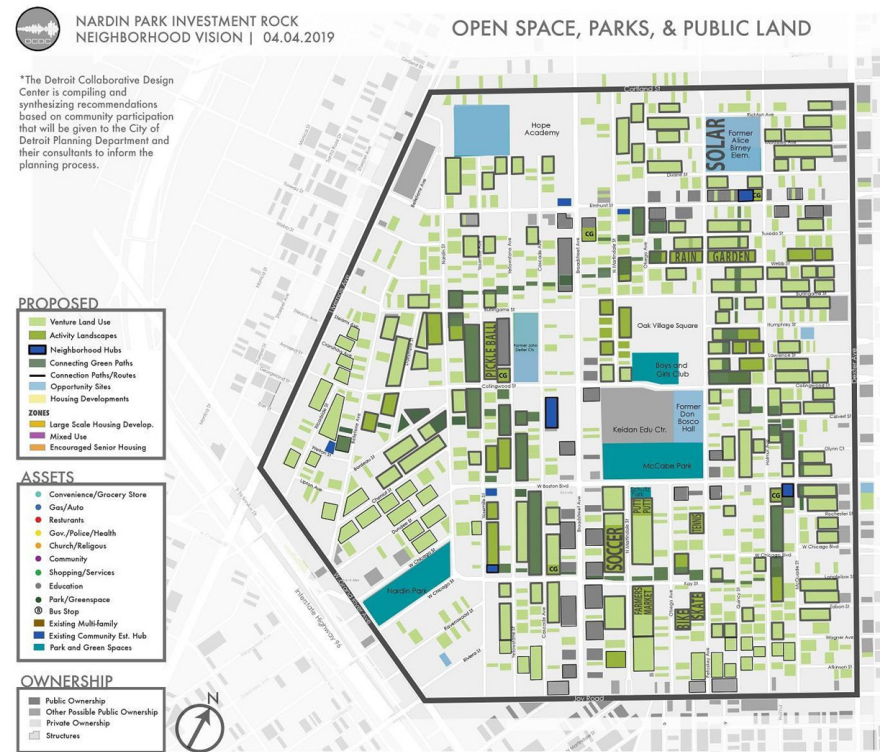


FIGURE 2.10 Open Space/Recreational Map Rendering, Nardin Park Community Vision (DCDC)

occupancy and open land is notably high for an area adjacent to busy corridors like Livernois and Joy Road, and because of its proximity to the comparatively dense historic district Russell Woods. As previously discussed, the low rate of occupancy and density in Nardin Park are attributable to the cumulative impact on the community of several historical and economic trends that had a similar impact city-wide, including the 1967 Rebellion, the 2009 economic recession and subsequent mortgage foreclosures, and the tax foreclosure crisis that impacted Detroit from 2012-2014 (Loveland2, Sugrue 210-215, Zachary). See Figure 2.9.

This open space represents an opportunity for the community in the form of proposed developments of abundant outdoor recreational space (DCDC). Morrish and Brown define public gardens as places which “connect us to the natural environment and to one another” (79). This includes public parks, community gardens, and other types of outdoor gathering spaces. NPIRBC developed a community vision plan with the assistance of the Detroit Collaborative Design Center that focuses heavily on the development of the abundant open space in the area into additional parks and outdoor amenities, including walking trails (Willis). The community also envisions the conversion of the former Birney Elementary School site into a solar farm (DCDC). See Figure 2.10.



FIGURE 2.11 Schultz Park



FIGURE 2.12 McCabe Park



FIGURE 2.13 Vegetable Garden on Martindale Street

Some residents have noted their desire to live in a community where this open space is preserved in order to improve their health, well-being, and quality of life (Hunt). The proposed projects are not only recreational in nature; a few address immediate challenges in the community, including a rain garden to address stormwater runoff and flooding (Hunt).

Nardin Park has three existing parks including Richard Allen Park, McCabe Park, and Schultz Park. Richard Allen Park received substantial improvements in 2018, and McCabe Park may see some improvements soon, as it was identified in the NPIRBC Community Visioning Proposal (DCDC). McCabe Park is currently host to team league sports in the summer, but the park’s restrooms and concessions stand were observed to be in need of updates during a neighborhood walkthrough. Schultz Park is the smallest of the three local parks but offers relatively new playground equipment (DCDC).

Housing

There has been a continual interest in maintaining and increasing community density, demonstrated by the number of housing development and redevelopment projects. The Robert Thomas Apartment building, which is located on the corner of West Chicago and Nardin Street, was completely renovated by Ebenezer AME in 2002, making 49 units available for low-income tenants who earn up to 50% of the Area Median Income (AMI) (Dortch). Chapel Hill Missionary Baptist Church developed 12 units of attached townhomes on Yosemite Street also in 2002 (Chapel Hill). The Oak Village Square apartment complex was constructed in 1997 and is currently operated by the Volunteers of America; it provides 75 units of housing for low-income seniors (Volunteers of America). Beyond these projects, there are several organizations with plans for the abundant available parcels. Churches are the biggest landowners after the City of Detroit in Nardin Park, namely, Chapel Hill, Ebenezer AME, Willow Grove Missionary Baptist Church, and St. Matthews AME Church (Loveland). Local organizations Auntie Na's and the NPIRBC have also outlined plans for parcels acquired by affiliated residents (Frank; Hunt).

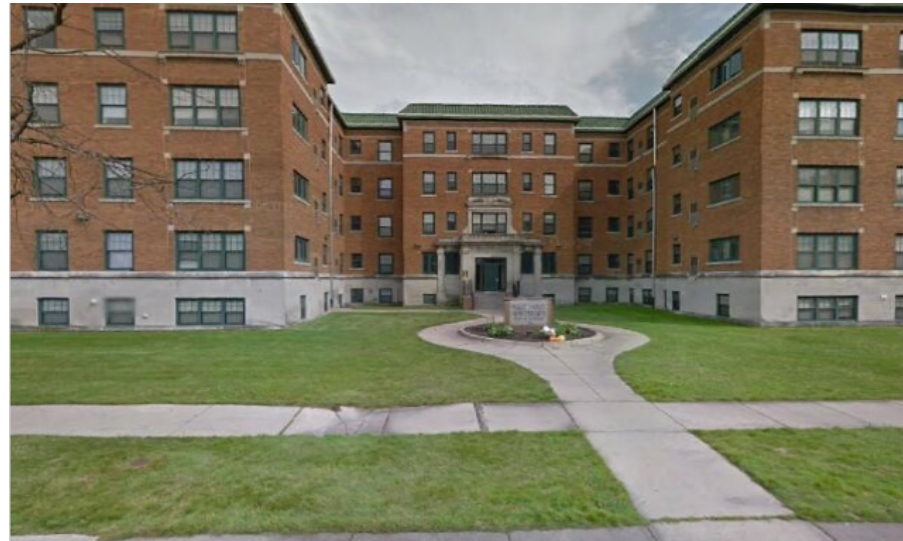


FIGURE 2.14 Robert Thomas Apartments (Apartments.com)

The success of the housing projects demonstrates the organizational capacity and interest among local groups to carry out additional physical developments in the future. The recently vacated McKerrow Elementary School may see future redevelopment, as it is currently on the market and there have been other successful school redevelopment projects in Detroit in recent years that can serve as a model (Mason). Similar adaptive reuse projects include the conversion of former school buildings into lofts, condos, senior living complexes, or art spaces (Mondry). Successful redevelopments include the former Burton International school on Cass Avenue, the Nellie Leyland school on Lafayette, and former St. Vincent Catholic school in Corktown (Mondry). The opportunity for developers to transform a school building into some combination of uses is ripe, and with a

growing number of examples for local real estate professionals, Detroit-based developers have demonstrated both an interest in and capacity for redeveloping the buildings.

ECONOMIC ASSETS

Places where Nardin Park residents can purchase goods and services, physical locations recently granted investments for improvement, and clusters of parcels owned by organizations and their leaders were identified as economic assets. Conversations with community members, publications highlighting awards and investments, and research of parcel ownership within the neighborhood boundaries informed selection of the assets mapped in Figure 2.15.

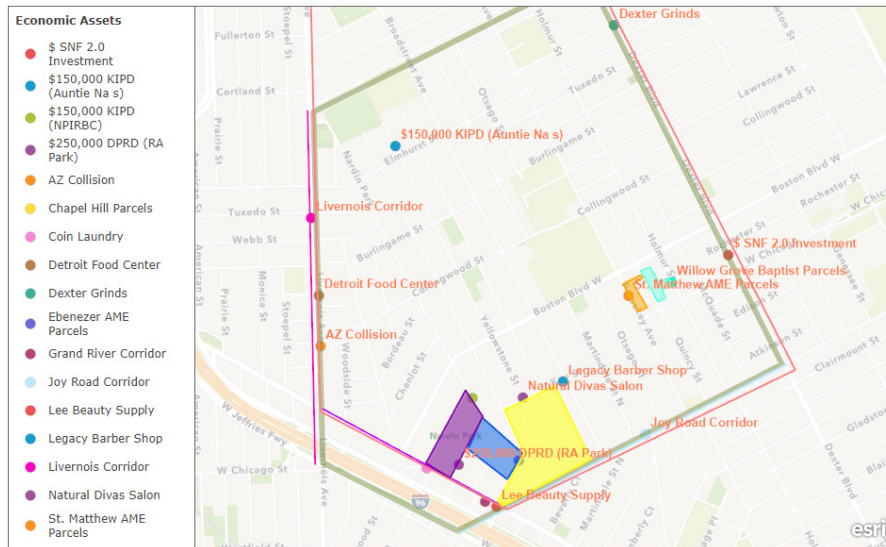


FIGURE 2.15 Economic assets in Nardin Park

Parcel Ownership

In looking at parcel ownership data within the neighborhood, the City of Detroit stands out as the primary landowner, holding 54% of parcels between those associated with the Detroit Land Bank Authority, Planning and Development Department, and Parks and Recreation Department (Loveland). Figure 2.16 provides a visual of how this maps out across Nardin Park and delineates residential parcels (primarily on the interior of the community) from the commercial parcels forming Nardin Park's boundaries and commercial corridors (Loveland; COD3). After the City of Detroit, a few organizations and associated individuals appear as owning several parcels of land (Loveland). As previously stated, the top four owners behind the City of Detroit are churches: including Chapel Hill MBC (43 parcels), Ebenezer AME (15 parcels), Willow Grove Baptist Church (12 parcels), and St. Matthew AME (11 parcels) (Loveland). Given the investment required to acquire and maintain parcels of land and their potential to increase economic development, parcels owned by organizations and leaders in the neighborhood are highlighted as economic assets.

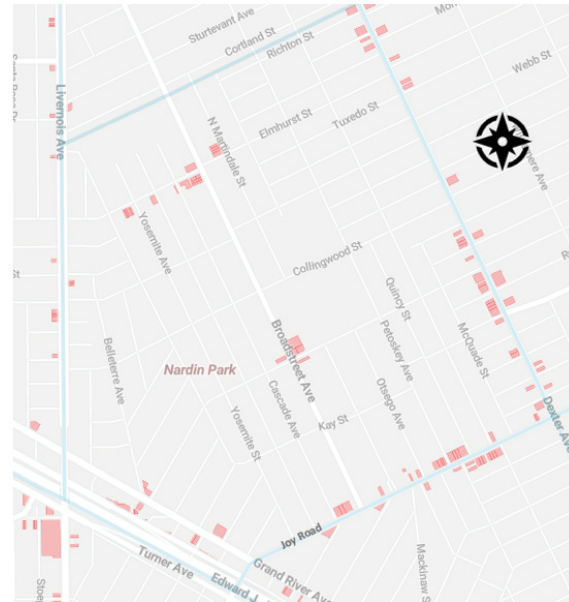


FIGURE 2.16 Upper left: Parcels owned by the City of Detroit in Nardin Park highlighted in purple. Upper right: Parcels owned by people and organizations who own multiple parcels in Nardin Park. Cluster of properties near Grand River and Joy Road transit corridors circled in red. Lots purchased for The Riviera circled in blue. Bottom: City-owned commercial parcels are highlighted in red (COD3; Loveland).

Geographically, many of the parcels owned by these entities are in close proximity not only to their church or home, but also near one of Nardin Park's commercial corridors. This location may suggest that the owners see the potential of these parcels to catalyze development once improved. Figure 2.16 shows the cluster of properties near the intersection of the Grand River and Joy Road corridors circled in red. Heyward Dortch of the NPNHCDC shared preliminary renderings of his organization's plans for the parcels along Riviera, shown in Figure 2.17. The investment made by this organization, birthed out of the local Ebenezer AME Church, to purchase these parcels and connect with partners who may be able to help bring their mixed-use project to fruition highlight one way that religious institutions in Nardin Park are facilitating economic development today.

Businesses and Retail Corridors

Most economic assets are located along the periphery of Nardin Park's boundaries, clustered near the community streets that bring people to and through the neighborhood. Coin Laundry and Lee Beauty Supply, located along Grand River between Joy Road and Livernois, provide local places where residents can access goods and services. Their proximity to the Jeffries Freeway and Grand River transit corridor has the potential to bring customers from outside of Nardin Park who need services into the neighborhood. Mike Williams, an 11-year Lee Beauty employee, noted that the beauty and barber supply shop is "the only thing close to a shopping center in the neighborhood." Dexter Grinds is another place where residents of Nardin Park can spend money locally and has the potential to catalyze the reactivation of storefronts along the Dexter corridor. Its location just south of a retail node being



FIGURE 2.17 Rendering of The Riviera, a mixed-use project designed for parcels owned by Ebenezer AME (DCDC2)

activated as part of the SNF 2.0 investments in neighboring Russell Woods may further complement revitalization of the Dexter corridor.

The Joy Road retail corridor offers places where community members can grab carry-out meals and purchase personal and household necessities. The Grand River Avenue retail corridor offers food, laundry care, and gas, fulfilling the needs of both Nardin Park residents and those passing through using the major travel routes. The Livernois Avenue retail corridor (pictured in Figure 2.18) hosts several places for grabbing carry out, the Royal Grill Coney Island (a sit-down restaurant), auto care and repair establishments, and several other small businesses. Most commercial structures along Livernois Avenue appear to be occupied, unlike those found along Joy Road and Grand River Avenue, many of which appear vacant.



FIGURE 2.18 Livernois Retail Corridor

Within the core of Nardin Park, Broadstreet and West Chicago host a handful of small businesses, including the Legacy Barber Shop and Natural Divas Hair Salon (shown in Figure 2.19), offering residents places to meet their hair care needs without traveling far. The presence of these businesses brings traffic to parts of the neighborhood where the number of unoccupied structures outnumber those in use. The operation of these two businesses has the potential to inspire other small businesses to open in neighboring structures.

Economic Investment

Aspects of the 2019 Nardin Park Improvement Rock Community Visioning Proposal published by NPIRBC and the Detroit Collaborative Design Center seek to address the lack of activated commercial and community gathering



FIGURE 2.19 Natural Divas Hair Salon

space in Nardin Park (Hunt). Upon its founding in 2011, NPIRBC focused initially on maintaining the landscaping of Richard Allen Park and its bordering parcels (Hunt). As a result of the completion of the visioning process and publication of the document, the organization has expanded its focus to include charting plans to take ownership of nearby vacant space and offer programs for residents to exercise, gather, and participate in other activities that contribute to their mental, physical, and emotional well-being (Willis; Hunt). In June 2019, NPIRBC was awarded a KIP:D planning grant to help realize aspects of the neighborhood plan designed with the DCDC (Kresge; The HUB). Prior to the launch of SNF 2.0 and its focus on park and streetscape improvements for the Nardin Park and Russell Woods neighborhoods, the Detroit Parks and Recreation Department outlined plans for



FIGURE 2.20 New play equipment, seating, and a horseshoe court were added to Richard Allen Park as part of the 2018 investment by the Detroit Parks and Recreation Department

\$250,000 in capital improvements to Richard Allen Park in 2017 (Crain's; DPRD 66). In 2018, the investments were completed and are highlighted in Figure 2.20 (PDD6).

New playground equipment was installed along with signage welcoming residents under the age of 12 to engage. Pathways around the park's perimeter and between programed areas were installed to help make the space accessible to those visiting on bike, with strollers, or in wheelchairs. Weather-resistant picnic tables were placed throughout the park, each including a side that allows persons in wheelchairs or strollers to be able to join seated patrons. Along the park's western boundary, a horseshoe court was also installed, welcoming area adults and seniors to use the space that previously lacked adult-oriented programming. Updated benches installed throughout the park welcome visitors to sit and passively enjoy the park space alone or in groups. Each of these elements fulfill the mix critical to how Morrish and Brown describe successfully designed public gardens (79).

Residents who participated in the City of Detroit's Planning and Development Department focus groups in 2018 and 2019 noted an interest in support for home-based businesses and job training (PDD6). The combined planning and implementation Kresge Innovative Projects: Detroit \$150,000 grant awarded to Auntie Na's House will likely help to further this neighborhood's desire for local job development by funding a community kitchen and expansion of a community garden within Nardin Park (Kresge; The HUB; Rahal). The community kitchen will help the organization to feed those in need and provide a space where fruits and vegetables grown in the expanded community garden can be used (Rahal). Additionally, although not yet quantified by the City of Detroit's Planning and Development Department or Invest Detroit, the Nardin Park neighborhood has benefited from a portion of a \$130 million investment through the SNF 2.0 strategies outlined in the previous section on historical context.

Asset Mapping Summary

There are many human, organizational, physical, and economic assets in Nardin Park. Despite the challenges of high vacancy rates in residential and commercial structures throughout the neighborhood, several local leaders are engaged in planning for a future that connects community members to improved housing, recreation, retail, and employment opportunities. A survey of the human assets in Nardin Park shows a large presence of churches, municipal entities, and non-profit and grassroots organizations providing services that enrich the lives of Nardin Park residents at all stages of life. Analysis of the organizational assets in this community reveals the breadth of organizations carrying out development. Reviewing the physical assets in the neighborhood highlights the strong base for these organizations and individuals to build on, with successful precedents set in the areas of park and housing developments. Strong regional and local connectivity to the area in the form of community streets includes motorized and non-motorized infrastructure. The large amount of vacant land opens the door for Nardin Park to cultivate a unique relationship to the natural landscape that is not available to other, more densely occupied urban neighborhoods. The inventory of economic assets in Nardin Park illustrates the many places that community members can go to care for their vehicles, grab carry-out meals, and take care of hair care and other needs. Though few, businesses that have opened and grants made to foster economic development in Nardin Park show signs of promise. The section that follows explores the needs identified in the community's present context.



Needs Assessment

Overview

The Needs Assessment section identifies needs in the Nardin Park neighborhood. Personal interviews with residents, community leaders, business owners, and stakeholders working in and around the Nardin Park neighborhood were used to identify weaknesses, opportunities, and threats to the area. Analysis of concerns identified by Nardin Park residents documented by the City of Detroit's Planning and Development Department (PDD) and Detroit Collaborative Design Center (DCDC) between April 2018 and June 2019 also inform the needs highlighted in this assessment. Additional publications were analyzed to understand needs specific to the Nardin Park neighborhood. See the Works Cited at the end of this report for a complete review of documents referenced to complete this needs assessment.

Information is synthesized through the MCD HOPE-SWOT framework. This framework evaluates strengths, weaknesses, opportunities, and threats (SWOT) to human, organizational, physical, and economic (HOPE) development. Strengths are briefly presented in the form of community assets, which have been mapped and discussed in the prior Asset Mapping section. This assessment focuses its synthesis on how the HOPE development needs identified by Nardin Park stakeholders could be considered weaknesses, opportunities, and threats. Finally, discussion on how this analysis will inform the scope and proposal of the Nardin Park capstone project is presented.

STRENGTHS

In the Asset Mapping section, an inventory of assets that contribute to the revitalization of the Nardin Park neighborhood was documented. Figure 2.1 on page 30 provides a listing of people, businesses, religious institutions, retail and transit corridors, organizations, and parcels with common owners. Each asset is categorized based on how it facilitates human, organizational, physical, and economic development in Nardin Park. Personal interviews with stakeholders, review of documentation shared by the DCDC and PDD from their engagement with Nardin Park residents, windshield surveys, as well as internet research informed the selection of these assets. To explore the needs that challenge many of Nardin Park's assets in realizing full community revitalization, weaknesses are presented in the following section.

WEAKNESSES

Human development needs identified by stakeholders center around supports needed to promote health and wellness, markers to identify the full history that has shaped the community, connections to jobs and career information, limitations in the voice of marginalized residents, and a lack of amenities to support residents at all life stages. When asked what her neighborhood needed, the president of the NPIRBC noted that more programming is needed to promote health and wellness among residents, including opportunities to exercise, secure health screenings, and practice healthy cooking methods (Hunt).

Residents who participated in engagement workshops facilitated by the DCDC expressed the need to tell the story of Nardin Park, both the positive and negative, as this history informs what the neighborhood is today (DCDC 10). Residents who participated in a December 2018 community meeting facilitated by the PDD noted the need for more mentoring and job shadowing opportunities to connect residents of all ages to pathways that facilitate financial stability. In an interview reflecting on her work with Nardin Park residents with the DCDC from April 2018 to February 2019, Rebecca Willis noted that as the SNF 2.0 strategy unfolds in the community, the voices of marginalized residents will need to be amplified to ensure that the plans positively impact their lives. The delicate balance between the needs of current residents and those the neighborhood hopes to attract has highlighted the importance of ensuring that in the future, Nardin Park can "accommodate its current long-term and senior citizen residents, while having amenities that attract young families with school-aged children" (DCDC 4). In the following section, the role that neighborhood organizations have in supporting the desires of residents will be discussed.

Weaknesses in the area of organizational development are focused on participation and representation of residents in development projects being carried out by organizations in the community, as well as a lack of coordination among organizations in a holistic strategy for development across Nardin Park. As discussed in the previous sections, there are several organizations leading development projects in separate geographic areas of the community. Members of these organizations note a lack of resident involvement, specifically, lack of involvement of young people (Batey; Hunt; Willis). While not all organizations note this concern, critical analysis of other organizations carrying out development in the community reveals these organizations would also benefit from greater resident involvement and leadership in development strategies. Additionally, several organizations note a lack of organizational capacity to pursue grants and resources needed to carry out

desired projects as an obstacle to success in developing the community (Batey; Mason; Willis; Dortch2).

In relation to the influence of the city in the community and their impact on organizational development, residents are in need of a liaison to facilitate communication with the City of Detroit (Willis). The outcomes of PDD's recent planning process as part of SNF 2.0 prioritize development in Russell Woods; thus, projects like the NPNHCDC's Riviera housing project may face ongoing difficulty in securing investment through the SNF 2.0 (Dortch2).

Finally, there is inadequate cooperation and camaraderie among Nardin Park community organizations and with organizations in adjacent neighborhoods. Through various interviews, it has become clear that there are no significant strategic organizational partnerships to speak of (Willis; Hunt; Dortch2). This could discourage investment from foundations and other philanthropic institutions who look for evidence of local partnership when making project funding decisions. Challenges in the physical landscape that these local organizations are working to revitalize is explored in the following section.

The area has a number of physical weaknesses, relating largely to the conditions of the built environment. Although the area is rich in connectivity to the broader community, windshield surveys and walks through Nardin Park have revealed that many streets and sidewalks are overgrown or in a deteriorated state. The area lacks adequate amenities for pedestrians in the form of lighting, traffic control signage, benches or shelters at bus stops for transit riders, and dedicated road space for cyclists. Related to this issue is the lack of appropriate ADA compliant curb cuts and grading to make parks and sidewalks accessible for people with disabilities and families with young children. Another challenge is the lack of proportional continuity in the neighborhood's infrastructure; street and sidewalk widths vary considerably throughout the neighborhood and are frequently out of scale with the current usage demands placed on them by all kinds of traffic (Willis; Mason). See Figure 3.1 for an example of sidewalk condition.



FIGURE 3.1 Condition of sidewalk in Nardin Park


The other key weakness of the physical environment is the community's high density of vacant and blighted structures (Dortch2; Mason; Hunt). As discussed previously, substantial vacancies exist within the housing and commercial building stock. Additionally, the area has struggled to keep vacated structures secured, and in the case of blighted buildings, residents have had challenges in getting vacant, open, and dangerous properties demolished (Dortch 2; Hunt; Mason). Even when properties are demolished, communication about the timeline and process has not been adequate, and there exists some confusion among stakeholders in the area about which properties are going to be demolished (Dortch2; Hunt). The deteriorated physical infrastructure and relatively low density of occupied properties contribute to challenges with neighborhood safety and security; resulting issues with crime, drug trafficking, and illegal dumping represent substantial barriers to future community stability or growth (Hunt, Dortch2, NPIRBC). The community's capacity to address these challenges is tied to the economic capacity of the area and is discussed in the section that follows.

Stakeholder assessments of Nardin Park revealed economic development needs related to market retail, resident ownership, and rental rates that new developments can command. During community engagement sessions with the DCDC, Nardin Park residents identified the need to attract a bowling alley, clothing stores, family owned grocery store with healthy and fresh options, dine-in restaurants, and bookstores (DCDC 11). When the question was posed to block club president Nrena Hunt directly, she expanded this list to include a locally owned bakery, sports bar, full-service bank, florist, and health clinic (Hunt). A 2018 Detroit Economic Growth Corporation publication quantified unmet market retail needs in a primary trade area including Russell Woods and Nardin Park at \$60 million (87-88).

Related to the need for jobs and mentoring opportunities noted in the area of human development, residents have identified the need to “[l]aunch programs that improve resident-driven economics and businesses” (DCDC 10). Residents prefer that these programs create opportunities for “small-scale, resident owned businesses in the area that employ neighbors,” highlighting a desire to decrease the need to commute to the suburbs for employment and increase the prevalence of home-based businesses (DCDC 10; PDD4; PDD5). Heyward Dortch, who leads the NPNHCDC which is working to build the Riviera housing development, noted that there is a need to share costs through the housing cooperative model and scale back the design associated with the Riviera development, as the current market in Nardin Park cannot support the same sale prices that are commanded in parts of the city where residents have higher incomes (Dortch2). To explore how some of the HOPE development weaknesses might be addressed, opportunities in the Nardin Park landscape are the focus of the section that follows.

OPPORTUNITIES

In evaluating human development needs in Nardin Park, the commitment of those involved in planning for the neighborhood's future and the desires of current residents for the involvement of future stakeholders will assist the community in its path toward revitalization. Briana Mason, a planner with the City of Detroit who has led the PDD SNF 2.0 community engagement strategy in Nardin Park, noted the need to account for and bolster the headstrong nature demonstrated by the dedication and commitment of those involved in community building and revitalization. Work must also be done by the leaders of those organizations to utilize or leverage non-



residents with an interest in studying the community or offering support to non-profit organizations as they are resources that could help build capacity (Willis).

Many stakeholders and residents see the need for millennials to become a part of the neighborhood so that they can get involved and bring a fresh perspective to promote growth (Dortch2; Hunt; Willis). As plans are developed to attract new businesses to the area's commercial corridors, there is both a need and an opportunity for those developments to be culturally relevant and of critical importance to residents (Willis). When PDD unveiled plans to reprogram large open spaces in Nardin Park into commercial urban farms, residents supported the potential for these sites to help meet community needs for fresh produce and improve food security (PDD5). Opportunities for organizations in the community to meet neighborhood needs will be discussed in the next section.

There is an opportunity for meaningful collaboration among neighborhood organizations that have similar visions and goals for development but are not yet working together. Partners in this collaborative could include Ebenezer AME Church/NPNHCDC, New Light MBC, Chapel Hill MBC, and NPIRBC, and Auntie Na's House (Batey; Hunt; Willis). Collaboration in this manner will increase collective capacity for individual organizations, overall development of the community, and achievement of individual and shared visions and goals. Expanding the capacity of these organizations would draw the attention of external partners and attract philanthropic support for the community's vision. Collaboration could be used to leverage resident voice by bringing local organizations together to identify funding to create and place historic markers at significant locations in Nardin Park. This process would align with the priorities outlined in the results of the recent PDD planning process (Mason). Individuals and organizations within Nardin Park would also benefit from building collaborative partnerships with organizations in adjacent neighborhoods, including The Tuxedo Project's literary programs and community center, and the soon-to-be-constructed workforce training center for the Michigan Regional Council of Carpenters and Millwrights, both of which are located directly west of Nardin Park (Gorman).

Additional opportunities for organizations in Nardin Park include maintenance and programming of the areas around Cortland Street, Broadstreet, Boston Boulevard, and Petoskey Avenue, as discussed in the results of the PDD community engagement process (PDD5). In terms of organizations' physical presence in the community, there is an opportunity for NPIRBC to carry out their vision of establishing a community hub, out of which they can host community meetings and offer space to a variety of service providers to meet the needs of the community (Hunt). Leasing space to other partners could also become a revenue generating opportunity for the organization (Hunt). How these opportunities might bolster Nardin Park's physical landscape is explored in the section that follows.

Streetscaping and improvement of pedestrian facilities would contribute significantly to the physical desirability of the neighborhood; the low traffic interior streets of the neighborhood would contribute to quality of life and safety for all residents, especially young children (DCDC 4-5). The NPIRBC vision document proposes activation of open space in the form of additional parks and outdoor usages that are in alignment with the Detroit Future City land use model for the area, defined in the vision as "Venture Land Use," which includes urban farming, pedestrian trails, and solar or wind farms (DCDC 4; Willis). Landscaping and environmental management in the area can help to mitigate blight by creating clear sightlines that will increase safety and walkability for all community members (Hunt; Mason; Willis). Corridor-focused development of housing and commercial space is desirable

and necessary for the community to stabilize and grow (Hunt; Mason; Willis).

Zoning in the community will need to be updated to facilitate the realization of community vision to support and develop more home-based businesses (Mason). As an example, if a resident wanted to operate an adult or child day care facility out of their residence in a parcel currently zoned single-family residential (R1) or two-family residential (R2), this use would be prohibited by Article XII, Division 1 of the City of Detroit's zoning ordinance (COD5 386). There is also an opportunity for the Detroit Land Bank Authority (DLBA) to work more closely with individuals and organizations pursuing development projects in the community to better communicate, facilitate, and expedite projects that support neighborhood stabilization and contribute to community safety and wellbeing (Dortch2; Hunt). How opportunities in the area of economic development relate to physical development in the community is discussed in the section that follows.

Opportunities for economic development in Nardin Park center around the need for investment of resources committed through the SNF 2.0, the need for incentives and grants to facilitate development, and the potential that marketing and programming could have in attracting commercial development to the neighborhood. When asked to reflect on the role of SNF 2.0 on the future of Nardin Park, Mike Smith of Invest Detroit noted that the initiative will need to test out ideas to determine how the best investment of resources can impact the market. As residents engaged by the PDD's planning process expressed the need to improve the quality of housing stock in Nardin Park, a plan was established to rehabilitate several houses along the community's border with Russell Woods in hopes of catalyzing revitalization (PDD5; Mason).

In an interview with Heyward Dortch, he noted the fragility of existing housing stock in his reflection on the limited cash reserves that the Robert Thomas Apartments' owner has available (Dortch2). In response to the city's interest in preserving existing housing stock in Nardin Park, Dortch noted the need for cash infusions to large multi-unit properties like the Robert Thomas Apartments. Residents engaged by the DCDC noted the need for incentives to support commercial business development along Dexter, Elmhurst, Joy and Grand River (DCDC 13). Furthermore, to help fulfill the need to re-develop vacant commercial structures, residents noted the need to develop "opportunity sites...that have great potential for unique future development" (DCDC 11). The proposed reprogramming of open spaces into commercial urban farms could help to meet the need for local job opportunities noted in the human development weaknesses (PDD5). To explore the needs that put the preceding HOPE development opportunities at risk, threats are presented in the section that follows.

THREATS

Population loss, crime, lack of organizational coordination, and municipal accountability to residents are human development needs that must be addressed to mitigate threats to Nardin Park's revitalization. As the age of the current population in Nardin Park increases, turnover and loss of residents continues to negatively impact the community (Hunt; Willis). Crime and threats to the safety of residents and their property deter new residents from moving in and have resulted in neighborhood children voicing the need for improvements to the key pathways they take to access youth organizations near McCabe Park (Hunt2018; PDD5). There is a need for residents to hold the city accountable to incorporate the plans and visions for Nardin Park created in partnership with the DCDC into the greater SNF 2.0 plan (Willis). The need to coordinate the efforts of the parties working to improve

Nardin Park expressed by several stakeholders is an area assessed more closely in organizational development threats to the neighborhood.

There is a need for more move-in-ready affordable office space for local organizations in the community (Batey; Hunt). Without this, there is a threat of diminished capacity for local organizations and increased chance for ownership of property in Nardin Park by individuals from outside of the neighborhood. In regard to the SNF 2.0 investment, there is an opportunity for community members to continue to voice their needs and desires for the community, and to hold the city accountable to deliver on these needs (Hunt; Willis).

While current and planned investment are attracting academic researchers into the community, there is a threat of research fatigue and mistrust between the neighborhood and the local research community (Mason). Mason noted that as groups of students from the University of Detroit Mercy began to reach out to community leaders in Nardin Park following the announcement of the SNF 2.0 investment, those who she had built relationships with often conferred with her first before engaging with researchers. Additionally, further collaboration and coalition-building among neighborhood organizations is necessary to grow and achieve shared, resident-driven objectives, and should also bring local business owners and youth into the discussion in the face of the threat of outside development (DCDC 13). There is a need for the City of Detroit to continue to improve and maintain police and fire services, schools, and safety of drinking water in the community (Steve). Additionally, there is a need to re-center redevelopment in Nardin Park by interested parties around the idea of “what is the best thing we can do for the community” (Dortch2).

Nardin Park is also facing some threats to the vision for the future expressed in the NPIRBC vision document and in the development plans held by the NPNHCDC. The number one threat is that of additional properties becoming vacant (Mason). According to the Wayne County Treasurer, as of April 2018, 220 parcels were at risk of tax foreclosure, 71% of which were documented as occupied residential or commercial structures within Nardin Park. Stakeholder Corey Batey noted that efforts continue to engage residents at risk of tax foreclosure to help connect them with resources to stabilize their housing. The high proportion of previously foreclosed properties now owned by the DLBA also present a threat as it has not been easy for residents or development-minded stakeholders to gain control of desired parcels in the community; this means that properties remain vacant even when the community is interested in activating them (Dortch2; Mason). Figure 3.2 provides a visual for how publicly owned parcels compare to those owned by individuals.

Barriers to desired developments exist in the lack of amenities to meet the needs of residents within the neighborhood (Batey; Dortch2; Hunt; Mason). There are very few dine-in restaurants, gathering spaces that can serve as community hubs, and retail businesses within the community (Hunt, Dortch2, Mason). The community will struggle with retaining and attracting new residents until it has more amenities within the community (Hunt, Dortch2, Mason). Discussion of how economic threats overlap with these issues continues in the next section.

A lack of coordination of financing opportunities, abandoned and unoccupied commercial buildings, homes at risk of tax-foreclosure, and the lack of formal processes for resident input on new development are economic development threats to the revitalization of Nardin Park. As noted in the prior presentation of organizational development needs, the lack of coordination between non-profits in Nardin Park limits the neighborhood's ability

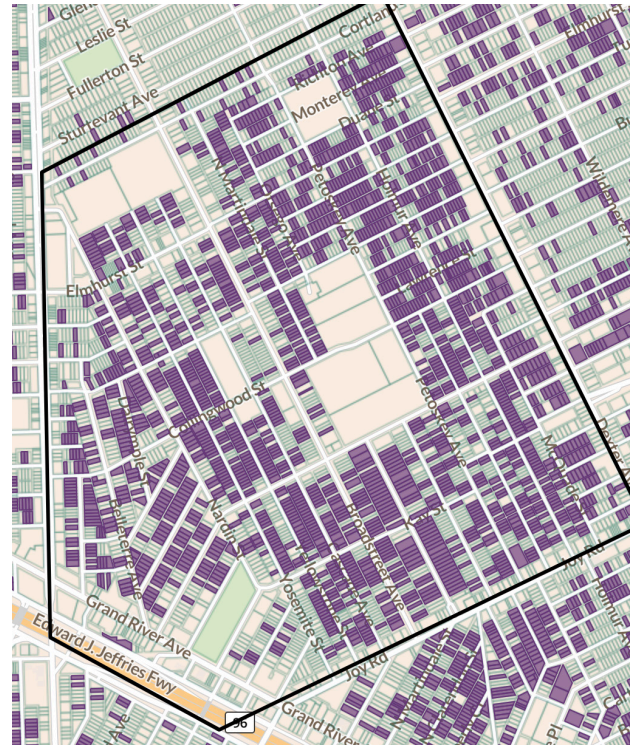


FIGURE 3.2 Publicly owned parcels held by the Detroit Land Bank Authority and other municipal entities in Nardin Park shown in purple (Loveland)

to realize the plans it envisions in the future (Hunt; Mason; Willis). Collaboration has the potential to shift energy away from competition for financial resources and toward “the best thing ... [to] do for the community,” which is an environment critical to the success of projects like The Riviera (Dortch2). Along Nardin Park’s commercial and transit corridors, vacant sites that previously housed Don Bosco Hall and the former John Deiter Center (Detroit Transitions West) are in need of development to slow the spread of blight and population loss noted near vacant schools and apartment buildings in other parts of the neighborhood (DCDC 10; Mason; Hunt).

As plans develop for the future of these sites, it is critical that a “resident input process for incoming businesses” is established to ensure “balance in locally-owned and non-locally owned businesses” shaped by a “set of design and economic standards created to guide the quality of new development” (DCDC 11-12). Taking these steps will help to address the human development weaknesses related to a lack of marginalized resident voice as the neighborhood improves; these steps have the potential to ensure existing residents can connect with local businesses that meet their day to day needs (DCDC 11; Willis). Ensuring that the places those residents call home are resourced to avoid turnover due to foreclosure is another consideration critical to stabilizing and growing Nardin Park (Batey).

Needs Assessment Summary

The pairing of Nardin Park's strengths and opportunities could be used to improve weaknesses and alleviate threats to plans for its revitalization. Addressing the themes identified in the SWOT—specifically, the needs for physical neighborhood stabilization that contribute to the health and safety of residents, capital to achieve it, and a strong focus on residential inclusion and representation in the processes required to achieve those goals—are critical needs that stakeholders have identified.

Transition to Part II: Recommendations and Research Application

The previous sections present comprehensive research carried out in the first semester of for the Master of Community Development capstone project and analysis corresponding with those findings. Research included reviews of organizational websites and reports, firsthand interviews with residents and other Nardin Park stakeholders, review of primary and secondary historical resources, as well as documents and media articles highlighting relevant events and revitalization strategies. After delving into the history and present conditions in Nardin Park, asset mapping and a needs assessment was carried out using the HOPE-SWOT framework.

The appearance and future plans for Nardin Park's physical landscape arose as a key area of importance to stakeholders and investors in much of the research covered in the first half of this capstone. In a community where 47% of the land is already cleared and open, and 54% of remaining structures are publicly owned, conversations between Nardin Park stakeholders and external organizations such as the Detroit Collaborative Design Center and City of Detroit Planning and Development Department focused on addressing resident concerns about the safety of their families and property, and identifying action steps for improving the physical conditions of the community (Loveland; Mason; Willis). With the selection of Nardin Park for SNF 2.0 investment and connection to the future Joe Louis greenway by way of a nodal path planned along Elmhurst, the capstone team explored local and national case studies to provide Nardin Park stakeholders, and those interested in supporting development in Nardin Park with precedents for supporting collaborative action toward resident-led revitalization and development in the community. In the second half of this report, the Case Studies section presents analysis of these models and recommends potential applications for Nardin Park.

Another key theme that arose in engaging with Nardin Park stakeholders was a lack of connection between the many organizations working to improve the conditions in the neighborhood. Conversations with the leaders of religious institutions in Nardin Park uncovered many plans to improve the condition of parcels, and some conflicting plans among the organizations in close proximity. Interviews with the president of the community partner—the NPIRBC—suggested that residents of Nardin Park were beginning to get to know the names of other leaders working to improve the neighborhood but were not always clear about how programming might be shared and not duplicated. With the selection of two Nardin Park organizations for KIP:D grants, opportunities for the leaders of the NPIRBC and Auntie Na's to connect were made possible, but it was not clear how these organizations could be brought together to partner. In subsequent conversations with the leader of the NPIRBC, members of

the capstone team observed a change in language that reflected growth in understanding of others working to develop Nardin Park and a general interest in potentially working together. After identifying the potential that intentional collaboration might have in helping to drive the work of resident led revitalization forward, the capstone team incorporated a case study analysis that proposes how the collective impact model could benefit Nardin Park.

Challenged to think critically about how collaboration would be of value to Nardin Park, the capstone team set out to review models of collaboration that might inform how a framework could be established in Nardin Park. Several primary sources were reviewed and incorporated into the action plan strategies, project outcomes, and project assessment methods outlined in the sections that follow; these include the Intersector Project's Intersector Toolkit for Cross-Sector Collaboration, the North Etobicoke Collaborative Toolkit, and the Strive Together collective impact model. Informed by the neighborhood's history and its identified needs, the following sections provide suggestions for how elements of these models can be applied in the context of Nardin Park to drive self-sustaining, resident-driven, collaborative change in Nardin Park in line with the capstone project goals.

At the August 2019 meeting of the NPIRBC, members of the capstone team identified several critical needs after listening to the topics of discussion. Two of those needs helped to inform the action plan and implementation strategy also outlined in this half of the capstone. The first—responding to a request of the City Planning and Development Department to inventory properties in need of demolition, board up, or historical note—stood out as a potential opportunity to help bring many of the partners in Nardin Park together to collaborate. Although the initial request was posed just to the block club, the capstone team, NPIRBC president, and the lead city planner for the neighborhood brainstormed how identify how engaging additional partners might result in a more robust survey. The strategy for how this exercise has been envisioned is outlined in the Action Plan and Implementation Strategy section. The second major need—marketing and promoting the block club and its activities—caught the attention of the capstone team, given the potential to incorporate low cost and low barrier adjustments to existing block club practices to get results. Strategies for addressing these concerns are outlined as subsequent recommendations in the Action Plan and Implementation Strategy section. If implemented, this recommendation has the potential to help the block club both expand its membership and broaden its connection to other organizations working to improve Nardin Park, thereby also promoting collaboration.

The capstone closes with analysis on the projected outcomes for Nardin Park if the preferred action plan to form a collaborative table that works together on a collaborative parcel identification exercise moves forward. The ways that human, organizational, physical, and economic development can be facilitated through this recommendation are followed by ways that social justice, multiculturalism, regional, and public policy needs might also be addressed by carrying out the preferred action plan. Consideration for how this initial exercise could help the community assess the value of collaborating, establish shared goals, and decide on a process for measuring the impact of the collective in improving Nardin Park's organizational and physical landscape are presented in the Project Assessment Methods section.



Case Studies

Overview

The Case Studies section provides a summary of precedents set locally in Detroit and nationally in the United States for how resident-informed, collaborative community development can take shape. Documentation and summary of relevant studies related to the themes of community land trusts, participatory budgeting, and development with direct financial benefit to residents are presented. An additional case study on an exemplary model to drive collaboration in the community is also provided. The selection of these themes was influenced by information about the Nardin Park neighborhood highlighted in the preceding Historical Context and Asset Mapping sections. Following a summary of each case study, analysis of study features relevant to the development and revitalization happening in Nardin Park is provided.

Five case studies are presented. Participatory budgeting in Southwest Detroit demonstrates how democratic decision making can be used to inform private investments in public infrastructure. The Troy Gardens Coalition highlights the first instance where two types of community land trusts come together to develop long-term affordable housing and preserve open space. Highlights from a study analyzing land banks and their potential to seed community land trusts is also provided. Affordable homeownership along Atlanta's BeltLine is presented as an example of economic development that explores one way that direct financial benefit can be offered to residents in areas targeted for investment. Finally, the Strive Partnership is used to demonstrate the success of the collective impact model for data-driven collaboration toward cradle to career education outcomes in Cincinnati, Ohio.

Case Study: Participatory Budgeting in Southwest Detroit

CASE SUMMARY

In 2018, stakeholders carried out a unique, resident-directed planning process in Southwest Detroit as part of the City of Detroit's Strategic Neighborhood Fund (SNF) investment. Before the identification of Russell Woods/Nardin Park as a SNF 2.0 investment area, Southwest Detroit had been chosen as one of the first three neighborhoods targeted for investment (Foley). Invest Detroit, which houses the fund in partnership with the City of Detroit, allotted \$250,000 to spend on public infrastructure projects in the area surrounding Clark Park, the Southwest Detroit community's 31-acre park that serves as a gathering space and community anchor ("We Decide Detroit" 2). The participatory budgeting process and its outcomes are outlined in the evaluation report titled, "We Decide Detroit: Participatory Budgeting in the Neighborhood Surrounding Clark Park, Southwest Detroit," written by Invest Detroit and its consultants. The report primarily informed the composition of this case study. (The report, and thus this case study, does not include project implementation or evaluation, as projects chosen during the process have not yet been implemented.)



FIGURE 4.1 Cover images on the report, "We Decide Detroit: Participatory Budgeting in the Neighborhood Surrounding Clark Park, Southwest Detroit" ("We Decide Detroit" i)

Invest Detroit launched the participatory budgeting process in Southwest Detroit after receiving the recommendation from Hubbard Farms Neighborhood Association chairperson, Christina de Roos. “[D]e Roos requested that Invest Detroit use participatory budgeting, so residents could decide how to use funding for physical, capital infrastructure investments like sidewalks, streetscapes, and murals” (“We Decide Detroit” 9). When Invest Detroit made the decision to pursue participatory budgeting to engage the community in decision making rather than its traditional strategy of meeting with community partners, the organization needed to confirm the participatory budgeting process to ensure the process aligned with its mission (“We Decide Detroit” 9). Additionally, the process and outcomes needed to meet the following requirements:

1. funds needed to go towards a physical infrastructure project,
2. leadership needed to reach people who would benefit most from the projects, and
3. the projects needed to fall within the boundaries set forth by Invest Detroit

(“We Decide Detroit” 9).



FIGURE 4.2 Student and resident participants in the planning and voting processes (“We Decide Detroit” 40)

The Participatory Budgeting Project, a national industry leader, defines participatory budgeting as a local stakeholder decision making process that includes project design, brainstorming ideas, developing proposals, voting, and funding the winning projects (“What Is PB?”). Invest Detroit carried out each of these steps in the Southwest Detroit community. During the design of the process, a steering committee of community members and stakeholders was created; this group explored how to use census data to ensure process participants were representative of community demographics, and to inform decisions on appropriate outreach strategies to effectively engage the diverse members of the community (“We Decide Detroit” 49). The steering committee decided that anyone who lived, worked, or went to school in Southwest Detroit was eligible to submit an idea to be considered and voted

on (“We Decide Detroit” 11). The steering committee collected project ideas through a variety of strategies, including in-person outreach (door-to-door canvassing, setting up pop-ups at the local high school and other local sites) and online outreach (posts to NextDoor, community association website, Facebook page, process website and email blasts) (“We Decide Detroit” 13). Project ideas were narrowed down by a committee of residents and students, and a voting process was carried out (“We Decide Detroit” 11). The three winning projects that will be implemented between 2019 and 2022 include:

- “Sit, Sip, Eat and Listen,” \$72,000 - Benches, picnic tables, trash cans, drinking fountains and speakers to play music around the park’s recreation center
- “The Chill Zone,” \$50,000 - Repairs to the gazebo directly across from the local high school and implementation of designs for youth, so they can use the space after school
- “ADA (Americans with Disabilities Act) Play Park,” \$139,000 - Building of a playground that is accessible and inclusive for children with different abilities

(“We Decide Detroit” 5)

The process from the initial information session to the final voting day took six months to carry out (“We Decide Detroit” 14).

CASE ANALYSIS

The participatory budgeting process in Southwest Detroit demonstrates how an alternative method of engaging community in decision making can lead to creative, inclusive, community-driven project concepts that achieve the objectives of both institutional partners and the community being served in the context of Detroit neighborhoods. “This process,” Invest Detroit writes in its report, “...builds resident capacity and ownership in its participative design to create a ‘new way’ of decision making by giving residents power and intentionally creating equity among stakeholders” (“We Decide Detroit” 2). According to the Participatory Budgeting Project, participatory budgeting processes “deepen democracy, build stronger communities, and make public budgets more equitable and effective” (“Mission”). According to the report, during this participatory budgeting process, a higher percentage of Southwest Detroit community members participated than in other documented participatory budgeting processes nationally—nine percent of residents participated in Southwest Detroit compared with three percent in Vallejo, California, and two percent in Cambridge, Massachusetts, and in New York, New York (“We Decide Detroit” 5).

Additionally, more community members participated and voted in this process in Southwest Detroit than from the same community that voted in the most recent City of Detroit mayoral election in 2017—nine percent of residents and sixteen percent of students in this process compared with seven percent of eligible voters in the mayoral election (“We Decide Detroit” 4). These figures represent participatory budgeting’s potential to engage residents who do not typically participate in the mainstream political process (“We Decide Detroit” 33). The report also acknowledges that the process was not perfect. Seventy-seven percent of residents only participated in the final vote, but not in earlier parts of the process (“We Decide Detroit” 33). Other challenges noted during the process include the need for more clear and consistent communication, clarifying the responsibilities of and

the need for engaged volunteers, and sharing more detail about the guidelines of the participatory process overall (“We Decide Detroit” 3).

In a reflection shared after the close of the participatory budgeting process in the fall of 2018, Mike Smith, Vice President of Neighborhoods with Invest Detroit, noted that the approach used in Southwest Detroit was a process unique to the model the organization had used in determining the division and application of neighborhood-level investments (Smith). To ensure that this method “aligned with [Invest Detroit’s] mission while also giving autonomy to people,” Invest Detroit monitored the process closely (“We Decide Detroit” 19). How the precedent set for the allocation of SNF funds in Southwest Detroit might benefit other neighborhoods and involve other community investors like Invest Detroit in their potential application to Nardin Park is explored in the next section.

LOCAL APPLICATION

Nardin Park, along with Russell Woods, recently completed its planning process for the Strategic Neighborhood Fund 2.0 investment carried out by the City of Detroit Planning and Development Department. The recommendations made based on community engagement throughout that process were presented in a final community meeting on June 13, 2019, at Ebenezer AME Church. It is possible the individual workgroups activated by this process could incorporate the participatory budgeting process into the distribution of SNF 2.0 investment in Nardin Park. Participatory budgeting might also be incorporated by development leaders in Nardin Park, such as Ebenezer AME Church and its related Nardin Park Non-Profit Housing and Community Development Corporation; Straight Gate Church and its charter school Hope Academy; Auntie Na’s House with support from the Kresge Foundation through the Kresge Innovative Projects: Detroit grant program; Restore Church and its Dexter Grinds Coffee Shop; and others.

Additionally, for those with resources and the desire to invest in Nardin Park, participatory budgeting is a proven effective strategy for engaging community members in visioning for that development in a democratic, community-informed and mutually respectful way. The case study that follows provides an understanding of how community land trusts can function as another tool that keeps resident needs at the center of community development.

Case Study: Troy Gardens Coalition

CASE SUMMARY

In their paper, “Community and conservation land trusts as unlikely partners? The case of Troy Gardens, Madison, Wisconsin,” Campbell and Salus discuss a case where two different models of land trust came together to preserve open space and create affordable housing. In 1996, residents and organizations formed the Troy Gardens Coalition to gain control over open land in their community which they have been gardening on and using for over 15 years, and which the state had designated as “surplus” and was moving to market for private development. Key organizations included in the coalition were the Madison Area Community Land Trust (MACLT) and the Urban Open Space Foundation (UOSF), who represented the two prevailing models of community land trusts (CLT) in the United States. The prevailing model has a conservation orientation, with land trusts formed to hold land in

common and protect parks and wild lands from development (Campbell and Salus 169). The second model is based on housing affordability—the CLT can hold the property in common and balance the actions of market inflation by controlling the percentage of equity accrual at the time of sale (Campbell and Salus 170). The Troy Gardens project is the first case in which these two types of CLT came together on a project that would develop long-term affordable housing and preserve open space (Campbell and Salus 172). The partnership has been functional because the site meets the needs of both the CLT partners by preserving open space and development opportunities for USOF and designated a portion of the total site for co-housing planned-unit development (PUD) desirable to MACLT (Campbell and Salus 172-173).

CASE ANALYSIS

The main challenges in this collaboration are the high level of cooperation and coordination required between the five non-profit coalition members and seventeen resident groups, as well as the local, state, and educational agencies (Campbell and Salus 175). Funding for the PUD development on the site is also a key challenge, as the groups have to work together to strategically achieve the coalition's projects without crowding each other out financially. Finally, the very long timeline involved in the project is a challenge, as the high level of cooperation and coordination required may not be sustained by all partners currently engaged in the work of the Troy Gardens Coalition.

LOCAL APPLICATION

The Troy Gardens case represents an interesting potential direction for the Nardin Park neighborhood, where there are already a substantial number of community organizations and partners coalescing to respond to new development opportunities to make use of the abundant open space in the area. Notable similarities are the resident-led desire to preserve, develop, and maintain open space in an urban context. In Nardin Park, the Community Visioning Proposal developed by the NPIRBC and DCDC represents a set of values not dissimilar to those of the residents who came together around Troy Gardens. Additionally, the current local appetite and interest in the land trust model has never been closer to a critical mass; the high number of land bank owned properties in Nardin Park presents a unique opportunity for a previously unprecedented level of local collaboration that also builds community wealth and well-being. The following case study will discuss this idea in more detail.

Case Study: Opportunity for the Detroit Land Bank Authority to seed the CLT model in Michigan

CASE SUMMARY

In the analysis, "Putting the pieces together: How collaboration between land banks and community land trusts can promote affordable housing in distressed neighborhoods," author Yasuyuki Fujii analyzed five regions where there was an opportunity for land banks and land trusts to collaborate. Fujii also evaluated the degree and effectiveness of collaboration in these communities and made recommendations for how

communities might move forward with a higher degree of collaboration that would result in more impactful programming for both types of organization. This analysis included the city of Detroit. See Figure 4.3.

Community land trust (CLTs) \ Land bank (LB)	Experienced	Few or dormant
Robust	Box 1 Ideal combination to synergize strength of both LBs and CLTs, but rare	Box 2 Policies needed to nurture CLTs
Irrelevant to CLTs	Box 3 Align land bank's activities with CLTs	Box 4 Box 2 plus Box 3
Nascent or inactive	Box 5 Reform and activate LBs	Box 6 Ensure housing affordability through various policies including CLTs

FIGURE 4.3 Combination patterns of community I with land banks (LBs); Detroit's pattern is outlined in red (Fujii 3)

The community land trust model has been under consideration in Detroit for several years (Fujii 4). The effort became more organized after the creation of the Detroit Land Bank Authority (DLBA) in 2008 but has remained in a state of nascency. The DLBA ramped up its operational capacity after 2014 with the transfer of 80,000 properties from the City of Detroit to the DLBA (Fujii 4). In that same year, the Detroit Community Land Trust Coalition submitted a document to the DLBA requesting that no less than 50 percent of all properties be reserved for use and development by land trusts in Detroit (Detroit People's Platform). As of this writing, the DLBA has not adopted any formal policy regarding partnership with land trust organizations.

CASE ANALYSIS

Fujii found that Detroit fits into Box 4 of Figure 4.3 because of the level of coordination between CLT and the land bank, suggesting that policies are needed to support the development and operation of land trusts in Detroit and that those activities need to complement those of the Detroit and Wayne County Land Banks. Despite the current lack of collaboration, there has been some movement in the effort towards CLT organization in Detroit in the years since Fujii's analysis. The organization Storehouse of Hope is working on founding the first community land trust in Detroit (Sands). They have successfully purchased fifteen homes from the Wayne County Auction and converted them to land trust properties, in which the Storehouse of Hope retains control of the land but passes on control of the structure to private ownership (Sands). Their work is focused in the North End neighborhood in Detroit, with a special emphasis on increasing food security and access to healthy, quality food for residents in that community (Sands). This focus will entail an expansion into

community gardening programming, which, as discussed by Campbell and Salus, aligns well with conservation land trust priorities.

LOCAL APPLICATION

Notably, the Storehouse of Hope's open space programming is in alignment with the community vision developed by NPIRBC and DCDC. This suggests the potential for collaboration and mutual support from a local agency who understands the local conditions, relationship networks, and market. Although Detroit does not have substantial examples of land trust and land bank cooperation yet, other communities have successfully coordinated land banks and land trusts (Fujii 6). In particular, Cleveland, Ohio, has been able to develop a model in which properties are eligible for direct transfer from the county land bank to neighborhood or regional land trusts and other eligible non-profits for management and development (Fujii 6). Even more intriguing for Detroit in general, and Nardin Park in particular, is Fujii's analysis of the application of Atlanta's land trust model, with its focus on developing and maintaining affordable housing along the BeltLine, a bike and pedestrian project comparable in impact to the Joe Louis Greenway. Other similarities between the Detroit and Atlanta land trust markets are that the land banks in both communities are more focused on promoting the distribution of properties with more traditional market programs, like auctions and conventional sales models (Fujii 6). The collaborative effort towards maintaining and developing affordable housing along the BeltLine is further discussed in the subsequent case study.

Case Study: Affordable Homeownership along Atlanta's BeltLine

CASE SUMMARY

In 2011, one of the residential developments along Atlanta's BeltLine, the Lofts at Reynoldstown Crossing, created an opportunity for residents earning salaries close to the area median income to become homeowners. The BeltLine—an "urban redevelopment project" that is "transforming abandoned rail corridor into an expansive system of parks, trails, and public transit" in Atlanta—has a goal of revitalizing "many of the neighborhoods that it connects" (HUD). The developer responsible for this project, Atlanta BeltLine Inc. (ABI), put together a plan focused on integrating people and places; reducing local and regional disparities; and promoting triple bottom line investments inclusive of community voice, participation, leadership, and ownership in an effort to ensure all areas impacted by the BeltLine experience "healthy growth" (ABI 1-2). Healthy growth is defined as developing amenities that make communities more livable and balanced, facilitating economic development that creates business and job opportunities, minimizing displacement, incorporating community voice, preserving history and culture, and leveraging existing assets (ABI 2).

The Reynoldstown Crossing housing development was designed to provide a way for Atlanta residents who might typically be priced out of new housing construction to afford access (HUD). The financing that supported the project included a tax increment financing (TIF) district and the Atlanta BeltLine Affordable Housing Trust Fund (BAHTF) (HUD). The TIF district, created in 2005, helped to facilitate the revitalization of parcels along the BeltLine and subsidized a portion of the cost to construct each residential unit (HUD).

BAHTF helped to cover the costs associated with constructing the residential units and offer qualified buyers second mortgages that cap monthly housing payments at a rate affordable for the area median income (HUD).

CASE ANALYSIS

This development project provides an example of how a city-led development initiative can work to preserve affordable housing for residents who might otherwise be priced out by rent increases. Additionally, the project shows one way in which a city-created affordable housing fund can be used to create opportunities for residents to receive direct financial benefit from a development project in the form of home equity. In addition to creating a permanent space for community members to reside in revitalized neighborhoods affordably, the extension of homeownership assists buyers with building financial wealth that moderate-income persons might otherwise be left out of.

ABI's 2011 strategy has informed the BeltLine's current Integrated Action Plan (IAP), which continues to fund affordable housing opportunities and develop the partnerships necessary to successfully carry out the development of affordable units (Beltline.org). Today, the IAP couples targeted down-payment assistance (like that offered to 28 residents for the Lofts at Reynoldstown) with permanent and short-term jobs as part of the initiative's economic development and housing goals (Beltline.org). In an August 2018 publication, ABI acknowledged that the rate at which affordable housing units were added to the BeltLine communities was significantly slower than anticipated (ABI2 6). The organization pledged to forge a new strategy with the city's economic development agency, Invest Atlanta, that would secure new market tax credits to help facilitate the development of affordable single-family homes for purchase (ABI2 11).

LOCAL APPLICATION

The Joe Louis Greenway has plans to develop a connector path along Elmhurst Street, three blocks south of Nardin Park's northern border with neighboring Russell Woods (PDD5). Part of the Planning and Development Department's community engagement strategy with the SNF 2.0 investment in the area was to work with residents to determine the location and lane designations of the connector path meant to facilitate multi-modal connectivity between Detroit's neighborhoods and the Detroit Riverfront (PDD3). As the City of Detroit evaluates ways to extend the stabilization efforts being made to rehabilitate and sell homes along the blocks that border the Joe Louis Greenway, funds from Detroit's Affordable Housing Leverage Fund could be used to extend an opportunity for affordable homeownership to existing Detroit residents who make up to the area median income. In addition to increasing residential occupancy rates in Nardin Park, this strategy would also help to build wealth in the form of home equity for homeowners—increasing land stewardship, a value that the SNF 2.0 investment aims to increase among residents (ECN 25; PDD3).

Additionally, as the NPNHCDC evaluates financing options for their Riviera Street housing development, they might assess the potential to have a TIF district established in the radius surrounding the development site. A percentage of taxes earned from new developments established on parcels noted to be in high demand along Grand River Avenue and Joy Road could help to keep the residential units at The Riviera affordably priced.

The following case study demonstrates a specific model that can be used by multi-sector stakeholders to structure collaboration toward a particular shared goal for a community.

Case Study: Collaboration Using a Collective Impact Model

CASE SUMMARY

The following case study is from the January 2014 article “StriveTogether: Reinventing the Local Education Ecosystem,” by Grossman et al. In 2006, a group of cross-sector stakeholders came together in Cincinnati, Ohio, to “develop a community-wide strategy for improving student outcomes” (Grossman et al. 1). The partnership was formed after a number of cross-sector meetings helped participants realize that while many programs led by different stakeholders were working toward the same goals around improving outcomes for youth and young adults, they were working independently from one another despite their similarities, and ultimately not making progress toward program goals (Grossman et al. 2). They decided to move together on a new data-informed strategy that would “shift the focus of the community from activities to outcomes results” (Grossman et al. 2).

The founding members of the new collaborative that focused on cradle-to-career youth education outcomes, dubbed the Strive Partnership, included leadership from local universities, school districts, nearby towns, businesses, and civic initiatives and non-profit organizations; these leaders worked together to align programs to better serve the needs of constituents (Grossman et al. 2). As the work progressed, the partnership formally identified four key pillars by which to orient their work: these were a shared community vision, evidence-based decision making, collaborative action, and investment and sustainability (Grossman et al. 2). Stakeholders also agreed to pursue specific outcomes, and smaller “collaborative action networks” of stakeholders working to serve the same stage of child development were formed (Grossman et al. 2).

As a result of this cross-sector collaboration being formed, the local United Way, which had been convening stakeholders prior to the formation of the Strive Partnership, decided to look more closely at data representing local impact rather than more far-removed national research, and began to work to ensure their grantees had characteristics in line with what this data showed (Grossman et al. 3). Furthermore, the United Way agreed to support the partnership in pursuing stronger relationships with the local business community, in line with the understanding that the business community could play an important role in “galvanizing community resources and contributing expertise” (Grossman et al. 3).

After the first six years of the partnership’s existence, they were able to use data to demonstrate measurable progress toward objectives, including that 89% of the education indicators had improved from the base year (Grossman et al. 4). In 2011, the Strive Partnership’s approach was featured in an article in the Stanford Social Innovation Review under the name “collective impact”; they described collective impact as “the commitment of a group of important actors from different sectors to a common agenda for solving a specific problem” (Grossman et al. 4).

Furthermore, the five conditions for collective impact as described by the Stanford Social Innovation Review include:

1. **A COMMON AGENDA**, defined by a shared vision for change
2. **SHARED MEASUREMENT**, defined by consistent data collection and measurement activities by all partners
3. **MUTUALLY REINFORCING ACTIVITIES**, i.e. participant program offerings are distinct but complement one another
4. **CONTINUOUS COMMUNICATION**, in order to build trust, assure shared objectives, and “create common motivation”
5. **BACKBONE SUPPORT** from a separate organization(s) with staff and specific skills/training to coordinate activities of participants

(Grossman et al. 14)

Additionally, the Strive Partnership “established a continuum of quality benchmarks called the Theory of Action,” which demonstrates a partnership’s “greater likelihood for sustained impact and improvement over time” (Grossman et al. 16). In this continuum, there are four fundamental “Gateways” that are used to mark a partnership’s status before it reaches “Proof Point,” which it defines as “60% of indicators consistently trending in the right direction” (Grossman et al. 16). The Gateways include Exploring, Emerging, Sustaining, and Systems Change; some of the benchmarks deemed most critical to success under each Gateway are reflected in Figure 4.4, adapted from Exhibit 5 of the StriveTogether article.

Exploring	<ul style="list-style-type: none"> • Cross-sector leadership table is convened around a cradle to career vision • Partnership selects community level outcomes and indicators for which to hold themselves accountable • An organization commits to provide key staff and operations to support the partnership to drive improvement
Emerging	<ul style="list-style-type: none"> • Partnership collects, disaggregates and publicly reports baseline data on community-level outcomes • Partnership secures multiple years of funding to support operations and collaborative work • Partnership selects a continuous improvement process
Sustaining	<ul style="list-style-type: none"> • Partners take action to improve community level outcomes • Collaborative Action Networks are engaged and develop charters and action plans to improve community level outcomes/indicators • Community is mobilized to take action to improve community level outcomes/indicators
Systems Change	<ul style="list-style-type: none"> • Partnership influences policies to enable and sustain improvement
Proof Point	<i>60% of indicators consistently trending in the right direction</i>

FIGURE 4.4 The Strive Partnership's “Theory of Action” (Grossman et al. 16)

CASE ANALYSIS


The Strive Partnership was the first demonstrated example of collective impact, which the Stanford Social Innovation Review wrote about and after which it coined the term (Grossman et al. 4). The collective impact model is one model for outcomes-driven collaboration; what makes it distinct from other nonspecific forms of collaboration are a few distinguishing features. “Unlike most collaborations,” Kania and Kramer write in the 2011 Stanford Social Innovation Review article, “collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.” This model was proven successful in driving progress toward improving educational outcomes in Cincinnati and Northern Kentucky “by coordinating the actions of diverse community stakeholders” (Grossman et al. 1). In 2011, the StriveTogether National Cradle to Career Network was launched to support communities across the U.S. in adopting the collective impact model; within two years, the Network had 95 participating communities, 32 of which paid for support (Grossman et al. 5). Examples of participating communities include the Aspire partnership in Toledo, Ohio, and the City Heights Partnership in San Diego, California, both of which are discussed in the StriveTogether article. These examples demonstrate that across the U.S. and in distinct and separate contexts, the collective impact framework is effective in bringing together diverse stakeholders to improve outcomes for communities. Leadership of the StriveTogether Network acknowledge that “the framework could not be replicated in a cookie cutter fashion but had to be adapted to the needs and context of each community” (Grossman et al. 1).

LOCAL APPLICATION

Throughout the engagement and research processes for this project, the capstone team has identified a number of initiatives working toward different outcomes for improving the wellbeing of residents, the built environment, and more in the Nardin Park community. Resident-driven initiatives such as Auntie Na’s House and the Nardin Park Improvement Rock Block Club; physical development projects such as those being undertaken by the Ebenezer AME Church/Nardin Park Non-Profit Housing and Community Development Corporation and Chapel Hill Baptist Church; and social service and educational institutions located in or near the community such as the Boys and Girls Club, Keidan Special Education School, and St. Charles Lwanga Parish and its outreach programs; all of these initiatives are seeking to have a particular impact on Nardin Park residents.

However, based on interviews carried out with many of these stakeholders, these initiatives have little if any awareness of one another’s work and objectives, and have historically worked distinctly from one another. In the case study, prior to organizing under the collective impact model, “programs tended to operate independently, even if they served the same needs for the same youth in the same geography” (Grossman et al. 2). Eventually, cross-sector meetings helped initiative leaders see the ineffectiveness of this disjointed approach, and that “a new approach was needed that would coordinate the activities of service providers and shift the focus of the community from activities to outcomes results” (Grossman et al. 2).

Much like collaboration improved educational outcomes in Cincinnati, identifying commonalities and agreeing



upon data to collect and drive program objectives could improve outcomes for organizations serving residents in Nardin Park. Demonstrating the ability to organize and collaborate toward shared goals could open doors for Nardin Park initiatives to pool resources, attract more outside investment, pursue program offerings that complement and support one another's offerings rather than duplicating efforts, and ultimately increase the effectiveness of initiatives and improve outcomes for Nardin Park residents. While in order to work toward formal collaboration, Nardin Park stakeholders must first build trust with one another and familiarity with the various initiatives aiming to serve Nardin Park residents, collective impact is one model that Nardin Park stakeholders could employ in order to drive activities to see positive outcomes realized in Nardin Park in one or more of the areas of need currently being pursued by local initiatives, such as vacant land activation, community health and wellness, and housing development.

Case Studies Summary

The preceding case studies show there is ample precedent for a variety of strategies that organizations and residents in Nardin Park can use to tackle challenges that have been identified. These case studies provide evidence of both local and national precedents for resident-driven, collaborative-focused solutions that preserve land and access to housing in areas under threat of displacement and environmental deterioration and promote data-driven efforts and outcomes toward identified community needs. After the presentation of needs identified by Nardin Park stakeholders in the section that follows, the framework used to resolve the challenges presented in these case studies will help to inform recommendations for supporting community leaders in their path to collaboratively revitalize the neighborhood.

This page intentionally left blank



Action Plan & Implementation Strategy

Overview

The Action Plan and Implementation Strategy section proposes actions for how resident-informed, collaborative community development can take shape in Nardin Park. The preferred action plan proposes Nardin Park organizations work together on a collaborative parcel identification activity informed by principals of existing models for collaboration as a test case for collaboration among organizations in the neighborhood. A second recommendation outlines how Nardin Park stakeholders could work together to create a vision for the future use of neighborhood parcels after the demolition of identified derelict structures. The third proposes several small actions for a culture of collaboration and openness among organizations in Nardin Park in ways that promote ongoing collaboration toward the revitalization of the neighborhood.

Detailed implementation guidelines, the roles of Nardin Park stakeholders, timelines, conceptual project budgets, and possible funding sources are provided for each recommended strategy. The collective impact model for collaboration discussed in the Strive Partnership case study and the Intersector Project's Intersector Toolkit for Cross-Sector Collaboration have been used to identify ways in which the proposed recommendations could assist with developing collaboration among Nardin Park stakeholders. Collective impact presents a method of collaboration in which cross-sector stakeholders work together toward specific identified goals using shared data measurements and letting that data inform their approach and drive outcomes (Kania and Kramer; Grossman et al. 2). The toolkit was selected due to its focus on how stakeholders from different backgrounds can "diagnose,

design, implement, and assess cross-sector collaborations” (The Intersector Project 3). Additional collaborative tools and definitions for the recommendations were found in the North Etobicoke collaborative toolkit, which discusses the processes both internally and externally for organizations looking to build their collaborative capacity and relationships (Nayer Consulting 10). An analysis of the strengths, weaknesses, opportunities, and threats of the preferred action plan and additional recommendations are presented to show why the preferred project action plan is recommended for implementation.

Preferred Action Plan

This action plan is proposed as a first step to support the Nardin Park Improvement Rock Block Club in growing its relationships with other community organizations and to expand the capacity of the community as a whole to address community needs and promote future resident-informed growth and development. The capstone team recommends the NPIRBC and other key neighborhood stakeholders partner formally to increase their collective capacity to achieve development goals for the neighborhood. It is recommended that to work toward the establishment of a collaborative table, NPIRBC and willing neighborhood partners work together to identify neighborhood parcels that need to be prioritized for demolition, secured or that have historical significance, and make a collective recommendation to the City of Detroit Planning and Development Department (PDD) and Department of Neighborhoods (DON) for execution. This activity can be used as a sample collective action that could drive the formation of a formal collaborative table.

The opportunity to identify parcels in these three categories was offered to the NPIRBC by planner Briana Mason of the PDD in September 2019. After Mason approached the NPIRBC about their capacity to carry out the collaborative parcel identification activity, NPIRBC president and Mason decided that other community organizations and partners should play a role in identifying neighborhood properties that need to be demolished, secured, or that have historical significance (Hunt2). Bringing Nardin Park stakeholders together to assemble a prioritized parcel inventory that reflects each stakeholder’s common interest in revitalizing the neighborhood serves to “create a mutual understanding of the benefits of success,” a key step in fostering cross-sector collaboration (The Intersector Project 10). This activity will lay the groundwork for future collaboration by opening lines of communication, building awareness and relationships between organizations in Nardin Park and yielding a “small win” in terms of collaboration for local organizations.

Even without making efforts to establish a formal collaborative table, collaborating on this activity includes elements of the collective impact model. These elements include sharing and agreeing upon data and using that data to formulate a shared approach to meet mutual goals. In the collective impact model, a backbone organization with designated staff facilitates the partnership (Kania and Kramer; Grossman et al. 5). This proposal also utilizes the foundational elements outlined in the North Etobicoke Collaboration Toolkit, which focuses on the development of relationships and self-understanding required of organizations to meaningfully collaborate (Nayer Consulting 7). Driven by these frameworks for collaboration, the organizations of Nardin Park can build the foundational relationships and successes needed to engage with each other on future projects, both formally and informally.

IMPLEMENTATION GUIDELINES

To implement this plan, in partnership with City of Detroit planner Briana Mason, the NPIRBC should reach out to community organizations to make them aware of the opportunity to identify parcels for recommendation to the PDD and DON. NPIRBC, the PDD and DON—along with any additional willing partners who are identified—should be in communication to break the neighborhood up into quadrants for survey and to assign sections to community members and organizational leaders. Working with the community partners so that all areas of the neighborhood are included ensures “that the collaboration is aware of related networks and efforts and is not overlooking important partners,” steps that the Intersector Project notes to be critical to build “an effective partnering culture” (8). The NPIRBC should work with the PDD to share the strategy and communicate deadlines to the other organizational partners and community members, discussing this via email and phone call, or in person during the course of a regular NPIRBC meeting. Each survey participant would then be asked to survey areas of the community and submit their priority properties for demolition, board up, or historical significance. An initial draft of the survey strategy showing partners who can identify parcels in different areas of the community can be seen in Figure 5.1.



FIGURE 5.1 Proposed coverage by quadrant, drafted with the NPIRBC

As part of this strategy, additional ways to glean recommended parcels from residents and other stakeholders not tied to a particular community organization should be included. Setting up points where community members

can learn about the project and leave feedback on parcels they would like to see prioritized for demolition, board up, or noted as having historic significance could help to broaden the project's reach and ensure as many voices as possible can be included in the recommendations presented to the PDD and DON. Figure 5.2 provides a prototype for one collection point for engaging resident input set up by the capstone team at the Dexter Grinds coffee shop in the northeast quadrant of Nardin Park in October 2019.

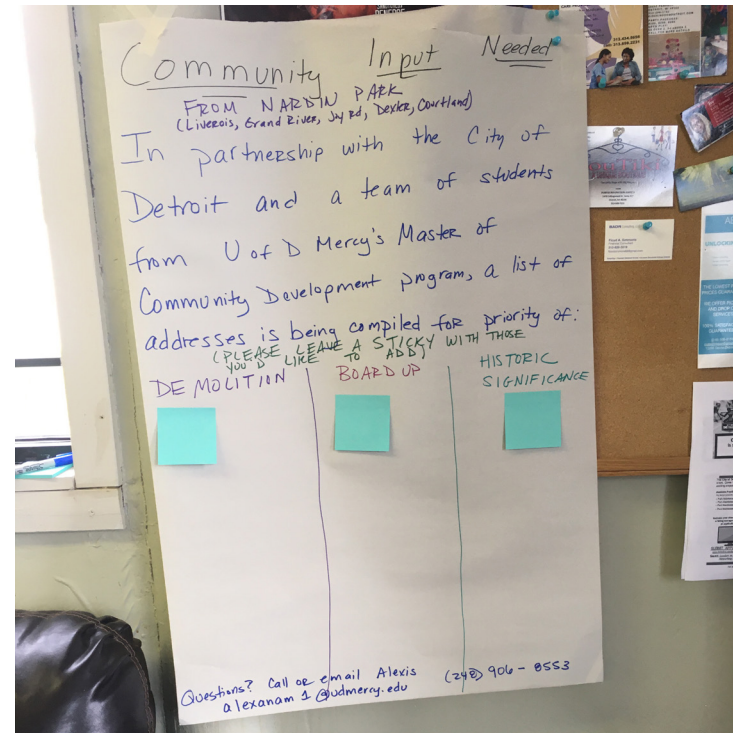



FIGURE 5.2 Prototype for collecting parcel information at community gathering spots in Nardin Park

As results are collected from Nardin Park residents and stakeholders, the PDD and NPIRBC may need to assist the community in identifying final classifications for properties with conflicting designations. Working with the community to ensure that “partners come to a consensus concerning issues on which they are likely to have differing perspectives” is a step critical to establishing transparency, building a common fact base and facilitating ongoing collaboration (The Intersector Project 16; 18). The necessity of these types of outcomes for building a collaborative culture is supported in the North Etobicoke Collaboration Toolkit, which identifies trust building and shared identification of the problem to solve as critical steps (Nayer Consulting 25).

If organizational partners express interest in collaborating on the parcel identification activity, an opportunity exists to gauge further interest in forming a more formal and ongoing collaborative table to continue work on



shared goals for development in the Nardin Park community. Equipped with an understanding of the tenants of a healthy and effective collaboration provided by the Strive Partnership, The Intersector Project, and the North Etobicoke Collaboration Toolkit, the NPIRBC should gauge the interest of other stakeholders in Nardin Park aiming to attract and execute community development, such as: the Nardin Park Non-Profit Housing and Community Development Corporation and its parent Ebenezer AME Church, as well as the nearby Chapel Hill Baptist Church, which are located adjacent to the target area of NPIRBC and aim to achieve similar physical development goals; New Light Baptist Church, which provides human services to the community; and Auntie Na's House, which is aiming to achieve similar goals around increasing access to health and wellness services for the Nardin Park community.

Other organizations that might be assets to the collaborative table which provide services to Nardin Park residents and may have similar development goals include St. Charles Lwanga Parish, The Tuxedo Project, Hope Academy, Dexter Grinds coffee shop, Broadstreet Presbyterian Church, the Lloyd Diehl Boys and Girls Club, St. Paul African Methodist Episcopal Zion Church, Elm Brothers CDC and the Detroit Collaborative Design Center, among others. In line with principles of collective impact as a model for cross-sector collaboration outlined by Kania and Kramer, different types of stakeholders should be engaged in order to ensure a well-rounded and authentic collaborative table is created and that lasting impacts will result. To this end, funding partners who share a stake in the Nardin Park community should also be invited to participate; existing stakeholders in this category include the Kresge Foundation (evidenced in the foundation's investment in two local organizations through the KIP:D grant) and Invest Detroit (the local CDFI responsible for holding the SNF 2.0 funds).

Once initial interest in collaborating is established, a meeting of interested stakeholders should take place to agree upon shared goals and objectives for Nardin Park that the collaborative table should work toward. If willingness to collaborate and buy-in to identified mutual goals is expressed at this initial meeting, the collaborative will need to consider whether a collective impact model is feasible and fitting for the context, needs, and goals of Nardin Park; if not, perhaps elements from the model and other models for cross-sector collaboration in community contexts can be used to bring about more effective collaboration and comradery among stakeholders in the community.

ROLES

Initially, the NPIRBC, the PDD and DON should work together to reach out to community organizations to ask them to participate in identifying parcels in different areas of the community. Identified partners would be responsible for working within their organizations to identify relevant properties within their area. NPIRBC should work with stakeholders participating in the collaborative parcel identification activity to coordinate communication about the results and compile the information for presentation to the appropriate partners at the City of Detroit. These partners include Briana Mason and Dave Walker of the Planning and Development Department, Gwen Lewis of Councilman Gabe Leland's office, and Mona Ali and Eric Fowlkes, District 7 representatives from the Department of Neighborhoods.

As the NPIRBC is engaging with partners toward the goals of collecting parcel identification information and getting the word out within the community to others who can participate in identifying parcels, the president

and block club members can begin to talk with participating stakeholders about their interest in collaborating further in the future. The NPIRBC should share with existing institutional partners including the City of Detroit PDD and DON as well as the Detroit Collaborative Design Center and the Kresge Foundation (from whom they received a grant in 2019) to inform them of the interest and desire to pursue formal collaboration; these partners may be able to suggest informational and funding resources to support the NPIRBC and the Nardin Park community in this initiative.

TIMELINE

Phase one could encompass planning for the collaborative parcel identification activity, including initial meetings about the proposed project between the PDD, DON and representatives from the NPIRBC to strategize engagement of the community and agree upon roles and timelines for execution. Phase two could include execution of parcel identification, namely engagement of community stakeholders, surveying of parcels by community partners, and collection of data. During this time, the NPIRBC can begin to talk with participating partners and gauge interest around future collaboration in the community. Phase three could include the completion of the collaborative parcel identification activity, including the collaborative table's report out of identified parcels to City of Detroit partners for execution. Phase four could include additional conversations and meetings around establishing a perpetual collaborative table in Nardin Park informed by the collective impact model and other models for cross-sector collaboration.

CONCEPTUAL BUDGET AND SOURCES

While no specific hard costs have been identified related to the collaborative parcel identification activity and initial engagement around collective impact partnership, time commitments for residents and organizational stakeholders will vary by location and group. The capstone team estimates that most should be able to complete parcel identification for their assigned areas in less than 3 hours. Additional time would be required from the NPIRBC and possibly PDD for compiling the data, and for participating partners to share the data with City of Detroit partners.

In terms of resourcing collective impact collaboration, Emily Malenfant identified the “top 10 ways to finance your backbone and collective impact effort”—these are:

1. Federal dollars (e.g., Promise Neighborhoods, SAMHSA, Title 1, WIA)
2. State dollars (e.g., Children’s Cabinets, state planning dollars)
3. In-kind staff and services (e.g., WIBs, higher education institutions, municipal / county agencies)
4. Local United Way
5. Foundations (e.g., family, community, regional, funders’ collaborative, corporate, national foundations with place-based initiatives)
6. Local businesses (e.g., Chamber of Commerce)
7. Tithing / dues structure / pooled resources

8. Individual major donors
9. Dedicated funding streams (e.g., special taxing districts / taxes and levies)
10. Social investment bonds

(Malenfant)

Malenfant also writes that “for maximum sustainability, most efforts will want to blend or braid resources across... funding sources.”

While fundraising has been identified as a challenge in the formation of collective impact (Malenfant), stakeholders in Nardin Park should not let the hurdle of fundraising deter them from working together in a meaningful way. For organizations who are already operating with grant funds or earned income and for volunteer-run organizations, collaborating formally and informally may seamlessly fit into current operations.

SWOT ANALYSIS

The collaborative parcel identification activity in this recommendation was identified as a project that the City of Detroit plans to use to prioritize the large number of structures in need of demolition in Nardin Park, making its implementation a strength (Ali and Fowlkes). Additionally, the participation of residents and concerned community members demonstrates one way that stakeholders can hold the City of Detroit accountable for the plans outlined in the SNF 2.0 and DCDC community vision (Willis). One weakness with this plan is that it is not clear how properties identified as having historical significance will be celebrated by the City of Detroit. Another challenge is that properties that are not publicly owned cannot be demolished by the City of Detroit, which could upset some survey participants. Some community partners have already been familiarized with the project, while others may be engaged later, which could result in limited contributions for areas not assigned to existing partners. Regarding collective impact in the community, a weakness of this plan is that based on personal interviews, stakeholders in the Nardin Park community have had limited or even negative interactions in the past, which makes diving into formal collaboration in the near term a tall order. Since “collaboration moves at the speed of trust” (Thompson)—meaning that authentic and sustainable collaboration takes place only at the pace that partners can build trust with one another—good working relationships will need to be formed before effective collective impact can be established, which will take time.

The NPIRBC president’s expressed willingness to partner with other community stakeholders on the collaborative parcel identification activity and beyond demonstrates the opportunity for collaboration between the NPIRBC and other organizations working to revitalize Nardin Park. Hunt said in an October 2019 interview that she sees the benefits that collaboration can bring to Nardin Park, and also that she is interested in the possibility of co-hosting joint programming with other community organizations with similar goals. Additionally, other organizational partners who demonstrate a willingness to participate in parcel identification represent opportunities for engagement in future formal collaboration.

A potential threat that could arise with this exercise would be the need to mediate disagreement in the form of conflicting views on classification of identified parcels, misunderstanding on delineation of roles, etc. Prior to submitting the final list to City of Detroit staff, participating organizations would need to come to a consensus

on the designation of parcels that fall into this situation. Ideally, good will and familiarity generated during this exercise will benefit the future landscape of collaboration in Nardin Park more than any conflict that arises will harm opportunities for continued collaboration.

Additional Recommendations

Work with Nardin Park stakeholders to draft a vision for use of neighborhood parcels following demolition

An additional opportunity exists for neighborhood stakeholders to work together to formulate a vision for what they would like to see happen with parcels cleared by the City of Detroit as a result of the collaborative parcel identification activity. Bringing Nardin Park stakeholders together to contribute to the parcel inventory around each group's common interest in revitalizing the neighborhood "create[s] a mutual understanding of the benefits of success"—a key step in fostering cross-sector collaboration (The Intersector Project 10). Additionally, working together to create and advocate for a shared vision would present another opportunity to test and build support around the possibility of formal collaboration.

Collaborating on the vision for future uses of land cleared by demolition incorporates elements of the collective impact model originated by the Strive Partnership and defined by Kania and Kramer in the Stanford Social Innovation Review. These elements include sharing and agreeing upon data and using that data to formulate a shared approach to meet mutual goals. In the collective impact model, a backbone organization with designated staff facilitates the partnership (Kania and Kramer; Grossman et al. 5). This proposal also utilizes the foundational elements outlined in the North Etobicoke Collaboration Toolkit, which focuses on the development of relationships and self-understanding required of organizations to meaningfully collaborate (Nayer Consulting 7). Through this strategy, organizations in Nardin Park will continue to build the foundational relationships and successes needed to engage with one another on future projects that will shape the physical landscape of the neighborhood.

IMPLEMENTATION GUIDELINES

In partnership with the City of Detroit, NPIRBC members could ask other neighborhood stakeholders what they would like to see happen with parcels after derelict structures have been cleared. This could be done through one-on-one or group conversations with Nardin Park organizations. Information could also be collected by inviting visitors to area businesses to leave their thoughts in written form for collection and compilation. To assist community members in thinking through potential options, the group could reference the strategies for the construction of new housing and development of open space, parks, and public land proposed in the DCDC Community Visioning proposal for Nardin Park developed in April 2019 (DCDC 6-9). Additionally, highlights related to the celebration of local arts and heritage proposed for the larger Russell Woods/Nardin Park SNF 2.0 planning area by the City of Detroit Planning and Development Department during their June 2019 community meeting could also be presented (PDD7). The "Missing Middle: MicroMix" Design Detroit 139 concept for neighborhood infill post demolition might also assist stakeholders in thinking through how new construction in Nardin Park could be designed to fit in with existing structures and help support home-based businesses. Figures 5.3, 5.4, and 5.5 provide examples of visuals from these resources that could be incorporated in follow up conversations.



OPEN SPACE, PARKS, & PUBLIC LAND

*The Detroit Collaborative Design Center is compiling and synthesizing recommendations based on community participation that will be given to the City of Detroit Planning Department and their consultants to inform the planning process.

PROPOSED

- Venture Land Use
 - Activity Landscapes
 - Neighborhood Hubs
 - Connecting Green Paths
 - Connection Paths/Routes
 - Opportunity Sites
 - Housing Developments
- ZONES
- Large Scale Housing Develop.
 - Mixed Use
 - Encouraged Senior Housing

ASSETS

- Convenience/Grocery Store
- Gas/Auto
- Restaurants
- Gov./Police/Health
- Church/Religious
- Community
- Shopping/Services
- Education
- Park/Greenpace
- Bus Stop
- Existing Multifamily
- Existing Community Est. Hub
- Park and Green Spaces

OWNERSHIP

- Public Ownership
- Other Possible Public Ownership
- Private Ownership
- Structures



FIGURE 5.3 Proposed activation of open space, parks, and public land (DCDC 7)

THEN

Edward Vaughn, chairman of Forum '05 and owner of Vaughn's Book Shop, headquarters for the Convention, propagandize for the program.
NEGRO DIGEST June 1967

A NEIGHBORHOOD RICH OF CULTURAL HISTORY

Building upon the memories of the past in Russell Woods + Nardin Park

FIGURE 5.4 City of Detroit Planning and Development Department proposal for incorporating arts and history into the Nardin Park landscape (PDD7)



FIGURE 5.5 A concept presented by Detroit Design 139 for activating residential parcels following demolition (Yang et al.)

Once information is collected on how stakeholders envision newly cleared parcels are used, the information can be shared with the City of Detroit Planning and Development Department, the Department of Neighborhoods, and potential investors who can provide resources to help stakeholders realize their vision. This might include arranging for the Detroit Land Bank Authority to prioritize the sale of city-owned parcels post demolition to Nardin Park organizations; identifying funding opportunities related to health and wellness promotion activities that build community; and information on non-profit support offered locally, designed to help organizations build capacity and evaluate their financial stability.

ROLES

Work would need to be done to identify stakeholders in Nardin Park who represent the interests of residents, youth, religious organizations, and stakeholders that own multiple parcels to engage them in the visioning process; this could be carried out by members of the NPIRBC with help from the City of Detroit PDD and DON. A summary of the information gathered from stakeholders would need to be compiled and confirmed with the community to ensure that the information is accurate. Finally, the PDD and DON could work with the NPIRBC to connect with city officials and other partners who may be able to leverage resources in support of the identified community vision.

Nardin Park community members would be responsible for providing information on their vision for parcels cleared by demolition. They would be asked to participate in conversations and focus groups to collectively plan for the future of Nardin Park. Stakeholders would be asked to share their concerns about the process and proposed plans. Community members would also be tasked with owning the information and communicating the vision

and support needed to decision makers within relevant City of Detroit departments and investment groups.

TIMELINE

This strategy could be incorporated with implementation of the preferred action plan or as a separate project after the city demolishes Nardin Park properties. It is important to note that the recommendation outlined here is designed to help the Nardin Park community begin to think through what they would like to see happen with newly cleared land and begin to understand that they have some shared values and goals to further encourage collaboration. This plan is not meant to determine the final implemented uses of parcels cleared following demolition but is focused on getting initial input from Nardin Park stakeholders on what they might like to see happen next.

In phase one, NPIRBC could engage with stakeholders one-on-one or hold a community meeting to discuss vision for vacant community parcels and document this information electronically alongside details on the location of buildings that have been scheduled or prioritized for demolition. Holding this gathering where all stakeholders can see and “share the data relevant to the collaboration’s efforts” is one step that should help facilitate ongoing information sharing in future collaboration within Nardin Park (The Intersector Project 22). Invitations would be extended to community partners who could help Nardin Park stakeholders identify resources to help actualize visions. In phase two, a public presentation highlighting the process from start to finish would be delivered.

CONCEPTUAL BUDGET AND SOURCES

To help facilitate this recommendation, \$90 and a minimum of fourteen and a half hours would need to be invested. A \$25 refreshment budget for the community meeting, a \$25 refreshment budget for the public presentation, a \$30 budget for materials to collect stakeholder input at community gathering hubs, and a \$10 printing budget for materials needed throughout the project make up the \$90 in monetary needs for this strategy. Nardin Park stakeholders would be asked to invest 30 minutes for an initial conversation on how parcels should be used following demolition. Community members would be asked to spend 30 minutes to attend the presentation and an additional 30 minutes to discuss and identify the resources and support needed to actualize their proposed parcel activation plans. Stakeholders would be asked for an additional 60 minutes for attendance at the public presentation.

The NPIRBC and the PDD would need to invest a minimum of 30 minutes per resident to collect information on properties needing to be prioritized for demolition. Those targeted to participate could be distilled from the inventory of assets highlighted in the Asset Mapping section and might include representatives from three Nardin Park churches, three Nardin Park non-profit organizations, and three residents. The NPIRBC and the PDD would have to spend six hours to document data collected and prepare a presentation of findings. An additional four hours is estimated to be needed to set up, facilitate, and break down the community meetings.

To fulfill the conceptual budget for this recommendation, use of NPIRBC membership dues would help to cover costs associated with printing materials and providing refreshments for all phases of this strategy. An in-kind donation of time from Nardin Park stakeholders would fulfill the time needed to complete this recommendation. Use of email, text messages, and Google Sheets could help to reduce costs associated with the documentation

necessary for this strategy. The NPIRBC would also need to secure the donation of space at one of the Nardin Park churches to host the community meeting as well as from one of the Nardin Park non-profit organizations to host the public presentation.

SWOT ANALYSIS

A key strength of this recommendation is that it builds upon an activity that the City of Detroit and NPIRBC members are already familiar with and ties the exercise to work stakeholders engaged in with the DCDC over the last year. One weakness is that some organizations in the southeast quadrant of Nardin Park have run into challenges acquiring property to activate programming due to conflicting ownership and interests. There is potential for the proposed engagement session to be derailed by these disagreements if these parties attend.


There is an opportunity that the lessons learned, and ideas generated from this plan could help other communities with large numbers of parcels cleared by demolition activate their landscape using a meaningful process that creates resident desired outcomes. However, consideration must be given to what might happen if the City of Detroit cannot secure funds to support smaller groups, and how the development of collaboration among these entities may slow. Organizations that have already received financial support from philanthropies and technical support from the city are better positioned to activate parcels with desired programming than less organizationally developed groups, which can be considered a potential threat to strengthening collaboration among stakeholders in Nardin Park.

Strategies to build on existing relationships and promote ongoing collaboration among organizations carrying out development in Nardin Park

After community organizations in Nardin Park work together to identify parcels and create a plan for the activation of those parcels, these organizations should continue the momentum of working together and carry out further actions that promote a culture of collaboration in the Nardin Park community. Conversations between the capstone team and the NPIRBC revealed a number of areas in which the block club hopes to grow, including expanding its reach in Nardin Park, bolstering participation in activities among residents, and incorporating fresh perspectives and leadership (Hunt; NPIRBC). Growing the NPIRBC was identified by the capstone team as critical to facilitating better partnership and connection with other organizations in Nardin Park, which will contribute to helping to facilitate collaborative community development in the years ahead.

IMPLEMENTATION GUIDELINES

In line with its own stated goal of reaching more community residents—specifically those of a younger age demographic (Hunt)—the NPIRBC could employ strategies that make their meetings and events more accessible to diverse groups. By making their meetings more welcoming and accessible, and ensuring as many residents know about them as possible, the NPIRBC can move toward its goal of engaging more residents. In this way, the actions of NPIRBC can be reflective of more voices in the neighborhood. Changing the time of the block club monthly meetings from 3 p.m. to a time outside of traditional work hours would allow students and working professionals to participate in meetings. Additionally, hosting meetings in different locations throughout the



neighborhood would serve to make meetings more geographically accessible to residents in different quadrants of Nardin Park.

In order to keep residents informed of upcoming meetings and events, it is recommended that the NPIRBC create and maintain a Facebook page. Facebook is a free tool that some organizations find easy to manage and requires only a small capacity lift. It is recommended that the block club have one member volunteer to create a NPIRBC Facebook page and post updates on upcoming meetings and events as they arise. While further engagement on Facebook is not required, having a Facebook presence does allow for the sharing of other content such as event flyers and photos, which may naturally encourage more creation of this type of media by block club members.

Additionally, to encourage engagement of more residents, NPIRBC could plan a canvassing effort with the goal of growing their robocall and automated text subscription list. This would allow more residents to follow block club updates on another medium that may be more familiar or useful to them than Facebook. While the block club maintains a list of text and robocall subscribers currently, the list represents only 50 Nardin Park residents (Hunt).

Each of the above outlined strategies serve not only to grow resident engagement but will also make participation in and awareness of block club activities easier for other community leaders and potential partners in development and community revitalization. Additionally, while the above strategies are targeted to the NPIRBC specifically, any community organization in Nardin Park could follow the same recommendations in order to grow their reach in the community and make themselves more accessible to other community organizations.

In order to build on the momentum for working together with other community organizations created by the collaborative parcel identification exercise, NPIRBC and other community groups could take part in the planning of a resource fair in the community hosted by the District 7 office. According to District Manager Mona Ali, the office is able to host periodic resource fairs within the boundaries of the district in response to requests of residents, and residents are able to request specific resources to be included in response to community needs (Ali and Fowlkes). To meet organizational goals and to grow their capacity to serve the whole community, NPIRBC and other community groups could ask the District 7 office to offer a resource fair with invitations extended to organizations who have helped to facilitate collaboration at the neighborhood level in the city. This resource fair could take place in a location closer to the geographic center of the neighborhood in order to engage other residents. The Boys and Girls Club could be the location for this resource fair, in line with the recent NPIRBC goal of partnering further with the Boys and Girls Club (Hunt2).

ROLES

The leaders of organizations carrying out development in the area—including NPIRBC—could oversee the adoption of the goals of building more cohesion and prioritizing opportunities for residents not currently engaged. Members of NPIRBC and other organizations could volunteer to share updates with their neighbors by word of mouth, create and share updates to a new NPIRBC Facebook page, and carry out door-to-door outreach to sign neighbors up for text and robocall updates on future block club meetings and events. Community organization leaders and members would need to take part in identifying the desired timeline for a District 7 resource fair in

partnership with District Manager Mona Ali and the Department of Neighborhoods, as well as identifying community needs to be addressed at the resource fair. In addition, Ali and her colleagues at the District 7 office as well as other city departments tapped to be a part of the resource fair in response to community identified needs would be required.

TIMELINE

In accordance with their regular cadence of meeting on the third Tuesday of each month, NPIRBC could plan for their next regularly scheduled monthly meeting to take place at an alternate time of day and location in order to be accessible to a wider variety of stakeholders. Subsequent monthly meetings could do the same. At the next monthly meeting, NPIRBC members should identify a member to create and maintain the block club's profile on Facebook. After the individual is identified, this could be carried out as soon as possible.

At the next meeting, block club members could discuss a strategy for canvassing in order to invite more neighbors to sign up for texts and robocalls from the block club. The block club could decide the best timeframe for this effort based on the availability and capacity of volunteers. In addition, before the next monthly meeting, NPIRBC leadership and members could discern whether a resource fair would be of value to the neighborhood, and if so, when there is a desire for it to take place. This decision could be made as soon as possible so the District 7 office has ample time to invite city departments to attend and carry out other required event coordination.

CONCEPTUAL BUDGET AND SOURCES

These recommendations require few monetary resources but significant manpower resources. In-kind hours would be required from block club members for canvassing as well as from the individual member who agrees to maintain the organization's Facebook presence. In-kind hours and additional resources would be required from the District 7 office for staff time to plan a resource fair. Finally, a small amount would be required to cover the ongoing expenses of the tool that provides texting and robocalls for NPIRBC; this is currently covered by block club annual membership dues (Hunt).

SWOT ANALYSIS

Changing the meeting time and intentional marketing could engage Nardin Park residents not familiar with the NPIRBC or whose schedules would not afford them the opportunity to attend meetings during the day, which would serve to strengthen the block club and grow its membership. The proposed implementation of this recommendation could be challenged if the current NPIRBC leadership is not familiar with using Facebook to build community and promote awareness of events within Nardin Park. Some residents may not be familiar with their address being designated as part of the Nardin Park neighborhood, and therefore may not be responsive to being engaged by the NPIRBC. Additionally, current block club membership may dislike the unpredictability of future meetings at different times and locations which could result in a decrease in their participation.

Changes to meeting times and locations could be an opportunity to help to attract the fresh perspective that the NPIRBC president has affirmed is of value to the future of Nardin Park (Hunt). NPIRBC members who may have been reluctant to pay dues could see value in contributing to efforts to build the association's membership through the strategies outlined. However, it will be important for the NPIRBC to get support from an external

partner who can help the organization think through the best platforms to engage residents based on their average age, percentage of homes with internet access, and accurate phone numbers uploaded into the robocall list. Without this support, the plan's success could be threatened.

Action Plan and Implementation Strategy Summary

While all recommendations present worthwhile opportunities for the Nardin Park Improvement Rock Block Club and the broader Nardin Park community to improve collective operations and build collaboration, the capstone team recommends the community prioritize using the described collaborative parcel identification activity to explore interest and willingness to engage Nardin Park stakeholders in a formal way through an existing model for cross-sector collaboration in a community context. The capstone team believes the collective impact model explored in the earlier Strive Together case study presents a promising opportunity for stakeholders in the context of Nardin Park to work together to achieve shared goals.

The first activity of this formal collaboration could include working together on a collaborative parcel identification activity, with opportunity for ongoing and future collaboration around visioning for potential uses for newly cleared parcels that emerge as a result of this activity. However, any small to medium effort project that involves the need for community organizations and stakeholders to work together and make decisions together presents an opportunity to test the benefits and feasibility of formal collaboration. This action plan already has the support of both the City of Detroit's Planning and Development Department and the Department of Neighborhoods and ties directly to the Strategic Neighborhood Fund 2.0 process (Ali and Fowlkes; Mason2). Additionally, this opportunity requires relatively little cost yet has a big payoff for the community in an effort to unite and amplify the voices of Nardin Park community organizations.

Additionally, the creation of a new collective impact table in the community could pave the way for future collaborative actions that advance both the objectives of individual organizations and stakeholders and benefit the community as a whole. As stakeholders contribute their parcels to a community-wide inventory that the City of Detroit can use to prioritize properties for demolition, securing, or marking as having historical significance, community members show their understanding that their combined voices are more powerful than the individual concerns some may have voiced to city officials around particular parcels. In the diagnosis and design phases of the Intersector Collaboration model, this work demonstrates the community's understanding that collaboration can help to solve a common problem when stakeholders "share a vision of success" built on "a common fact base" (The Intersector Project 4; 10; 18). Splitting the neighborhood up into quadrants that various stakeholders are responsible for surveying is one additional way that this action plan uses collaboration to solve the problem of creating a complete inventory. This approach demonstrates how collaboration is used to both solve a problem and build an effective partnering culture (The Intersector Project 4; 8). In instances where conflicting parcel categorization come up, discussion can be had among Nardin Park stakeholders to pick a single category. According to the Intersector Collaboration model, building consensus and establishing a transparency of viewpoints demonstrates how collaboration helps to solve a problem and operationalize a common vision (The Intersector Project 5; 16; 22). The section that follows outlines how the suggested activities might result in outcomes that facilitate collaborative, resident-informed development in Nardin Park.

This page intentionally left blank



Projected Outcomes

Overview

The Projected Outcomes section outlines how the strategy for the preferred action plan builds resident-informed collaborative community development in Nardin Park. This action plan will lay the foundation for additional work that neighborhood organizations can do to build up their capacity to collaborate. The North Etobicoke Collaboration toolkit provides an easy to follow guide for organizations to develop their individual and collective capacities to work together (Nayer Consulting 6). A comprehensive assessment of projected outcomes is provided as they relate to human, organizational, physical, and economic development criteria. Additionally, constraints and limitations of the proposed project are explored. How the collaboration of Nardin Park stakeholders on this exercise responds to issues of social justice, multiculturalism and diversity, regional development, and public policies is also highlighted to demonstrate how the proposed action plan might inform a model that could be incorporated in other communities targeted for revitalization.

Human Development

In the area of human development, the outcomes of the preferred action plan could include benefits to the health and wellness of the community. Auntie Na's House, the Nardin Park Improvement Rock Block Club, and St. Charles Lwanga Parish, have stated goals for the community around better health outcomes (Mulpuri; Hunt; Thomas).

The plan's proposed collaboration among these and other organizations providing these types of services could result in more cohesive, integrated health and wellness services leading to broader reach and deeper impact. If the preferred action plan is followed through upon by the involved city departments, better direct health and safety outcomes could result for Nardin Park residents, in accordance with research published by De Leon et al. on the impacts of urban blight on public health (2). For example, De Leon et al. write that "building (blight) remediations (have been) significantly associated with reductions in violent gun crimes... (and) building renovation permits (have been) significantly associated with reductions in all crime classifications" (18). Additionally, reactivation of formerly blighted parcels can serve to bring neighbors together—De Leon et al. write about a Chicago study that found that "residents living closer to common green spaces, in comparison with those who do not, tended to enjoy and engage in more social activities and know their neighborhoods" (21).

Organizational Development

The preferred action plan could have direct benefits to organizational development in the community. The work done to connect and engage Nardin Park stakeholders could pave the way for future opportunities for community organizations to work together toward shared goals, whether informally as collaborators or formally under a specific framework for collaboration such as through a collective impact model (as discussed by Grossman et al). Results from one collaborative project such as social connections, open lines of communication, and a better understanding of what one another's goals are can lend to more effective organizational outcomes. However, adoption of a proven model for collaboration such as collective impact could provide helpful structure and clear roles for future collaboration, and a mechanism for holding one another accountable. In his book *The Collaboration Challenge*, James E. Austin outlines several reasons why it is in non-profits' best interest to collaborate, and how this truth has emerged over time. He cites macro-level political, economic, and social forces—for example, "collaboration as a means of economizing on scarce resources and tapping new sources of assistance" (8-9). He also names micro-level benefits to individual institutions, including cost savings, economies of scale, and creating synergies (Austin 9-10).

Physical Development

The team chose the preferred action plan because of the opportunity it presents to positively impact key challenges to the neighborhood's physical infrastructure, defined earlier as features of the natural and built environment that contribute to the health and well-being of a community (Heximer and Stanard). As discussed earlier in this analysis, Nardin Park struggles with a substantial level of vacancy and loss of built density. If implemented, the plan's strategies to support a small win for neighborhood organizations to collaborate on prioritizing structures for demolition, board up, or historic recognition will help with the current and future state of physical development in Nardin Park directly. Demolition of mutually selected blighted properties will directly improve neighborhood appearance and security, as residents who know the community the best can ensure that the most problematic properties are addressed first.

This activity will also support the capstone team's goals of building resident power and neighborhood cohesion by facilitating decision making in partnership with the City of Detroit regarding blight removal, a process that many residents find opaque and difficult to navigate or understand (Sisson; Hunt2; Dortch). Similar outcomes are predicted in the selection of properties for board up, with the additional outcome that properties saved from demolition will contribute to the character of the community as well as representing a definitive future for physical development in the neighborhood (Erb). Additionally, by identifying salvageable properties and securing them, the neighborhood can be protected from further deterioration (Erb). In an examination of the impact of blight removal on crime, it was found that in neighborhoods that experience a high rate of demolition (13 or more properties within the study period) there is a decrease in the effectiveness of blight removal on crime reduction and even a correlation with an increase in crime (Jay et al. 626, 631). This suggests there is a need for increased collaboration between the city's demolition teams and community stakeholders to strategically address blight in a way that minimizes negative outcomes for neighborhoods.

The preferred action plan also includes a component to identify historic properties so that they can be marked or preserved for the future. The history of a community's buildings contributes significantly to its character, identity, and makes up its essential physical layout (Michigan Historic Preservation Network). The need to identify these areas in the community has been discussed but not specifically articulated in the city's SNF 2.0 plan. In relation to the physical development of the community, identifying and protecting buildings with historical significance will have a direct impact on the development of the neighborhood—both on the scale of future buildings, as well as on materials and styling. At the August 20, 2019, meeting with the NPIRBC, Briana Mason proposed the use of a neighborhood conservation overlay for Nardin Park in lieu of pursuing the more time-intensive and development restrictive option of applying to have the neighborhood recognized as a Historic District. Conservation Overlays or Conversation Districts are zoning tools used to achieve similar goals as the more commonly known Historic Districts, though they are focused less on usage of historical materials and more on promoting conformity to features of existing neighborhood scale (Preservation North Carolina). This will have a few outcomes for the community: first, by coming together to pool knowledge, a more comprehensive understanding of the locations of significant community, city, and regional history will be developed. Second, by identifying these sites and working to mark them, the residents are taking direct action, together, to tell the story of their neighborhood themselves, which will influence future development and narratives about the community. During the August 2019 meeting, Nardin Park residents expressed concern about the potential cost burden to renovate and maintain their homes if there were additional regulations in place. Community members expressed a preference for conservation overlays when presented with materials explaining how they differ from historic districts. The conservation overlay district could also provide stakeholders a framework for discussions about future land use and community planning.

Economic Development

As residents collaborate to compile the addresses of properties that are in need of demolition and present this information to the City of Detroit, resident-informed decision making guides how and where the city should invest financial resources in Nardin Park. Over the last five years, 135 structures have been demolished in Nardin

Park at an average cost of \$25,801.47 each (COD6). One facet of the proposed exercise engages Nardin Park stakeholders in deciding which of the 156 structures currently scheduled for demolition should be prioritized—an investment totaling \$4,025,029.32 (COD7; COD8; COD9).

In the future, as blighted structures are removed from Nardin Park, the City of Detroit projects a 4.2% increase in remaining property values (COD10). As the sale of side lots to neighboring property owners, auction of properties through the Detroit Land Bank Authority and ticketing and suit of nuisance properties increases in Nardin Park and more elements of a comprehensive blight remediation strategy are incorporated, there is potential for property values to triple (COD10; PDD7). Thus, action taken by the city on the information collected by Nardin Park stakeholders through the proposed action plan has the potential to provide direct economic gain to Nardin Park property owners—including residents, businesses, and community organizations. Increased home values may also prove to be a challenge for Nardin Park stakeholders—especially those interested in purchasing property—as increased purchase costs and associated property taxes may make ownership unaffordable. The collaborative presentation of properties that Nardin Park stakeholders see value in securing and protecting from demolition has the potential to save resources that the city might have otherwise allocated for demolition.

Other Considerations

IMPACT ON SOCIAL JUSTICE

Albrecht defines social justice as “erasing the structural barriers that prevent wholeness in a community.” The “social injustice” issues that the preferred action plan seeks to address are the many factors previously discussed in the historical context section that led to Nardin Park losing residential and property density. These events include regional factors, like displacement due to the construction of the I-75 and I-96 freeways, experienced predominantly by the Black residents of communities in the construction path; and more localized events, including the effects of arson and looting in the neighborhood during the 1967 Rebellion (Stomberg; Sugrue 210-215). Many regional and national social injustices accompanied those local events including policies of redlining and housing segregation, urban renewal practices, and Jim Crow laws that allowed legal discrimination against African American citizens (Sugrue 210-215). Further injustices that this project seeks to address are those of the lack of resident voice in decision making processes for demolition and rehabilitation in the community.

Additionally, the financial recession of 2009 resulted in a significant foreclosure rate for Detroit’s predominantly Black home-owning population; this resulted in an increase in empty properties, which eroded home values and community safety for remaining residents (Livengood). This bank foreclosure crisis was followed closely by a wave of tax and water bill related foreclosures, which resulted in additional loss of residents in Nardin Park and throughout Detroit (Loveland2). The loss of residents and subsequent loss of tax dollars led to a loss of neighborhood services for residents of Nardin Park. Even as the City of Detroit has emerged from bankruptcy and regained the capacity to offer neighborhood services, many residents have lost their faith in the effectiveness of civic participation, leading to a power imbalance between community stakeholders and city entities tasked with developing and reactivating neighborhood services (Hunt).

Although the preferred action plan is limited in its scope as a direct response to the majority of these injustices, the plan does seek to create social justice as defined by Albrecht through the project by working to foster a robust, collaborative neighborhood network capable and ready to proactively name and advocate for the needs of stakeholders in Nardin Park (Kania and Kramer; Nayer Consulting 26). In working to build up social cohesion and social capital in Nardin Park, the plan works toward an outcome where community members will be better prepared to advocate for and participate in the democratic processes required of just, equitable neighborhood development.

IMPACT ON DIVERSITY AND MULTICULTURALISM

The preferred action plan includes a historical site identification component, which will uncover and document the cultural history of the Nardin Park neighborhood. Prior to the work done by the capstone team and the City of Detroit via the SNF 2.0 neighborhood plan, a comprehensive history of the area's population history had not been compiled. It is the capstone team's hope that this document, the suggestions in the preferred action plan, and the stories from community members captured during the SNF 2.0 planning study will serve as a solid foundation of work on which current and future Nardin Park residents can build their sense of community history and identity. Additionally, the preferred action plan is explicitly looking to identify, preserve, and celebrate the influence of Black culture in the neighborhood. African Americans have made up the majority of the neighborhood population since the 1960s; ostensibly longer than any other group since the Indigenous tribes that lived in the area pre-colonization (Livengood; Sauer). Post-colonization and pre-1960s, the capstone team has already uncovered much about the historical European settler populations that occupied the area; initially predominantly French and German, these residents gave way to Jewish residents of various national origins, who were eventually replaced by Nardin Park's current majority African American population (Hunt; Livengood; Sauer; Sugrue 210-215).

The historical site identification activity will also serve to paint a more public picture of Nardin Park's rich diversity of religious institutions and faiths. Although most of the institutions in the community today are Christian denominations, the neighborhood has a history of Jewish and Islamic faith institutions which the activities of the preferred action plan could identify and integrate into residents' understanding and relationship with the Nardin Park neighborhood. Finally, as part of the SNF 2.0 outcomes in the Russell Woods/Nardin Park boundary, Dabl's African Bead Museum, a prominent source of African art in the area, has been engaged for the design of community signage that will be located along Dexter Avenue north of Elmhurst (PDD7). It is the capstone team's hope that after signage locations are identified in Nardin Park, Dabl's would be engaged for the design and installation of similar culturally appropriate historic signage.

IMPACT ON REGIONAL DEVELOPMENT

Working to incorporate the perspective of the Nardin Park Non-Profit Housing CDC (NPNHCDC) as part of the proposed project plan provides an opportunity for a local developer to communicate to the City of Detroit the importance of eradicating properties in close proximity to the transit corridors that bring multi-modal traffic to and through Nardin Park. Heyward Dortch, the chair of the NPNHCDC, noted that the organization wants to

construct a mixed-use development along Riviera Street, in the blocks closest to Grand River Avenue and Joy Road, in order to attract millennial residents excited to call Detroit home (Dortch2). Engaging similar entities—including Chapel Hill Missionary Baptist Church and its affiliated CDC, which have a history of developing and managing multifamily housing in Nardin Park—as part of this exercise has the potential to grow the draw of those seeking rental housing in Detroit along major routes that provide connections to job and entertainment opportunities downtown. Successful engagement of local developers in Nardin Park could inform the approach that the City of Detroit Planning and Development Department and Invest Detroit take as the SNF planning process expands to other parts of the city where faith-based organizations have a history of building and managing housing and retail corridors.


The proposed project also incorporates the perspective of organizational leaders near Elmhurst Street, which Nardin Park and Russell Woods stakeholders voted to have be the path for a node connected to the Joe Louis Greenway (PDD3). This node will help connect Nardin Park to “a network of open space, trails, and bike lanes” designed to connect east and west neighborhoods, their residents, and parks to the Detroit Riverwalk and downtown (PDD3). Auntie Na’s House and the Elm Brothers CDC will be able to help highlight addresses that stakeholders see as critical to demolishing or protecting as this pathway through the neighborhood is developed to support bike and pedestrian infrastructure. Successfully convening these groups to participate in this exercise could inform the approach that the City of Detroit’s General Services Department and related regional greenway leaders take to incorporate the perspectives of residents near planned nodes and paths.

IMPACT ON PUBLIC POLICIES

Detroit’s unique position as the largest recipient of federal Hardest Hit Fund dollars for demolition and the challenges that the Detroit Land Bank Authority have encountered since grants were awarded have been called to the spotlight as the city’s mayor pushes forward with a plan to clear all vacant residences by 2025 (Stafford). Designing and implementing a strategy that makes the process resident informed will be critical. The proposed project action plan outlines one approach to organizing a representative group of neighborhood stakeholders to decide how federal and local investment is implemented.

The preferred action plan shows one way that collaborative planning can build a neighborhood’s relationship with the city departments responsible for carrying out the work of demolishing derelict structures and protecting salvageable assets. Local leaders are calling for the mayor’s proposed residential blight remediation strategy to be culturally inclusive, physically and economically beneficial, transparent, and preventative (Stafford). The proposed action plan strategy could assist leaders in supporting neighborhood organizations to hold the mayor and City of Detroit accountable for delivering on these expectations. There is potential for the process outlined in the proposed action plan to be used as a model in other neighborhoods impacted by blight, especially in areas with high concentrations of properties that could be demolished through the Hardest Hit Fund.

The process outlined for stakeholders to identify properties of historical significance provides another example of how community member voice can shape a process. While there are examples of historic property surveys done in other parts of Wayne County, resident involvement is typically restricted to attendance at meetings to hear about the findings that outside entities have documented. The city of Northville recently wrapped up a



two-year historic district survey, funded by a grant from the State Historic Preservation Office (City of Northville). While the process outlined opportunities for residents to learn about the findings that a consultant firm found and to ask questions about how historic designations might impact their property values, there was no mechanism for residents to report potential historic sites to the project manager (City of Northville). The preferred action plan's strategy could be used to inform how other communities incorporate resident perspective into historic data collection, and potentially how grants could mandate recipients to engage stakeholders in the research process.

Project Constraints and Limitations

While the capstone team recommends the preferred action plan for implementation in the Nardin Park community to promote organizational collaboration and meet other community needs such as addressing vacant or blighted land, community health, and safety, there are a number of constraints and limitations that apply to the project in this context. The vision for the collaborative table as well as its success will ultimately be determined by the residents and stakeholders who make up the community organizations. Another constraint is that outcomes are limited by the scope of the opportunity that was presented by representatives from the city. This project was selected as the test case for future collaboration in Nardin Park to take advantage of an opportunity that was presented. Future opportunities exist to expound on whatever results ensue from this project and to explore different types of collaboration, but knowledge of this limitation will be helpful for success now and in the future.

Another significant limitation is the history of relationships that existed among neighborhood organizations before the collaborative parcel identification exercise. This history has bearing on the present-day interactions between organizations, and the collaborative table will have to work within that existing context—not in a vacuum without the influence of past history or future repercussions.

Success resulting from collaboration that begins now may take months or years to manifest fully. As the Intersector Project notes, “collaborations often take longer than expected, in part because partners must work in ways that take into account the practices and priorities of other[s]” (34). Additionally, another limitation that exists is that of the city's capacity to support ongoing collaboration in this community and to deliver on its role of following through on demolition and designation of historic parcels that will result from this project. Recognizing their own limited capacity, if the city is not able to execute these tasks after communicating with residents and community organizations about it, this could cause frustration and have detrimental effects to the long-term viability of collaboration in Nardin Park.

Projected Outcomes Summary

This section has discussed the potential outcomes for the collaborative parcel identification exercise. These outcomes have been discussed across the spectrum of the human, organizational, physical, and economic development, as well as impacts on social justice, multiculturalism, regional and policy outcomes. Human development outcomes included positive changes in the health and safety of residents in Nardin park, including

increases in social cohesion and relationship to place through the remediation of blighted structures and activation of green spaces. Organizational development outcomes of the plan include greater ability for the organizations in Nardin Park to be heard and get neighborhood needs met at the local policy level, as well as benefits seen in the form of cost savings and better capitalization for their individual organizations as services are improved and streamlined. Physical development outcomes included a potential reduction in crime as a result of removed and secured blighted structures and associated improvement in the quality of the overall environment as a result. Economic development facilitated by blight removal will also have impacts on overall housing value and affordability in Nardin Park, with an average 4.2% increase in property value currently estimated (COD10). The capstone group found in the cases of all projected outcomes that strong levels of communication and coordination between neighborhood stakeholders in the community will be necessary to mitigate potentially negative outcomes associated with increasing property values and improved neighborhood amenities to ensure that more vulnerable residents, including senior and low-income residents, are not displaced.

Impacts on social justice are discussed in the context of Nardin Park successfully incorporating tenets of collaborative impact that develop relationships between organizations to build up the necessary resources to advocate for the needs of the neighborhood. The neighborhood's multicultural history can be acknowledged and encouraged by the identification and recognition of historically significant sites in the community. Regional development impacts are seen in the form of coordinated strategies between the faith organizations that offer affordable housing in Nardin Park and the City of Detroit as the neighborhood looks to increase the overall population in the form of proposed housing developments which include rental units. Regional impacts will also be seen as the neighborhood connects to the rest of the city via the proposed Joe Louis Greenway; the impacts of this project could be better informed by residents of Nardin Park through strategic participation by neighborhood stakeholders. The public policy impact of the collaborative parcel identification exercise will come in the form of the project itself creating a model for resident leadership in property identification for the City of Detroit as it ramps up blight removal and building rehabilitation activities. The following section will discuss how and when the recommendations and strategies suggested by the capstone team can be assessed for their impact and effectiveness in building collaboration among stakeholders in Nardin Park.



Project Assessment Methods

Overview

The Project Assessment Methods section outlines how the success and impact of building stronger collaboration among Nardin Park stakeholders could be measured. Proposed evaluation methods take into consideration existing research, theory, and best practices through the MCD HOPE Model, informed by the lenses of sustainability, service, and social justice, which are used to ground the criteria and assessment methods for the preferred action plan. This section considers the effects of the preferred action plan on quality of life and community safety (human development), effective cross-sector collaboration informed by a collective impact model (organizational development), and the physical fabric of the community and its economic outcomes (physical and economic development). Impacts on the Nardin Park community, the Nardin Park Improvement Rock Block Club (NPIRBC), and the goal of improving organizational collaboration in Nardin Park are considered, with input from NPIRBC representatives.

Feedback from the MCD capstone team's advisory committee, the Nardin Park Improvement Rock Block Club, and insights from collaborative international (Tamarack Institute), national (Strive Partnership's collective impact model), and local efforts (O'Hair Park Community Association) inform the assessment methods outlined. Criteria are structured to build upon the connections made between Nardin Park stakeholders involved in the collaborative parcel identification activity proposed in the preferred action plan. Indicators for how the expected results outlined in the projected outcomes section could be measured center around improved organizational collaboration that

facilitates connection with municipal partners to move the neighborhood's vision for physical revitalization and improved resident safety forward.

Human Development

Success in the case of this project includes identifying measurable decreases in criminal activity, increases in health and wellbeing for residents, increases in overall quality of housing in the community, as well as an increase in the community's capacity to identify and be responsive to vacated properties that pose health and safety risks. Members of the NPIRBC can work together with the Detroit Police Department's 10th Precinct neighborhood police officer (NPO) to review data and monitor crime in the neighborhood presently to establish a baseline understanding. After demolitions and board ups begin, monitoring and reporting should then continue at least annually for the next 3 years to see if there is any local impact on activity from demolitions and board ups. If, as has been suggested by Jay et al., there are a significant number of demolitions that take place in certain locations in Nardin Park (13 or more properties within a 2 year period), NPIRBC members can organize other residents to conduct a citizens' patrol or neighborhood watch of those areas, and work with the NPO to increase monitoring of areas of the neighborhood that may be vulnerable to an increase in crime due to a high rate of demolition (626, 631).

De Leon et al. found in their report on the impacts of blight remediation that a Health Impact Assessment should be carried out to monitor both positive and potential negative impacts of blight removal. Health Impact Assessments (HIA) are, "a systematic process that uses an array of data sources and analytic methods and considers input from stakeholders to determine the potential effects of a proposed policy, plan, program, or project on the health of a population and the distribution of those effects within the population. HIA provides recommendations on monitoring and managing those effects" (De Leon et al 24). This type of data tracking and analysis would best be carried out in tandem with monitoring the impacts of other types of interventions that seek to address vacancy in Nardin Park, including outcomes from Detroit's recently enacted Rental Ordinance and evaluations of the Detroit Land Bank's Auction and Own It Now programs. Finally, follow up on blight removal and remediation efforts can include monitoring and reporting to the NPO the status of boarded-up properties to ensure that they remain secured and to respond to properties whose security becomes comprised in an organized and timely manner. To this end, NPRBC and other neighborhood organizations can work to organize a citizen's patrol or neighborhood watch group. When recruitment efforts are focused on the neighborhood, citizens' patrol groups or neighborhood watch groups also serve as an effective way to build community relationships and as recruitment tools for block clubs—members come together around a common goal of increasing safety and security. Participation in that activity builds trust, relationships, and information sharing networks required for long-term collaborative efforts to be effective and sustainable (Nayer Consulting 26).

Organizational Development

Evaluating Collaboration in Nardin Park

To build a culture of collaboration in Nardin Park, the capstone team recommends stakeholders first convene to

establish a set a of shared goals for improving the community; confirm an interest in working collaboratively around shared goals, identify a partner willing to drive the development of collaboration forward as the “backbone” organization (Kania and Kramer); and consider how the collective impact model may fit the community’s approach toward reaching these goals. Regarding collaboration in Nardin Park, Parkhurst and Preskill’s three approaches to evaluating collective impact can be used. In the foreseeable future, as collaborative partners are developing their own internal organizational strength and in the developmental stage of collaboration, Parkhurst and Preskill’s strategic question that needs to be answered is, “What needs to happen?” As partners are working to develop collaboration using the collective impact model, stakeholders will need to identify which activities must take place to develop and move the collaborative toward identified shared goals set during the establishment of the collaboration, as outlined in the collective impact model literature (Kania and Kramer). Based on conversations the capstone team has had with Nardin Park community members, established shared goals in Nardin Park are likely to fall in the categories of community safety, vacant land reuse, and health and wellness promotion (DCDC; Hunt; Hunt3; NPIRBC; Willis).

One of the first measures toward the development of collaboration in Nardin Park might be the development of a shared set of norms and a meeting schedule by which stakeholders convene to discuss shared data measurement and progress toward shared goals, based on the collective impact model (Kania and Kramer). Phase four in the preferred action plan might serve as the first gathering of this group. How well the collective impact group answers the question “What needs to happen?” should be the focus of evaluating collaboration in Nardin Park in the near term. Within one-year, further progress in developing collaboration might be evidenced by the ease with which information can be found about upcoming meetings of the collaborative and documents relating to events and gatherings related to the group’s shared goals. In the long term, philanthropic and municipal leaders considering investment in Nardin Park should be able to reach out to this collaborative to have partners weigh in on applications submitted for projects designed to improve the neighborhood.

In a 2014 article, Mark Cabaj, formerly of the Tamarack Institute, offers best practices for evaluating collective impact. Most notably, Cabaj raises up the importance of employing an “adaptive approach to wrestling with complexity” in the execution and evaluation of collective impact (113). Since collective impact collaboratives are by definition working to pursue solutions to complex community problems, processes and procedures not only need to be adaptive, but evaluation methods need to reflect the diversity of collective impact models that exist rather than employing a “one-size-fits-all” approach to evaluating them (Cabaj 113). For example, in a collaborative focused on educational outcomes, interviews with leaders of participating organizations revealed that different stakeholders required different data at different times of the year for their discrete purposes based on the types of services they were each providing (Cabaj 113). In cases like these, Cabaj suggests that a “patch evaluation design” can be useful, which is defined as “multiple (sometimes overlapping) evaluation processes employing a variety of methods...whose results are packaged and communicated to suit diverse users who need unique data at different times” (113). This is an example of adaptive practices being applied to collective impact evaluation. In Nardin Park, this means that stakeholders who elect to participate in collective impact informed collaboration (per the preferred action plan) should take into consideration all of the needs of participating stakeholders and select evaluation and data collection methods that best serve all stakeholders.

In their 2014 article in the Stanford Social Innovation Review, Marcie Parkhurst and Hallie Preskill outline three approaches to evaluating collective impact, based on the stage in which the collaborative is operating. The three approaches are: Developmental Evaluation, for initiatives in the exploration and development stage; Formative Evaluation, for initiatives that are evolving and being refined; and Summative Evaluation, for initiatives that are stable and well-established (Parkhurst and Preskill). According to the authors, evaluation at each of these stages takes into account the specific activities taking place during each stage, such as partners assembling during the developmental stage, or activities and outcomes becoming more predictable in the formative stage (Parkhurst and Preskill). According to this model, evaluation also asks a different strategic question at each stage to anchor the evaluation. Like Cabaj, Parkhurst and Preskill acknowledge the nature of collective impact as “complex and unpredictable,” and thus a “comprehensive, adaptive approach to evaluating collective impact” must be maintained.

Sample evaluation questions from Parkhurst and Preskill at this stage include: “how are relationships developing among partners; what seems to be working well and where is there early progress; and how should the collective impact initiative adapt in response to changing circumstances.” For Nardin Park in the near term, this will mean evaluating the early steps required to establish a collective impact model informed collaboration, including: identifying a backbone organization with the capacity to push the collaboration forward; identifying shared goals that will be worked toward in the collaboration; selecting shared data points and methods for collecting that data; and identifying any additional resources needed to make the collaboration possible. Successful completion of these developmental tasks will demonstrate success of these aspects as a result of the preferred action plan in the near term. At the developmental stage of collaboration and in the related evaluation, outcomes in the community resulting from successful collaboration are not yet being evaluated, but rather the internal workings of the collaboration itself, according to Parkhurst and Preskill’s model. In the midterm and long term, collaborators may advance into the formative and summative phases of evaluating collective impact based on their progress toward establishing the tenants of collective impact and advancing toward their shared goals. The authors’ three approaches to evaluating collective impact are shown in Figure 6.1.

The HOPE Model can be applied to the collaboration-focused aspects of evaluating the capstone project’s recommendations. These particular suggested activities fall primarily into the category of organizational development, as they include how Nardin Park organizations and stakeholders coalesce, grow, change, and interact with their surrounding communities to develop them, as well as the organizations’ own internal development (Brown and Slowik).

Specifically, at the developmental level of collaboration, as partners are creating norms around present and future elements of the collaboration, it is primarily organizational development activities that are being carried out and evaluated. However, in the later stages of collaboration and related evaluation, the other elements of the HOPE Model come into the mix. At the formative and summative stages, evaluators begin to consider not only the quality and effectiveness of the collaboration itself, but of the activities and impact the collaboration is carrying out, including some combination of human, organizational, physical, and economic development activities.

Additionally, the MCD values of social justice and service can be applied. Collective impact, based on definitions established by Kania and Kramer, is made up of cross-sector collaboration and involvement of different types of

Three Approaches to Evaluation

	DEVELOPMENTAL EVALUATION	FORMATIVE EVALUATION	SUMMATIVE EVALUATION
Stage of collective impact development	Collective impact initiative is exploring and in development.	Collective impact initiative is evolving and being refined.	Collective impact initiative is stable and well-established.
What's happening?	<ul style="list-style-type: none"> ■ Collective impact partners are assembling the core elements of their initiative, developing action plans, and exploring different strategies and activities. ■ There is a degree of uncertainty about what will work and how. ■ New questions, challenges, and opportunities are emerging. 	<ul style="list-style-type: none"> ■ The initiative's core elements are in place and partners are implementing agreed upon strategies and activities. ■ Outcomes are becoming more predictable. ■ The initiative's context is increasingly well-known and understood. 	<ul style="list-style-type: none"> ■ The initiative's activities are well-established. ■ Implementers have significant experience and increasing certainty about "what works." ■ The initiative is ready for a determination of impact, merit, value, or significance.
Strategic question	What needs to happen?	How well is it working?	What difference did it make?
Sample evaluation questions	<ul style="list-style-type: none"> ■ How are relationships developing among collective impact partners? ■ What seems to be working well and where is there early progress? ■ How should the collective impact initiative adapt in response to changing circumstances? 	<ul style="list-style-type: none"> ■ How can the initiative enhance what is working well and improve what is not? ■ What effects or changes are beginning to show up in targeted systems? ■ What factors are limiting progress and how can they be managed or addressed? 	<ul style="list-style-type: none"> ■ What difference(s) did the collective impact initiative make? ■ What about the collective impact process has been most effective, for whom, and why? ■ What ripple effects did the collective impact initiative have on other parts of the community or system?

FIGURE 6.1 Three approaches to evaluating collective impact, from the article "Learning in Action: Evaluating Collective Impact" (Parkhurst and Preskill)

stakeholders—often including philanthropic institutions. Inclusion of funders who have a stake in the health and equitable development of Nardin Park (such as the Kresge Foundation and Invest Detroit) in a collective impact collaboration could be lucrative toward the goal of leveraging funding opportunities for the benefit of Nardin Park residents and development projects. It could also provide organizational leaders, developers, individual

residents, and those representing philanthropic institutions with equally weighted seats at the collaborative table, serving to equalize the distribution of power and moving toward Albrecht’s definition of social justice—i.e. the removal of structural barriers that present wholeness in a community (Albrecht). It is notable that for the collective impact model of collaboration to have a social justice impact, all parties involved must work towards that as an explicit goal and work intentionally to balance the power differences that may exist across involved individuals and organizations.

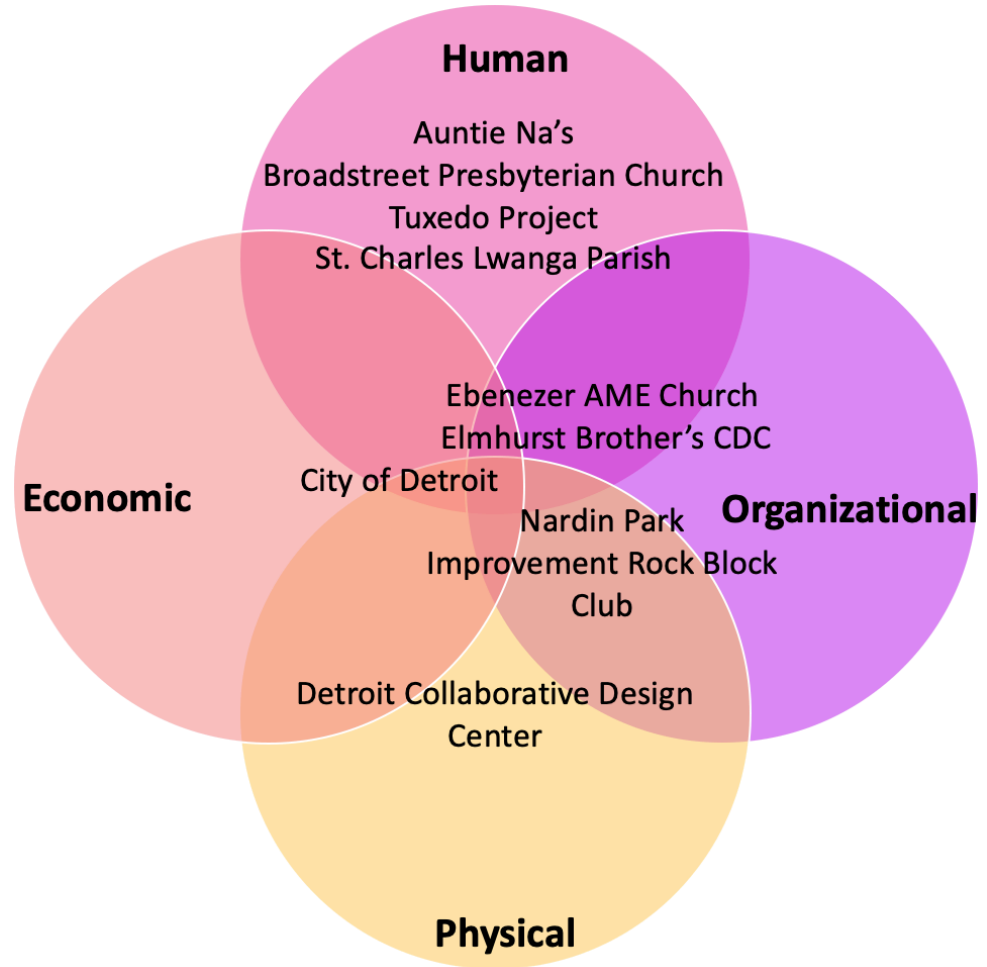


FIGURE 6.2 Venn diagram of Nardin Park stakeholders organized by mission alignment with MCD HOPE Model Service, also as defined by Albrecht, includes actions that meet the immediate concerns of those in need while critically examining their structural causes. A collective impact collaboration by definition aims to address complex problems, likely those caused by systemic inequity and social injustice. In considering solutions to widely felt

social problems, collective impact actors undoubtedly address some of the immediate concerns of residents, with the longer-term goal of critically examining their structural causes. By Albrecht's definition, collective impact can be considered in these ways to be achieving service. In Nardin Park, collaborators working together to examine and attempt to remediate the structural causes of vacant land, as well as aiming to address the visible impacts of vacant land in the community is one example of this.

Convening Nardin Park Stakeholders to Facilitate Collaboration

A suggestion made by the capstone team's advisory committee was to host an event within Nardin Park that brings stakeholders together to complete an activity that benefits the neighborhood. Counting the number of attendees and monitoring the level of engagement among attendees in contributing to the shared activity could help to assess the neighborhood's willingness to come together to collaborate (Johnson). As part of the exercise, each stakeholder would be asked to share the vision and purpose of their organizational affiliation so that it could be shared with all in attendance. Figure 6.2 demonstrates what this might look like if a representative from each of the entities interviewed by the capstone team were in attendance.

Around the 2019 Halloween holiday, several Nardin Park organizations hosted events to provide children in the community a safe space to enjoy holiday-themed treats and activities. Auntie Na's hosted a harvest fest in mid-October. St. Paul AME Zion Church hosted a Harvest Fest on October 31st (St Paul AME Zion). On the same day, the 10th Precinct also hosted a trunk or treat event (COD11). One way to measure the development of collaboration within one year would be to determine if the community could coordinate programming to offer Halloween festivities for neighborhood youth together. Stakeholders would need to be willing to share information about the types of events they plan to host and combine resources to advertise using a single flyer posted through their unique social media channels.

The Nardin Park community might look to the O'Hair Park Community Association for an example of how several religious organizations, a local school, residents, and a neighborhood association opted to combine their individual holiday festivities into a community-wide event. In the O'Hair Park community in northwest Detroit, stakeholders collaborated to plan the time, programming, and marketing for their 2019 Halloween event (O'Hair Park). As the event neared, uniform communication about the event was distributed through verbal, electronic, and hard copy announcements throughout the association's network (O'Hair Park). Examples of these materials are shown in Figure 6.3. One indicator of progress toward increased collaboration in Nardin Park in the years ahead would be the creation of similar communications reflecting the coordination of programming targeted toward youth at Halloween. Many of the tools that Nardin Park community members would need to carry out the planning and development of a similar event were outlined in the recommendations noted previously in the additional recommendations portion of the Action Plan and Implementation Strategy section.

COMMUNITY PARTNER INPUT

When asked what successful collaboration might look like in Nardin Park, Nrena Hunt, president of the Nardin Park Improvement Rock Block Club, noted that this might be evidenced in joint health and wellness programming offered by the block club and Auntie Na's that is open to all residents (Hunt3). Hunt noted wanting to pair the



FIGURE 6.3 Coordinated promotion for Halloween events in the O’Hair Park community of Northwest Detroit. Map at right shows how individual stakeholders combined efforts to carry out a neighborhood wide event (O’Hair Park)

tai chi lessons that the block club offers outdoors in Richard Allen Park with the health screenings that Auntie Na’s offers to community members along the neighborhood’s northern edge. Facilitating an in-person connection between Sonia Brown and Nrena Hunt during phase four of the preferred action plan could be one of the earliest criteria for helping to build collaboration among stakeholders in Nardin Park. One midterm indicator that the connections facilitated between stakeholder participants of the collaborative parcel identification exercise have a lasting impact in Nardin Park might be seeing a joint health and wellness event hosted in the 2020 calendar year. By 2021, evidence of new or expanded connections with local healthcare partners like Henry Ford Hospital or Wayne State University might further demonstrate the growth of collaboration and partnership in Nardin Park, helping the NPIRBC to realize its vision of bringing improved health outcomes into the lives of Nardin Park residents (Hunt3).

Expanding membership in the block club to include additional Nardin Park faith-based organizations and block clubs might be another indicator of increased collaboration down the road. Hunt noted that in the past, there had been limited connection between the block club and a few Nardin Park churches, but that community engagement strategies among the block club and area churches have largely remained separate. Over the course of the last year, as one of the neighborhood churches began attending monthly block club meetings, the idea of developing a technology lab for the community surfaced (Hunt3). In the second half of 2019, as the block club worked with the City of Detroit to explore the feasibility of purchasing a physical space to host activities, the technology lab was noted as a priority among the types of programming that would be offered (NPIRBC). To

monitor progress toward this facet of collaboration, a comparison of the list of NPIRBC members in October 2019 could be made to those who participate in activities one and three years later. An increased number of individual and organizational affiliations could demonstrate growth, while a decrease might indicate the need for additional work to foster connections between stakeholders in Nardin Park. This same pattern could be used to measure the sustainability of collaboration in Nardin Park, with increased membership indicating positive growth, and decreased involvement signaling a lack of sustainability.

A third area that the MCD capstone team's community partner noted being important to measure was improved community knowledge of the many organizations working to improve Nardin Park. During both a June 2019 meeting and an October 2019 phone call with Nrena Hunt, mention was made of a new CDC in the neighborhood (Hunt; Hunt3). An August 2019 meeting with Garland Hardeman, founder of the Nardin Park Association, revealed that the group had been started as a way to collect the interests of property owners in Nardin Park (Hardeman). While Hardeman was familiar with the names of the leaders of two other organizations in the neighborhood who had received philanthropic funding and support to improve conditions, it was not clear that any work had been done to develop partnerships between the new Nardin Park Association and the pre-existing work of Auntie's Na's or the Nardin Park Improvement Rock Block Club.

Short-term evidence of improved collaboration in Nardin Park might be seeing newer Nardin Park stakeholders contributing parcels to the preferred action plan. At the close of phase three where the results from the preferred action plan are presented, attendees could be surveyed and asked to name the stakeholders they know to be working to improve the community. Within the next year, that same survey could be conducted again, with responses compared to see how the list changes. Comparable lists one year apart might indicate that knowledge is about the same. A smaller list at the one-year mark might indicate that fewer stakeholders are engaged, if the response rate is determined to be comparable to that conducted one year ago. A larger list at the one-year mark would indicate improved knowledge of those working to improve Nardin Park, which could also demonstrate improved connection and collaboration between stakeholders.

Physical Development

In the course of this capstone work, residents were presented with the option of pursuing a Conservation Overlay District in Nardin Park, by the community's planner, Briana Mason. The conservation overlay was presented as an alternative to researching and applying for recognition as a Historic District. As such, this criterion can be evaluated through follow up with the District 7 office and with the Planning and Development Department. This outcome is difficult to measure because the City of Detroit has yet to adopt a formal process for enacting conservation districts or overlays formally at the time of this writing; there is evidence of progress in the form of a report that outlines the various mechanisms available to the City of Detroit to create the conservation overlay option (Cook et al). Briana Mason is currently the PDD representative who proposed the conservation overlay, and as such would be the primary contact for the City as it is a zoning designation that would require approval by the Board of Zoning Appeals and City Planning Commission. As discussed earlier, resident engagement in outlining the criteria for the conservation overlay would be critical to the process, and representatives of NPIRBC and other interested Nardin Park community organizations can check in with PDD and the District semi-annually

to evaluate progress on the overlay. If no overlay is in place and no progress has been made by the end of 2020, residents should alternately pursue historic recognition through the state or federal application process.

It is notable that unless a community petitions for a historic district which is locally recognized (at the City level) it is a designation effectively in name only; and does not have a significant level of impact on development or renovation that takes place in the community. At the August 17 2019 block club meeting where this was discussed, NPIRBC members expressed hesitation about the potential barriers historic designation might create for already struggling residents looking to improve their properties; if they apply strategically, they can guarantee recognition of the historic qualities of the Nardin Park neighborhood without creating barriers to development and renovation. Decisions about the type of district to apply for should be made by 2020; after that point, groups and individuals who want to participate in preparing the application can come together to complete the process. Successful recognition of a historic district (either conservation overlay or otherwise) should be obtainable in Nardin Park by 2022.

Beyond designating the entire community for some type of historic preservation or recognition, community organizations and members may want individual properties designated and demarcated. Residents can find assistance for navigating this process through the District 7 office and through the Planning and Development Department, or by connecting directly to the City's Historic Designation Board. There are also resources available in the form of assistance from the Michigan Historic Preservation Network and State Historic Preservation Office. Progress on this community goal can be measured by the successful mapping, listing, and demarcation of significant historic properties in the community in some formalized way; plaques installed directly at the site are the most common. These properties could also be mapped, and their histories documented and shared online via a digital archive and/or existing community organization websites and social media pages.

Documentation of this nature helps create neighborhood identity and character which builds social cohesion and, in the case of Nardin Park, helps address some local issues by asserting a clear and unique neighborhood identity which though always present, has not always been articulated in an intentional or strategic way. This should be considered a long-term goal because of the amount of time applications for historic designation for individual sites or districts can take. Progress towards this collaborative effort to identify and recognize the history within Nardin Park should be evaluated in 2021 or 2022, by which time comprehensive resident engagement, cataloguing of sites, and preparation of any appropriate applications would ideally be complete. An outcome of the collective impact collaboration could be for groups in Nardin Park to come together to realize a goal for the development or redevelopment of a currently vacant parcel or historic property; the collaboration could work from the existing land-use vision for Nardin Park, or could focus on a property identified through the collaborative parcel identification activity. Progress on this goal should be evaluated in 2021, after parcels have been mapped and progress on desired demolition and historic designation has been measured and found to be satisfactory to stakeholders.

Economic Development

Evaluating Impacts on the Community and Resulting Economic Opportunity

Using the city's demolition tracker, NPIRBC and other community organizations and citizens can track local properties through the demolition process. They can also continue working with the District 7 office to advocate for properties in need of demolition, and to check on the timeline of when those properties will be addressed. In 2022, a dedicated effort should be undertaken to check up on the demolition status of properties submitted to the City and District 7 office as part of the preferred action plan. Success for this component will be determined by the majority of publicly owned prioritized properties having been demolished or secured by 2023. A collaborative table within Nardin Park might query parcels located within Nardin Park on the City of Detroit's demolition list

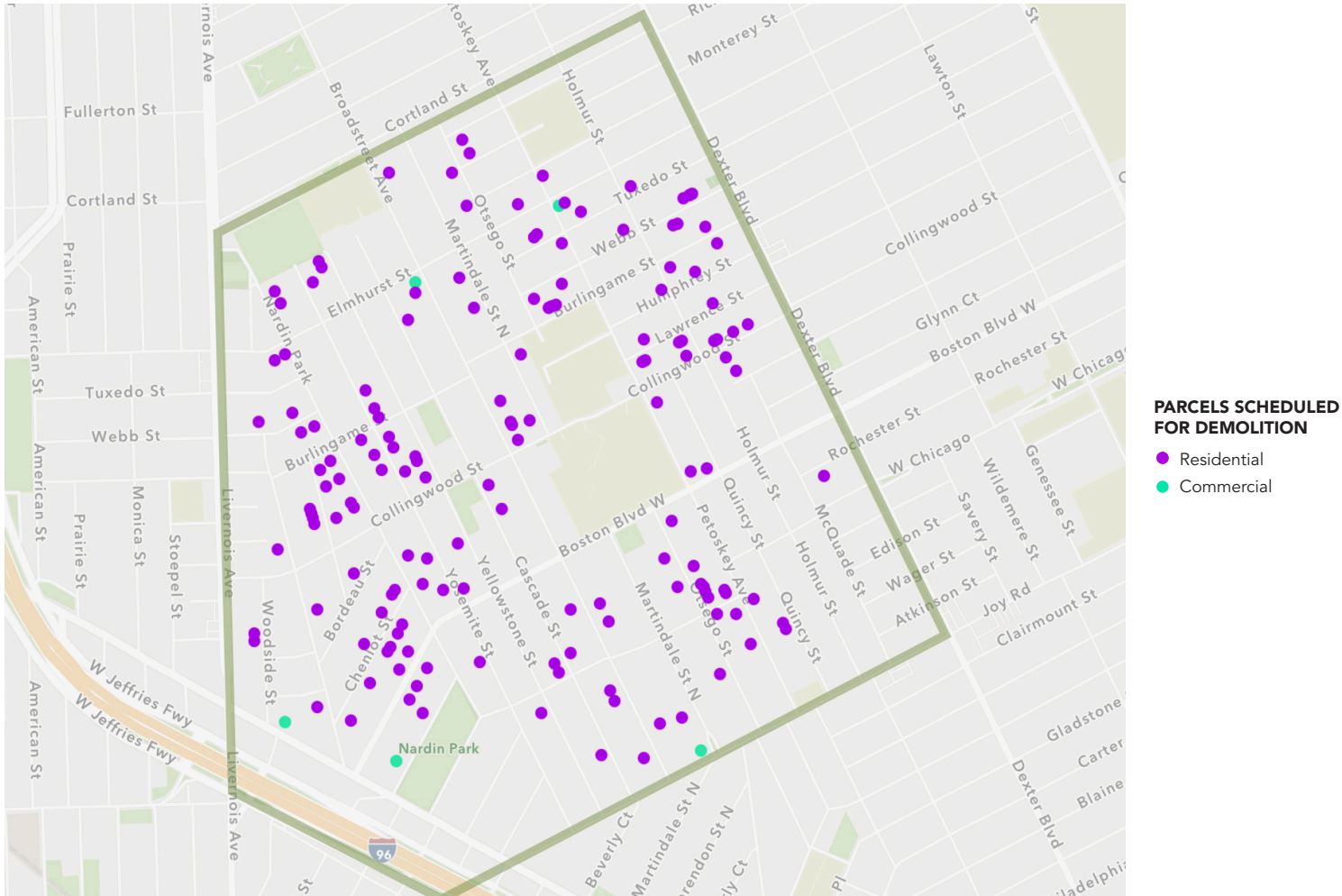


FIGURE 6.4 Structures that the City of Detroit has in the pipeline for demolition in Nardin Park as of September 4, 2019 (COD8; COD9)

and compare the addresses listed in the fourth quarter of 2019 against those prioritized for demolition in the inventory collected in the collaborative parcel identification exercise. The cost associated with demolitions completed in 2019 could be used as a baseline for future comparisons. To track progress on the commitment made by the Department of Neighborhoods to prioritize demolitions from the lists submitted by Nardin Park stakeholders, the collaborative table could revisit the completed demolition list again annually, comparing the sum of costs for completed demolitions in Nardin Park against the baseline established in 2019. Figure 6.4 provides a visual that the collaborative table might use to compare future demolitions against to track progress from the work done as outlined in the preferred action plan.

Other indicators might be an increase in property values for properties adjacent to these vacant and blighted properties, which can be checked via websites like Zillow or Realtor.com, both of which have features allowing users to monitor and compare home sales over time. Increased sale prices, decreased amount of time homes spend on the market, or increases in average rent for market rate units in the area are all indicators of an improvement in the economic circumstances of the community as it is tied to the physical condition of the neighborhood. Another tool that can be used to monitor this component is Landgrid.com, which is similar to a GIS system that reconciles multiple layers of City data, including ownership, property tax status, occupancy, and taxable value.

Project Assessment Methods Summary

Measuring Nardin Park's progress toward building a culture of collaboration is recommended to be assessed in three phases. In the near term, stakeholders are recommended to convene and assess their willingness to participate in a collaboration centered on reaching shared goals. Co-hosting a community meeting spurred by the preferred action plan and dedicating time to learn about organizational missions are key indicators of this phase. Within a year of beginning this process, stakeholders are recommended to establish the tenets of collective impact. Evidence of the completion of phase four within one year would include community events planned and carried out in partnership and follow up meetings with City of Detroit staff to assess their progress toward demolishing parcels prioritized for demolition, recommended for board up, or noted as having historic significance in the preferred action plan. In the longer term, Nardin Park's collaborative table will have to assess their overall progress toward achieving their shared goals. Criteria demonstrating progress in this phase would include collaborative membership that reflects a broad range of community partners and interests, evidence in the city's demolition tracker tool that all parcels prioritized for demolition have been razed, and an improved economic and physical landscape in which residents and visitors feel safe, property values improve, and parcels are activated to meet community needs.

Questions that can be used to drive assessment of the effectiveness of the capstone's suggested implementation strategies in the near, medium, and long term are shown in Figure 6.5.

Near Term (0-12 months)	Medium Term (1-3 years)	Long Term (3-5+ years)
<ul style="list-style-type: none"> • Have stakeholders effectively co-hosted a community event? • Have stakeholders begun to consider their willingness to participate in a formal collaboration to make progress toward shared goals? • Are Nardin Park leaders making connections to better understand their work within the neighborhood? 	<ul style="list-style-type: none"> • Have the tenets of collective impact been established? • Are Nardin Park leaders planning community events and programming together? • How many parcels identified by the community have been demolished, secured, or documented as having historic significance? 	<ul style="list-style-type: none"> • Is progress being made toward shared goals? • Does collaborative membership reflect a broad range of community partners? • Have all of the parcels that the community prioritized for demolition been razed? • How have property values and parcel usage changed?

FIGURE 6.5 Questions to frame assessment of suggested implementation strategies over time





Conclusion

After several months of research focused on understanding the historical context that has shaped the Nardin Park neighborhood, mapping the community's existing assets, identifying relevant community development precedents in the form of local and national case studies, and unearthing the needs identified by stakeholders synthesized through a HOPE-SWOT analysis, the capstone team identified a set of actions and recommendations for stakeholders in the Nardin Park neighborhood. The Nardin Park Improvement Rock Block Club, Ebenezer African Methodist Episcopal Church, patrons of Dexter Grinds, St. Charles Lwanga Parish, and members of Broadstreet Presbyterian Church collaborated to identify parcels that need immediate attention to improve the health and safety of residents. Figure 7.1 provides a map of the findings from this exercise.

After these parcels were identified, the capstone team presented the findings and hosted a social event for the stakeholders to come together and begin building their relationships to take their first steps toward the team's recommended collaborative strategy for handling the future development of the neighborhood.

The history that has shaped Nardin Park is tied closely with the role of engaged residents and community leaders who helped to build the institutions that form the neighborhood's borders. More recent engagement work led by the City of Detroit's Planning and Development Department and the Detroit Collaborative Design Center have shown the important role that block clubs and neighborhood associations have had in charting the vision for Nardin Park's future. It is for these reasons that this capstone team initiated a memorandum of understanding with the NPIRBC, a resident-led organization that has been actively engaged with implementing improvements to Nardin Park.

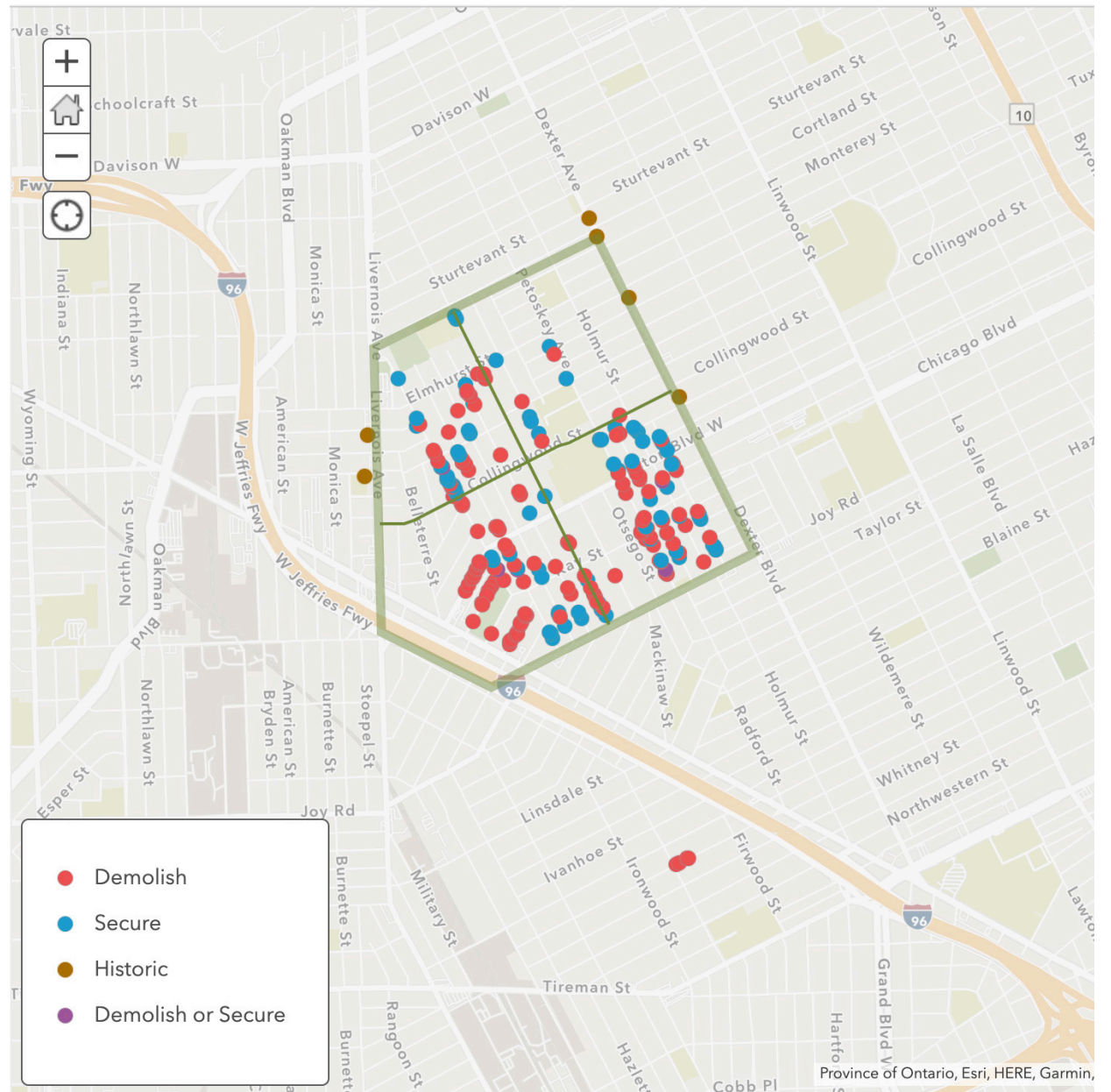



FIGURE 7.1 Parcels identified as in need of attention by Nardin Park stakeholders



The inventory of assets that currently exist in Nardin Park highlight the ways in which human, organizational, physical, and economic development needs are being met. While anchoring institutions like the Ebenezer African Methodist Episcopal Church and neighborhood niches like Dexter Grinds are fulfilling some residents needs for a place to gather and connect, the needs assessment highlights areas where there is room for the community to grow. The work of the NPIRBC demonstrates the potential for this community partner to help bring together other local organizations to begin building the relationships critical to future financial investment in Nardin Park.

The case studies presented and analyzed in this report suggest that as the implementation phase of the SNF 2.0 investment gets started and new physical development opportunities arise, there are ways that the voices and needs of marginalized Nardin Park residents can drive decision making. Protection, maintenance, and creative reactivation of vacant, abandoned, and at-risk land parcels have the potential to address weaknesses and threats outlined as needs by stakeholders. As a result of this capstone project, stakeholders representing Nardin Park have a documented inventory of parcels (featured in Figure 7.1) with structures they wish to be prioritized for demolition, salvaged and secured, as well as noted as having historical significance. The capstone team supported the community by securing input from a variety of Nardin Park community members and compiling the inventory in a format that both the City of Detroit and stakeholders can comprehend as the neighborhood's collective recommendations. The capstone team's final effort to bring stakeholders together for the presentation of this capstone work and the results of the collaborative parcel identification exercise at a celebratory meeting the first week of December 2019 will hopefully sow the seeds for collective impact informed collaboration and neighborhood-level coordination of activities between stakeholders.

In the process of this capstone, the relationships developed between Nardin Park stakeholders and City of Detroit officials have grown, with the continued potential to foster human, organizational, physical, and economic development in an improved physical landscape. The act of collectively voicing to the City of Detroit and other developers what the community wants to see in the neighborhood through the strategies proposed in this document could address past social injustices, celebrate past and present diversity and multiculturalism, and shape the trajectory of relevant regional development and public policies—especially those related to resident-informed blight remediation. The capstone team acknowledges that its time and impact are limited and that the ultimate outcome of the properties highlighted is constrained by municipal resources. It is the drive of involved residents and stakeholders which has made the work so far possible and which yield the best results for the community. Collaboration between stakeholders will only be impactful if they continue to see the value in investing the time and effort to develop shared goals for aligning their strategies to revitalize Nardin Park.

Works Cited

- 1924 Map of Detroit. Gazetteer Atlas, [cartweb.geography.ua.edu/lizardtech/iserv/calcrn?cat=North America and United States&item=States/Michigan/Michigan1924b.sid&wid=1000&hei=900&props=item\(Name,Description\),cat\(Name,Description\)&style=simple/view-dhtml.xml](http://cartweb.geography.ua.edu/lizardtech/iserv/calcrn?cat=North America and United States&item=States/Michigan/Michigan1924b.sid&wid=1000&hei=900&props=item(Name,Description),cat(Name,Description)&style=simple/view-dhtml.xml). Accessed 18 May 2019.
- ABI. Atlanta BeltLine Inc. "BeltLine Equitable Development Plan." <http://beltlineorg.wpengine.netdna-cdn.com/wp-content/uploads/2012/04/Atlanta-BeltLine-Equitable-Development-Plan.pdf>. Accessed 7 July 2019.
- ABI1. Atlanta BeltLine Inc. "Drawing for the Lofts at Reynoldstown." Facebook, 12 December 2011, <https://www.facebook.com/atlantabeltline/photos/a.10150417787970983/10150417795860983/?type=3&theater>. Accessed 7 July 2019.
- ABI2. Atlanta BeltLine Inc. "ABI Affordable Housing Working Group Final Report." August 2018, <http://beltlineorg.wpengine.netdna-ssl.com/wp-content/uploads/2018/08/Affordable-Housing-Working-Group-Report-v14-Single-Pages-ABI.pdf>. Accessed 7 July 2019.
- "About." Auntie Na's House, www.auntienashouse.org/about.html. Accessed 15 June 2019.
- "About Ebenezer." The Historic Ebenezer A.M.E. Church, www.historicebenezeramedetroit.org/about-us-1.html. Accessed May 2019.
- ACS United States Census Bureau / American FactFinder. "Census Tract Data" 2017 American Community Survey. U.S. Census Bureau's American Community Survey Office, 2017. <http://factfinder2.census.gov>. Accessed 21 July 2019.
- Albrecht, Gloria. "Introduction to Ideological Foundations Continued - Social Justice Case Study: Sandtown, Baltimore." Introduction to Community Development, 7 September 2017, University of Detroit Mercy, Detroit, MI. Lecture.
- Allen, E.B., "Matchmaker: Motor City Match builds dreams in District 2 and citywide." The HUB Detroit, 10 August 2017. <https://www.thehubdetroit.com/matchmaker-motor-city-match-builds-dreams-district-2-citywide/>. Accessed 19 July 2019.
- Ali, Mona and Eric Fowlkes. Personal interview. 20 September 2019.
- Amicangelo, JoAnn. "Detroit Neighborhoods: Russell Woods Sullivan." Crain's Detroit Business, 21 August 2006. Accessed 21 May 2019.
- Apartments.com "Robert Thomas Apartments." <https://www.apartments.com/robert-thomas-apartments-detroit-mi/eqpd2kn/>. Accessed 16 June 2019.
- Austin, James E. *The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances*. John Wiley & Sons, Inc., 2010.
- B'nai Moshe. "Our History." B'Nai Moshe, <https://www.bnaimoshe.org/our-history.html>. Accessed 26 May 2019.
- Bagley, Jancy. "Re: Housing for Senior Citizens." Received by Dr. William C. Ardrey, 14 September 1965.

- Barrow, Lisa, and Cecilia Elena Rouse. "Using Market Valuation to Assess Public School Spending." July 2002, <https://www.nber.org/papers/w9054.pdf>. Accessed 20 September 2017.
- Batey, Korey. Personal interview. 13 July 2019.
- Beard, Rod. "Documentary to celebrate St. Cecilia's Gym's history." Detroit News, 4 November 2014, <https://www.detroitnews.com/story/sports/high-school/2014/11/04/documentary-celebrate-st-cecilias-gyms-history/18472783/>. Accessed 26 May 2019.
- Bentley Historical Library. "History - Finding Aid: St. Paul African Methodist Episcopal Zion Church, Detroit, Michigan Records 1957-2202." Umich.edu, <https://quod.lib.umich.edu/b/bhlead/umich-bhl-89499?view=text>. Accessed 21 June 2019.
- Billingham, Chase M., and Matthew O. Hunt. "School Racial Composition and Parental Choice." *Sociology of Education*, vol. 89, no. 2, 2016, pp. 99–117, <https://www.asanet.org/sites/default/files/savvy/journals/soe/Apr16SOEFeature.pdf>. Accessed 2 Feb 2019.
- Block, Dustin. "Historic Detroit Church Resurrecting Pride by Visiting Its Past; Ebenezer AME Recreating Motorcade from 50 Years Ago." Mlive.com, Mlive.com, 25 July 2014, www.mlive.com/news/detroit/2014/07/historic_detroit_church_resurr.html. Accessed May 2019.
- Boileau, Lowell. "Map." Lost Synagogues of Detroit, <http://www.shtetlhood.com/map-inset.htm>. Accessed 26 May 2019
- Brown, Karen and Linda Slowik. "Introduction." Introduction to Organizational Development, 6 January 2018, University of Detroit Mercy, Detroit, MI. Lecture.
- Cabaj, Mark. "Evaluating Collective Impact: Five Simple Rules." *The Philanthropist*, vol. 26, no. 1, 2014, pp. 109–124, [https://www.tamarackcommunity.ca/hubfs/Resources/Publications/Evaluating Collective Impact 5 Simple Rules.pdf](https://www.tamarackcommunity.ca/hubfs/Resources/Publications/Evaluating%20Collective%20Impact%205%20Simple%20Rules.pdf). Accessed 2 November 2019.
- Campbell, and Salus. "Community and Conservation Land Trusts as Unlikely Partners? The Case of Troy Gardens, Madison, Wisconsin." *Land Use Policy*, vol. 20, no. 2, 2003, pp. 169–180.
- Carrigan, Donald. "SH-Mich-29 St. Paul's Housing Corporation, Detroit, Michigan." Received by Dr. William C. Ardrey, 14 February 1968.
- Center for Resilient Cities. "Our model is helping communities create resilience.". Resilient Cities. <https://www.resilientcities.org/projects-programs/resilience-planning-design/>. Accessed 13 July 2019.
- Chapel Hill, "Our History." Chapel Hill Missionary Baptist Church, www.chapelhillmbc.org/about/. Accessed 15 June 2019.
- City of Detroit. "Next Detroit." 2 May 2008. DetroitMI.gov, <https://web.archive.org/web/20080502164357/http://www.ci.detroit.mi.us/NextDetroit/tabid/1521/Default.aspx>. Accessed 1 June 2019.

- City of Detroit Historic Designation Advisory Board. "Proposed Russell Woods-Sullivan Historic District." City of Detroit City Council, <https://detroitmi.gov/sites/detroitmi.localhost/files/2018-08/Russell%20Woods-%20Sullivan%20HD%20Final%20Report.pdf>. Accessed 21 May 2019.
- City of Northville. "Historic District Survey Project." City of Northville, https://ci.northville.mi.us/services/building_and_planning/historic_district/historic_district_survey_project. Accessed 10 October 2019.
- City Planning Commission, City of Detroit. (1978, April 12). Meeting of the City Planning Commission: Petition #4623, Ebenezer AME Church.
- Clynes, Melinda. "Northern Light." Hour Detroit. 23 June 2016. <https://www.hourdetroit.com/community/northern-light/>. Accessed 12 July 2019.
- COD. City of Detroit. "Master Plan of Policies." DetroitMi.gov, <https://detroitmi.gov/document/master-plan-policies>. Accessed 2 June 2019.
- COD1. City of Detroit. "Mayor Kilpatrick Announces Details of Work Plans for Six Detroit Neighborhood Initiative Communities." 16 May 2007. DetroitMI.gov, <https://web.archive.org/web/20080503191133/http://www.ci.detroit.mi.us/NextDetroit/tabid/1521/Departments/CommunicationsandCreativeServices/PressReleases/tabid/576/cDetails/mid/1362/Default.aspx?NewsArticleId=73#1362>. Accessed 23 June 2019.
- COD2. City of Detroit. "Commercial properties for sale by the City of Detroit." DetroitMI.gov, <https://detroitmi.gov/document/commercial-properties-sale-city-detroit>. Accessed 23 June 2019.
- COD3. City of Detroit. "City of Detroit Neighborhood Tool." GitHub.com, <https://cityofdetroit.github.io/zoom-nineteen/>. Accessed 11 May 2019.
- COD4. Andrews, W. Earle (1945). Detroit Expressway and Transit System. New York City, New York.
- COD5. City of Detroit. "Ch 61 Zoning Ordinance." 14 October 2018. <https://detroitmi.gov/document/ch-61-zoning-ordinance-october-14-2018>. Accessed 27 July 2019.
- COD6. City of Detroit. "Total Demolitions." Data.DetroitMI.gov, <https://data.detroitmi.gov/Government/Demolitions-Data-Lens/xhif-khyv>. Accessed 26 September 2019.
- COD7. City of Detroit. "Commercial Demolitions." Data.DetroitMI.gov, <https://data.detroitmi.gov/Property-Parcels/Commercial-Demolitions/hyeb-fsy5>. Accessed 4 September 2019.
- COD8. City of Detroit. "Demolition Pipeline." Data.DetroitMI.gov, <https://data.detroitmi.gov/view/m5mj-ruj3>. Accessed 4 September 2019.
- COD9. City of Detroit. "Upcoming Demolitions." Data.DetroitMI.gov, <https://data.detroitmi.gov/Property-Parcels/Upcoming-Demolitions/tsqq-qtet>. Accessed 4 September 2019.
- COD10. City of Detroit. "Impact of Demo on Property Values." DetroitMI.gov, <https://detroitmi.gov/departments/detroit-building-authority/detroit-demolition-program/impact-demo-property-values>. Accessed 26 September 2019.
- COD11. City of Detroit. "Detroit Continues Halloween in the D Celebration With Host of Activities Across City."

- DetroitMI.gov, <https://detroitmi.gov/news/detroit-continues-halloween-d-celebration-host-activities-across-city>. Accessed 2 November 2019.
- Cook, William., Tolbert, Tiffany., Lindberg, James. "Neighborhood Conservation Districts: Planning and Administrative Practices." National Trust for Historic Preservation. 7 December 2018.
- Craig, H.B. II. "The Edward 'Ed' Davis Story." Detroit Transit History, 18 Nov. 2007, <http://www.detroittransithistory.info/AroundDetroit/EdDavis.html>. Accessed 26 November 2019.
- Crain's Detroit Business. "Detroit to expand Strategic Neighborhood Fund, raise \$130 million for 7 more neighborhoods." 7 May 2018, <https://www.crainsdetroit.com/article/20180507/news/660061/detroit-to-expand-strategic-neighborhood-fund-raise-130-million-for-7>. Accessed 22 May 2019.
- David Rumsey Historic Map Collection. www.davidrumsey.com. Accessed May 2018.
- DCDC, "Nardin Park Improvement Rock Community Visioning Proposal." Detroit Collaborative Design Center. 4 April 2019.
- DCDC2. Detroit Collaborative Design Center. "Nardin Park Riviera Coop." <http://www.dcdc-udm.org/projects/catalysts/nardinpark/>. Accessed 15 June 2019.
- DDOT. Detroit Department of Transportation. DDOT System Map, <https://detroitmi.gov/document/ddot-system-map>. Accessed 15 June 2019.
- DEGC Detroit Economic Growth Corporation. "Detroit Neighborhood Retail Opportunity Study." DEGC, http://www.degc.org/wp-content/uploads/180122_-Detroit-Final-Report-1.pdf. Accessed 25 May 2019.
- De Leon, Erwin, and Joseph Schilling. "Urban Blight and Public Health: Addressing the Impact of Substandard Housing, Abandoned Buildings, and Vacant Lots." Urban Institute, April 2017, https://www.urban.org/sites/default/files/publication/89491/2017.04.03_urban_blight_and_public_health_vprn_report_finalized.pdf. Accessed 28 Sept. 2019.
- Department of Neighborhoods. "Neighborhood Map." The Neighborhoods.org, <http://theneighborhoods.org/map>. Accessed 11 May 2019.
- "Detroit Annexation 1806-1926." Drawing Detroit, www.drawingdetroit.com/detroit-annexation-1806-1926/. Accessed 15 May 2019.
- Detroit Free Press. "Sues Realty Firm for 76-acre Tract." Detroit Free Press, 19 October 1929, https://www.newspapers.com/clip/19695258/detroit_free_press/. Accessed 26 May 2019.
- Detroit Free Press2 "School Addition Gets O.K. of Board." Detroit Free Press, Apr 16, 1924, pp. 15. ProQuest, <https://search.proquest.com/docview/1812615783?accountid=58383>. Accessed 1 August 2019.
- Detroit Historical Society. "Uprising of 1967." Detroit Historical Society, <https://detroithistorical.org/learn/encyclopedia-of-detroit/uprising-1967>. Accessed 22 May 2019.
- Detroit Housing Commission. "Land use map, Detroit, Michigan, real property survey sponsored by Detroit Housing Commission, May -September 1938." The University of Chicago Map Collection, <http://luna.lib.uchicago>.

- edu/luna/servlet/detail/UCHICAGO~2~2~717~1241273:Land-use-map,-Detroit,-Michigan,-re?qvq=q:_luna_media_exif_filename%3DG4114-D4G4-1938-D4-1.tif&mi=0&trs=1. Accessed 21 May 2019.
- Detroit People's Platform. "Community Land Trust". DPP. <http://detroitpeoplesplatform.org/resources/community-land-trusts/>. Accessed 12 July 2019.
- Detroit Public Library. "Digital Collections: Burton Historical Collection". [https://digitalcollections.detroitpubliclibrary.org/islandora/search?f\[0\]=mods_location_physicalLocation_ms%3A%22Burton%20Historical%20Collection%22&sort=mods_identifier_resourceID_s%20asc](https://digitalcollections.detroitpubliclibrary.org/islandora/search?f[0]=mods_location_physicalLocation_ms%3A%22Burton%20Historical%20Collection%22&sort=mods_identifier_resourceID_s%20asc). Accessed May 2019.
- DetroitUrbEx. "St. Paul's Elderly Housing." <http://www.detroiturbex.com/content/downtown/stpaul/index.html>. Accessed 21 June 2019.
- "Dexter Grinds." Facebook, <www.facebook.com/pg/DGrinds/about/>. Accessed 8 June 2019.
- DFC. Detroit Future City. "Detroit Strategic Framework Plan." [DetroitFutureCity.com, https://detroitfuturecity.com/wp-content/uploads/2017/07/DFC_Full_2nd.pdf](https://detroitfuturecity.com/wp-content/uploads/2017/07/DFC_Full_2nd.pdf). Accessed 2 June 2019.
- Dortch, Heyward. Personal Interview. 26 May 2018.
- Dortch2. Dortch, Heyward. Personal interview. 1 June 2019.
- DPRD Detroit Parks and Recreation Department. "2017 Parks and Recreation Improvement Plan." [DPRD, https://detroitmi.gov/Portals/0/docs/Parks/2017%20Parks%20and%20Recreation%20Improvement%20Plan.pdf](https://detroitmi.gov/Portals/0/docs/Parks/2017%20Parks%20and%20Recreation%20Improvement%20Plan.pdf). Accessed 26 May 2019.
- ECN. Eastside Community Network. "Neighborhoods First Engagement Model." <https://static1.squarespace.com/static/5727a7f42b8dde863fd75ec0/t/57681bc629687f10853140bb/1466441609811/Neighborhoods+First+Engagement+Model>. Accessed 7 July 2019.
- Eleos Coffee. "Eleos Coffee House Detroit." Eleos Coffee, <https://www.eleoscoffee.com/untitled>. Accessed 23 May 2019.
- "Eleos Coffee Detroit." Facebook, <www.facebook.com/pg/EleosCoffeeDetroit/about/>. Accessed 15 June 2019.
- Erb, Robin. "Can Mike Duggan Demolish His Way to a Safer Detroit? Studies Say Maybe." *Bridge Magazine*, *Bridge Magazine*, 12 Aug. 2019, <https://www.bridgemi.com/detroit/can-mike-duggan-demolish-his-way-safer-detroit-studies-say-maybe>. Accessed 28 September 2019.
- Foley, Aaron. "A Closer Look at the 10 Detroit Areas Selected for Strategic Neighborhood Fund 2.0." *The Neighborhoods*, City of Detroit, theneighborhoods.org/story/closer-look-10-detroit-areas-selected-strategic-neighborhood-fund-20. Accessed 11 July 2019.
- Frank, Annalise. "Strong Detroit Neighborhood Proposals Lead Kresge to Boost Grant Round to \$2.4 Million for 25 Projects." *Crain's Detroit Business*, 6 June 2019, www.craindetroit.com/nonprofit/strong-detroit-neighborhood-proposals-lead-kresge-boost-grant-round-24-million-25. Accessed 15 June 2019.
- Free Press. "Doings: Parade." *Detroit Free Press*, 19 May 1988. https://www.newspapers.com/clip/19373951/detroit_free_press/. Accessed 26 May 2019.

- Fujii, Yasuyuki. "Putting the Pieces Together: How Collaboration between Land Banks and Community Land Trusts Can Promote Affordable Housing in Distressed Neighborhoods." *Cities*, vol. 56, 2016, pp. 1–8.
- Gale "DemographicsNow." Gale.com, <https://www.gale.com/c/demographicsnow>. Accessed 21 June 2019.
- Garcia, Raquel. "Community Engagement." Lecture. MCD 5028: Civic Engagement and the Participatory Process in Community Development, 28 May 2019, University of Detroit Mercy.
- Gavrolitch, Peter, and Bill McGraw. *The Detroit Almanac*. Detroit Free Press, 2006.
- Gorman, Rose. Personal interview. 25 June 2019.
- Goyette, Kimberly, et al. "This Schools Gone Downhill: Racial Change and Perceived School Quality among Whites." *Social Problems*, vol. 59, no. 2, May 2012, pp. 155–176., <https://pdfs.semanticscholar.org/c17e/c099b514aff70d51d848bb83ca76fe9bdaaf.pdf>. Accessed 9 March 2019.
- Gravel, Benjamin. "Jewish Children's Home." Facebook, 6 December 2018, <https://www.facebook.com/groups/412764338844049/permalink/1998096730310794/>. Accessed 11 May 2019.
- Grossman, Allen S., et al. "StriveTogether: Reinventing the Local Education Ecosystem." Harvard Business School, 30 Jan. 2014. <https://www.strivetgether.org/wp-content/uploads/2017/03/StriveTogether-Reinventing-the-Local-Education-Ecosystem-314-031.pdf>. Accessed 5 October 2019.
- Grover, John, and Yvette Van Der Velde. "A School District in Crisis." Loveland, makeloveland.com/reports/schools#landscape. Accessed February 2019.
- Grunow, Francis. "A brief history of housing in Detroit." Model D Media, 17 November 2015. <https://www.modeldmedia.com/features/detroit-housing-pt1-111715.aspx>. Accessed 28 June 2019.
- Hairston, Marlon. "St. Cecilia's Gym | Detroit, MI." Facebook, www.facebook.com/pg/StCeciliaGymDetroitMi/. Accessed May 2019.
- Hardeman, Garland. Personal interview. 31 August 2019.
- Heximer, Christina and Virginia Stanard. "Introduction + Impacts of Physical Environment." Introduction to Physical Development, 9 May 2018, University of Detroit Mercy, Detroit, MI. Lecture.
- "History." Nardin Park United Methodist Church, www.nardinpark.org/about/history/. Accessed May 2019.
- The HUB. "Kresge Awards Record \$2.4 Million to 25 Community Projects." 6 June 2019, <https://www.thehubdetroit.com/kresge-awards-record-2-4-million-to-25-community-projects-across-detroit/>. Accessed 15 June 2019.
- HUD. U.S. Department of Housing and Urban Development. "Atlanta, Georgia: Affordable Homeownership on the BeltLine." Office of Policy Development and Research, https://www.huduser.gov/portal/casestudies/study_05062015_1.html. Accessed 6 July 2019.
- Hunt 2018. Hunt, Nrena. Personal interview. Summer 2018.
- Hunt, Nrena. Personal interview. 22 June 2019.

- Hunt2. Hunt, Nrena. Personal interview. 17 September 2019.
- Hunt3. Hunt, Nrena. Personal interview. 28 October 2019.
- The Intersector Project. "The Intersector Toolkit: Tools for Cross-Sector Collaboration." Intersector.com, Intersector.com/toolkit. Accessed 29 September 2019.
- Jay, J., Miratrix, L.W., Branas, C.C. et al. "Urban building demolitions, firearm violence and drug crime" *Journal of Behavioral Medicine* (2019): 626. <https://doi.org/10.1007/s10865-019-00031-6>. Accessed 20 September 2019.
- Johnson, Jeffrey. "MCD Capstone II Midterm Presentation". MCD5950: Capstone II, 21 October 2019, University of Detroit Mercy, Detroit, MI. Presentation.
- Kania, John and Mark Kramer. "Collective Impact." *Stanford Social Innovator Review*, Winter 2011, https://ssir.org/articles/entry/collective_impact. Accessed 10 October 2019.
- Kibbel, Bill. "The American Foursquare." Old House Web Blog, Old House Blog, www.oldhouseweb.com/blog/the-american-foursquare/. Accessed 1 August 2019.
- Kohlstedt, Kurt. "What Style Is That House? Visual Guides to Domestic Architectural Designs." *99% Invisible*, 6 Jan. 2017, 99percentinvisible.org/article/style-house-visual-guides-domestic-architectural-designs/. Accessed 1 August 2019.
- Kresge. "Kresge Innovative Projects: Detroit grants for plans and projects span city." 6 June 2019. <https://kresge.org/news/kresge-innovative-projects-detroit-grants-plans-and-projects-span-city>. Accessed 8 June 2019.
- Laitner, Bill and Matt Helms. "Former Detroit Mayor Roman Gribbs has died." *Detroit Free Press*, 5 April 2016. <https://www.freep.com/story/news/obituary/2016/04/05/former-detroit-mayor-roman-gribbs-has-died/82666540/>. Accessed 2 June 2019.
- Livengood, Chad. "Still rebuilding: The impact of 1967 on 3 generations of black business owners." *Crain's Detroit Business*, 25 June 2017. <https://www.craindetroit.com/article/20170625/news/632291/still-rebuilding-impact-1967-three-generations-black-business-owners>. Accessed 22 May 2019.
- "Lloyd H. Diehl Club." Boys & Girls Clubs of Southeastern Michigan, www.bgscsm.org/locations/lloyd-h-diehl-club. Accessed 15 June 2019.
- Lopresti, Mike. "Detroit's Temple of Basketball Deserves Salute." *USA Today*, Gannett Satellite Information Network, 1 Apr. 2009, usatoday30.usatoday.com/sports/columnist/lopresti/2009-04-01-lopresti-st-cecilia_N.htm. Accessed May 2019.
- Loveland. Loveland Technologies LLC. "Nardin Park Neighborhood." Landgrid, <https://landgrid.com/us/neighborhoods/36614#b=none>. Accessed 26 May 2019.
- Loveland2. Loveland Technologies LLC. "Nardin Park Neighborhood." Motor City Mapping, https://motorcitymapping.org/?boundaries=my_neighborhoods#t=overview&s=nh/36828&f=all. Accessed 15 June 2019.

- Loveland3. Loveland Technologies LLC. "Every Tax Foreclosure in Detroit." Landgrid, <https://taxforeclosure.sitecontrol.us/m/every-tax-foreclosure-in-detroit-2002-2016#b=none&s=/us/mi/wayne/detroit>. Accessed 16 July 2019.
- Malenfant, Emily. "How to Secure Funding for Your Backbone Organization." FSG, 17 June 2013, <https://www.fsg.org/blog/how-secure-funding-your-backbone-organization>.
- Mason, Briana. Personal interview. 4 June 2019.
- Mason2. Mason, Briana. Personal interview. 17 September 2019.
- "Mission," Participatory Budgeting Project, www.participatorybudgeting.org/what-is-pb/. Accessed 11 July 2019.
- Michigan Bureau of Construction Codes. Statewide Search for Subdivision Plats, w1.lara.state.mi.us/platmaps/sr_subs.asp. Accessed 21 May 2019.
- Michigan Historic Preservation Network. "Investing in Michigan's Future: The Economic benefits of Historic Preservation." Clarion Associates, https://www.michigan.gov/documents/hal_mhc_shpo_econ_benies_115616_7.pdf. Accessed 28 August 2019.
- "MLK High School vs. Osborn High School Marching Knights Band - 2000". YouTube, uploaded by Killa Kev Productions, 8 January 2015, <https://www.youtube.com/watch?v=ErSbbwHoOAO&t=6s>.
- Moore, Sherry. Personal interview. 26 May 2018.
- Morrish, William, and Catherine Brown. *Planning to Stay*. Milkweed Editions, 1994.
- Mowitz, Robert, and Deil Wright. *Profile of a Metropolis*. Wayne State University Press, 1962.
- Mulpuri, Lakshman. Personal interview. 15 June 2019.
- Munday, Cheryl. "Introduction." *Introduction to Human Development*, 23 September 2017, University of Detroit Mercy, Detroit, MI. Lecture.
- NPIRBC. Nardin Park Improvement Rock Block Club. Personal interview. 20 June 2019.
- Nayer Consulting. *North Etobicoke Collaboration Toolkit*. North Etobicoke Local Immigration Partnership. 2010. <https://drive.google.com/file/d/0BzH9McDOCGevbW1jU2NrVHhWZ3c/view?usp=drivesdk>. Accessed October 5, 2019.
- Nugen, Heather. "The Impact of School Closures on Neighborhood Stability and Viability in Detroit". Unpublished Essay. University of Detroit Mercy, 2019.
- O'Geran, Graeme. *A History of the Detroit Street Railways*. The Conover Press, 1931.
- O'Hair Park Community Association. "Community Events" [Ohairpark.org](https://ohairpark.org/upcoming-events/), <https://ohairpark.org/upcoming-events/>. Accessed 2 November 2019.
- Parkhurst, Marcie, and Hallie Preskill. "Learning in Action: Evaluating Collective Impact." *Stanford Social Innovation Review*, 2014, https://ssir.org/articles/entry/evaluating_collective_impact. Accessed 2 November 2019.

- PDD. Planning and Development Department. "Russell Woods Nardin Park Project Overview." Planning and Development Department, <https://detroitmi.gov/departments/planning-and-development-department/west-design-region/russell-woods-nardin-park>. Accessed 11 May 2019.
- PDD1. Planning and Development Department. "April 17th 2018 Community Meeting Presentation." Planning and Development Department, <https://detroitmi.gov/Portals/0/docs/Planning/180417-Community-Meeting-Presentation.pdf>. Accessed 22 May 2019.
- PDD2. Planning and Development Department. "Community Meeting June 28th 2018." Planning and Development Department, https://detroitmi.gov/Portals/0/docs/Planning/Russelwoods/180628RWNP_PublicMeetingPart1.pdf. Accessed 24 May 2019.
- PDD3. Planning and Development Department. "2nd Community Meeting: Part II September 20th 2018." Planning and Development Department, <https://detroitmi.gov/document/2nd-community-meeting-part-ii>. Accessed 25 May 2019.
- PDD4. Planning and Development Department. "September 2018 Citizens Guide." Planning and Development Department, <https://detroitmi.gov/document/september-2018-citizens-guide>. Accessed 25 May 2019.
- PDD5. Planning and Development Department. "3rd Meeting Open House Boards." Planning and Development Department, <https://detroitmi.gov/document/3rd-meeting-open-house-boards>. Accessed 26 May 2019.
- PDD6. Planning and Development Department. "March 2019 Focus Group – Parks" Planning and Development Department, <https://detroitmi.gov/document/march-2019-focus-group-parks>. Accessed 27 May 2019.
- PDD7. Planning and Development Department. "4th Meeting Russell Woods/Nardin Park Neighborhood Framework." Planning and Development Department, <https://detroitmi.gov/document/4th-community-meeting>. Accessed 15 June 2019.
- PDD8. Planning and Development Department. "3rd Community Meeting Flier." Planning and Development Department, <https://detroitmi.gov/document/3rd-community-meeting-flier>. Accessed 21 June 2019.
- Poinsett, Alex. "The Quest for a Black Christ." *Ebony*, Mar. 1969, books.google.com/books?id=JeIDAAAAMBAJ&l. Accessed 1 June 2019.
- Preservation North Carolina "What Are Neighborhood Conservation Overlay Districts?" Preservation NC, 25 Mar. 2014, <https://www.presnc.org/neighborhood-conservation-overlay-districts/>. Accessed 28 September 2019.
- Rahal, Sarah. "Auntie Na's Village receives Kresge grant to expand kitchen garden." *The Detroit News*, 15 June 2019. <https://www.detroitnews.com/story/news/local/detroit-city/2019/06/15/auntie-nas-village-receives-kresge-grant-expand-kitchen-garden/1460875001/>. Accessed 15 June 2019.
- Roselund, Christian. "Michigan utilities concede to 25% renewable energy by 2030." *PV Magazine*, 21 May 2018, <https://pv-magazine-usa.com/2018/05/21/michigan-utilities-accede-to-25-renewable-energy-by-2030/>. Accessed 28 June 2019.
- Runyan, Robin. "Strategic Neighborhood Fun expands from three to 10 neighborhoods." *Curbed Detroit*, 30

April 2018, <https://detroit.curbed.com/2018/4/30/17302122/strategic-neighborhood-fund-expands-from-three-10-neighborhoods>. Accessed 21 June 2019.

"The Salvation Army - Detroit Temple Corps." Great Start Wayne, www.greatstartwayne.org/the-salvation-army-detroit-temple-corps. Accessed 16 June 2019.

Sands, David. "In search of solutions to Detroit's foreclosure crisis." Model D Media. 03 October 2016. <https://www.modeldmedia.com/features/solutions-foreclosure-100316.aspx>. Accessed 13 July 2019.

Sauer, Wm. C. Detailed official atlas of Wayne County, Michigan: containing general maps of Wayne County and city of Detroit, general township maps ...: also detail plats of all recorded subdivisions and additions in the county, outside the city limits of. Detroit, Mich.: Wm. C. Sauer, 1893. Map. Retrieved from the Library of Congress, <http://www.loc.gov/item/2008622019/>. Accessed 20 May 2019.

Sisson, Patrick. "Blight and Vacant Land Are a National Crisis for Smaller Cities." Curbed, Curbed, 25 June 2019, <https://www.curbed.com/2019/6/25/18716105/blight-vacant-land-abandoned-property-lot-land-bank>. Accessed 20 May 2019.

The Skillman Foundation. "Kids Matter Here: An Analytic Review of the 10-Year Good Neighborhoods Initiative." 4 October 2016. http://www.skillman.org/wp-content/uploads/2018/01/Skillman_GNI_SummaryReport_WEB.pdf. Accessed 29 July 2019.

Smith, Frederick D. "Encyclopedia of African American Business: Updated and Revised Edition, 2nd." Vol. 1, Greenwood, 2018, pp. 243–245, https://books.google.com/books?id=uyw_DwAAQBAJ&ppis=_c&lpg=PA245&ots=ftwLI-QO35&dq=ed+davis+chrysler+plymouth+detroit&pg=PA243#v=onepage&q=ed+davis+chrysler+plymouth+detroit&f=false. Accessed 26 November 2019.

Smith, Mike. Personal interview. 28 May 2019.

Smith, Mike and Ernie Zachary. "Invest Detroit." Introduction to Economic Development, 7 November 2018, SocraTea, Detroit, MI. Lecture. Smith, Rhonda J. "An out-of-State Owner Nearly Closed This Detroit Coffee Shop... Till the Neighbors United to Save It." Detour Detrouer, 10 Oct. 2019, <https://detourdetroit.com/dexter-grinds-detroit-coffee-shop-eleos/>. Accessed 10 October 2019.

Soul of America. "Richard Allen Park, Detroit." <http://soulofamerica.com/cgi-bin/slideviewer.cgi?list=det-cult&dir=&config=&design=soadesign&refresh=&scale=0&slide=20>. Accessed 2 June 2019.

SPHC. St. Paul's Housing Corporation. "List of Board of Directors with Addresses." St. Paul African Methodist Episcopal Zion Church, Detroit, Michigan, Records 1957-2002, Bentley Historical Library. Accessed 21 June 2019.

SPHC1. St. Paul's Housing Corporation. "Names of Property Owners In Desired Site for Project." St. Paul African Methodist Episcopal Zion Church, Detroit, Michigan, Records 1957-2002, Bentley Historical Library. Accessed 21 June 2019.

Spottswood, Stephen Gill. "Report: to the 38th Quadrennial Session of the General Conference of the African Methodist Episcopal Zion Church" 1-15 May 1968.

- "St. Cecilia Church (St. Charles Lwanga Parish)." Detroit Church Blog, 18 Sept. 2014, detroitchurchblog.blogspot.com/2014/09/st-cecilia-church-st-charles-lwanga.html. Accessed 15 June 2019.
- Stafford, Kat. "Detroit Mayor Mike Duggan seeking residential blight removal with \$420M price tag." Detroit Free Press. 17 September 2019. <https://www.freep.com/story/news/investigations/2019/09/16/duggan-seeking-250-m-bond-eliminate-residential-blight/2341118001/>. Accessed 28 September 2019.
- Steve, Owner/Operator of AZ Collision. Personal interview. Summer 2018.
- Storehouse of Hope. "About." Storehouse of Hope. <http://www.thestorehouseofhope.org>. Accessed 11 July 2019.
- St. Paul AME Zion. "Harvest Fest 2019 October 31." Facebook, 31 October 2019, <https://bit.ly/2JKlsqG>. Accessed 2 November 2019.
- Stromberg, Joseph. "Highways gutted American cities. So why did they build them?" Vox Media. 11 May 2016. <https://www.vox.com/2015/5/14/8605917/highways-interstate-cities-history>. Accessed 28 June 2019.
- Sugrue, Thomas J. *The Origins of the Urban Crisis*. Princeton: Princeton University Press, 2014.
- Thomas, Mary Ellen. Personal interview. 28 September 2019.
- Thompson, Chris. Civic Collaboration Consultants, LLC. <http://civiccollab.com/about-chris/>. Accessed 5 October 2019.
- U.S. Census Bureau (2017). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Census Tracts 5308 and 5309, Wayne, MI, <<http://censusreporter.org/profiles/14000US26163530800-census-tract-5308-wayne-mi/>> <<http://censusreporter.org/profiles/14000US26163530900-census-tract-5309-wayne-mi/>>
- U.S. Census Bureau. "Population, Housing Units, Area, and Density: 2010- County -- Census Tract 2010 Census Summary File 1." American Fact Finder, <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>. Accessed 23 June 2019.
- Virtual Motorcity. Walter P Reuther Library, Archives of Labor and Urban Affairs, Wayne State University. "Streets; Grand River at Joy Rd. - Showing Annex Theater. - Showing Riviera Theater. - Showing Mirror Hall (Dance Hall)." Digital Collections, 1 January 1928. <https://digital.library.wayne.edu/item/wayne:vmc75559>. Accessed 1 June 2019.
- Volunteers of America. "Oak Village Square Apartments." www.voami.org/housing_properties/oak-village-square. Accessed 15 June 2019.
- Wasner, Lara. "MCD 5900 and 5950 Capstone Project Guidelines." 6 May 2019.
- Wayne County. "Wayne County Property Tax Foreclosures." 1 April 2018. <https://data.detroitmi.gov/Property-Parcels/Wayne-County-Property-Tax-Foreclosures/2w3q-tkpb/data>. Accessed 28 July 2019.

-
- "We Decide Detroit: Participatory Budgeting in the Neighborhood Surrounding Clark Park, Southwest Detroit." Invest Detroit, Nov. 2018, investdetroit.com/wp-content/uploads/2019/04/We-Decide-Detroit-Evaluation-Report.pdf. Accessed 11 July 2019.
- "Welcome To Hope Academy." Hope Academy, www.hopeacad.org/index.php. Accessed 15 June 2019.
- "What Is PB?" Participatory Budgeting Project, www.participatorybudgeting.org/what-is-pb/. Accessed 11 July 2019.
- Whitehead, Andy. "Detroit Stories: "the Saint" - St. Cecilia's Gym." Medium.com, 12 June 2016. <https://medium.com/@andywhitehead/sam-washington-jr-the-saint-detroit-a1bc02a7976b>. Accessed May 2019.
- Williams, Michael. Personal interview. 3 June 2018.
- Willis, Rebecca. Personal interview. 11 June 2019.
- Woodford, Arthur. *This is Detroit, 1701-2001*. Wayne State University Press, 2001.
- Yang, Amy et al. "Micromix: Maximizing Micro Spaces." Detroit Design 139. Presentation. 7 September 2019.
- Zachary, Ernie. "History of Economic Development Stimulus Tools implemented in Detroit." Introduction to Economic Development, 12 September 2018, University of Detroit Mercy, Detroit, MI. Lecture.

APPENDIX A

Community Partner Memorandum of Understanding



UDM School of Architecture | Master of Community

Development

MCD 5900/5950 Capstone I Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING (MOU)

Between

Nardin Park Improvement Rock Block Club (Party A)

and

MCD Capstone Team (Party B)

This is an agreement between "Party A", hereinafter called Nardin Park Improvement Rock Block Club and "Party B", hereinafter called Capstone Team.

I. PURPOSE & SCOPE

The purpose of this MOU is to clearly identify the roles and responsibilities of each party as they relate to Party B partnering with Party A for the academic purpose of completing the University of Detroit Mercy's Master of Community Development Capstone Project.

In particular, this MOU is intended to:

- Enhance the experience for both Parties A and B throughout the process
- Increase the likelihood of positive outcomes for both parties
- Establish clear boundaries of understanding regarding the academic nature of the partnership
- Clarify any misconceptions on the part of either party

II. BACKGROUND

Nardin Park Improvement Rock Block Club is a 501(c)3 resident led block club located in the Nardin park neighborhood of Detroit.

The Capstone Team is comprised of three students who have completed all of the required in-class coursework for a Master of Community Development. They must now complete a comprehensive final Capstone project, presentation, and Capstone book.

III. RESPONSIBILITIES UNDER THIS MOU for Nardin Park Improvement Rock Block Club

Nardin Park Improvement Rock Block Club shall undertake the following activities:

- Support the Capstone Team throughout the Capstone process from June 2019 through December 2019
- Provide introductions to various community organizations which currently or previously have worked directly with Nardin Park Improvement Rock Block Club
- Develop a process of communication with the Capstone Team that allows for the Capstone Team to have the best access to Nardin Park Improvement Rock Block Club practices and procedures

- Share any information that Nardin Park Improvement Rock Block Club considers pertinent to the Capstone Team's process
- Refer the Capstone Team to any community or local activities that may impact the outcomes of the Capstone Team's findings
- Promote the activities of the Capstone Team as they work through the development of their final project, presentation, and Capstone book
- Refer the Capstone Team to any organizations or local community figures that may have an impact on the Team's outcomes
- Evaluate the Team's performance throughout the process

IV. RESPONSIBILITIES UNDER THIS MOU for the Capstone Team

The Capstone Team shall undertake the following activities:

- Develop a work plan in conjunction with Nardin Park Improvement Rock Block Club
- Share any information gathered relevant to the project with Nardin Park Improvement Rock Block Club
- Support Nardin Park Improvement Rock Block Club in their efforts to move forward with the project selected by the Capstone Team

V. EFFECTIVE DATE AND SIGNATURE

This MOU shall be in effect upon the signature of Party A's and Party B's authorized officials. It shall be in force from August 2019 to December 2019. Parties A and B indicate agreement with this MOU by their signatures.

Signatures and dates:

Nardin Park Improvement Rock Block Club
Capstone Team

J. Hunt _____ Date
Date 8/13/19

APPENDIX B**Collaborative Parcel Exercise Inventory**

Parcels identified by Nardin Park stakeholders as of November 24, 2019 compared against parcels in the City of Detroit's demolition pipeline as of September 4, 2019 (COD8; COD9)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
10046 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
10053 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
10280 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
10292 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
10298 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11305 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11319 Nardin	Demolish	NPIRBC	Indumich Realy LLC	Private	No
11327 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11350 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11337 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11377 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11374 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11386 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11417 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11610 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11611 Nardin	Demolish	NPIRBC	Garner, Darryl Sr	Private	No
11650 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11748 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
4201 Tuxedo	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
5116 West Chicago	Demolish	Ebenezer AME	West Chicago LLC	Private	No
5122 West Chicago	Demolish	Ebenezer AME	BLJ Investments LLC	Private	No
5132 West Chicago	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
5140 West Chicago	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
5150 West Chicago	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
5156 West Chicago	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
5164 West Chicago	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
5172 West Chicago	Demolish	Ebenezer AME	DTT Holdings Group LLC	Private	Yes

*As of September 4, 2019

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
5200 West Chicago	Demolish	Ebenezer AME	City of Detroit P&DD, Care of DBA	Public	No
5231 West Chicago	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
5260 West Chicago	Demolish	Ebenezer AME	City of Detroit	Public	Yes
9242 Holmur	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9257 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9263 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9299 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9300 Quincy	Demolish	NPIRBC	Heritage Walk Realty Detroit, LLC	Private	No
9303 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9331 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9337 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9343 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9349 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9353 McQuade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9353 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9365 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9366 Holmur	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9370 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9375 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9381 Petoskey	Demolish	NPIRBC	Gray, Kenneth	Private	No
9378 Petoskey	Demolish	NPIRBC	McClure, Woodrow & Florence	Private	No
9378 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9384 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9386 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9401 Holmur	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9401 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9402 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9409 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
9416 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9424 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9431 Ravenswood	Demolish	Ebenezer AME	Tracie, Davaughn	Private	No
9529 Mcquade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9601 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9609 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9615 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9621 Petoskey	Demolish	NPIRBC	MICHIPROP 31 LLC	Private	No
9613 Yosemite	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9608 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9640 Petoskey	Demolish	NPIRBC	Johnson, Virginia	Private	No
9646 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9666 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9673 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9716 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9717 Nardin	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9728 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9736 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	Yes
9739 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9742 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9750 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9451 Ravenswood	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9760 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	Yes
9769 McQuade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9815 Mcquade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9775 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9774 Holmur	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9776 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9782 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9754 Quincy	Demolish	NPIRBC	Amarras Investments, LLC	Private	No
9790 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	Yes

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
9797 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9800 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9803 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9805 Dundee	Demolish	Ebenezer AME	Detroit Land Bank Authority	Public	No
9821 Mcquade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9805 Quincy	Demolish	NPIRBC	Bryant, Patricia Ann	Private	No
9817 Quincy	Demolish	NPIRBC	Leggett, Thomas L, Jr	Private	No
9909 Quincy	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9914 Petoskey	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9926 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9933 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9945 Mcquade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9938 Yosemite	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9958 Nardin	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
4688 Oregon	Demolish	Dexter Grinds	Detroit Land Bank Authority	Public	No
4016 Collingwood	Demolish	Dexter Grinds	Detroit Land Bank Authority	Public	Yes
9319 North Martindale	Demolish	Dexter Grinds	Detroit Land Bank Authority	Public	No
4682 Oregon	Demolish	Dexter Grinds	Detroit Land Bank Authority	Public	No
4652 Oregon	Demolish	Dexter Grinds	Detroit Land Bank Authority	Public	No
4644 Oregon	Demolish	Dexter Grinds	Detroit Land Bank Authority	Public	No
9300 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9306 Broadstreet	Demolish	NPIRBC	Morris, Letori	Private	No
9312 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9330 Broadstreet	Demolish	NPIRBC	Tabb, Michael	Private	No
9367 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9359 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9669 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9674 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11763 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
11739 Broadstreet	Demolish	NPIRBC	Hogan, Preston E & Anna J & Ruth L	Private	No
11751 Broadstreet	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11606 N Martindale	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11327 N Martindale	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
9340 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9364 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9615 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9990 Cascade	Demolish	NPIRBC	City of Detroit	Public	No
10002 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11350 Cascade	Demolish	NPIRBC	Noel, Talesha	Private	No
11686 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11716 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	Yes
11723 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11731 Cascade	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11694 Yellowstone	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9651 Yellowstone	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
9287 Yellowstone	Demolish	NPIRBC	Detroit Land Bank Authority	Public	No
11400 Nardin	Demolish or Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9271 Petoskey	Demolish or Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9657 Yosemite	Demolish or Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9706 Nardin	Demolish or Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9761 Holmur	Demolish or Secure	NPIRBC	Detroit Land Bank Authority	Public	No
10340 Dexter Avenue	Historic	Broadstreet Presbyterian	Dexter Hardware Properties LLC	Private	No
10576 Stoepel	Historic	St. Charles Lwanga	Mooney Real Estate Holdings	Private	No
11749 Livernois	Historic	Broadstreet Presbyterian	Markaj, Pjeter	Private	No
11825 Dexter Avenue	Historic	Broadstreet Presbyterian	Dexter Elmhurst Community Center	Private	No

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
12231 Dexter Avenue	Historic	Broadstreet Presbyterian	12231 Dexter LLC	Private	No
12305 Dexter Avenue	Historic	Broadstreet Presbyterian	Get Back Up Inc	Private	No
10000 Holmur	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
10001 Petoskey	Secure	NPIRBC; St. Charles Lwanga	Mooney Real Estate Holdings	Private	No
10010 Petoskey	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
10011 Holmur	Secure	NPIRBC	George, Mary	Private	No
10017 Holmur	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
10022 Petoskey	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
10028 Petoskey	Secure	NPIRBC	Butler, Ryan	Private	No
10035 Quincy	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11310 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11320 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11326 Nardin	Secure	NPIRBC	Billops, Mary	Private	No
11336 Nardin	Secure	NPIRBC	Wilson, Duane Good	Private	No
11343 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	Yes
11351 Nardin	Secure	NPIRBC	Shepherd, Curtis & Vera	Private	No
11359 Nardin	Secure	NPIRBC	Mccombs, Rahman	Private	No
11391 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11399 Yosemite	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11401 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11411 Yosemite	Secure	NPIRBC	Wayne County Land Bank	Private	No
11747 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11810 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
12090 Nardin	Secure	St. Charles Lwanga	Mooney Real Estate Holdings	Private	No
4200 Burlingame	Secure	NPIRBC	Williams, Anthony	Private	No
4200 Tuxedo	Secure	NPIRBC	Mobley, Clinton & Loretta	Private	No
9244 Yosemite	Secure	NPIRBC	Detroit Land Bank Authority	Public	No

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
9262 Yosemite	Secure	NPIRBC	Moore, Terry	Private	No
9270 Yosemite	Secure	NPIRBC	Wilson, Roger G	Private	No
9285 Quincy	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9308 Petoskey	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9315 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9315 Quincy	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9317 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9323 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9325 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9361 Quincy	Secure	NPIRBC	Brooks, Robert	Private	No
9378 Petoskey	Secure	NPIRBC	McClure, Woodrow & Florence	Private	No
9395 Holmur	Secure	NPIRBC	Turnbow, Vanessa Y	Private	No
9424 Quincy	Secure	NPIRBC	Thompson, Mary D	Private	No
9501 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9515 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9511 Mcquade	Secure	NPIRBC	Jackson, R & Wood, Louise	Private	No
9622 Petoskey	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9668 Yosemite	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9716 Yosemite	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9725 Quincy	Secure	NPIRBC	Goodwin, Clarice	Private	No
9744 Holmur	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9738 Nardin	Secure	NPIRBC	SLRB Property	Private	No
9748 Nardin	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9835 McQuade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9926 Quincy	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9931 Mcquade	Secure	NPIRBC	Baldwin, Tallie & Patricia A	Private	No
9938 Mcquade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9944 Petoskey	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9968 Holmur	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9953 Mcquade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No

(cont'd)

Street Address	Category	Affiliation	Owner	Owner Type	In Demo Pipeline?*
9252 Broadstreet	Secure	NPIRBC	Hall, Ulysses Sr. & Shirley Ann	Private	No
9278 Broadstreet	Secure	NPIRBC	Detroit Land Bank Authority	Public	Yes
9266 Broadstreet	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9262 Broadstreet	Secure	NPIRBC	Phillips, Flech K	Private	No
9271 Broadstreet	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9354 Broadstreet	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9952 Broadstreet	Secure	NPIRBC	Kelley, Aaron M.	Private	No
12160 Broadstreet	Secure	NPIRBC	Make It Happen Affordable Homes	Private	No
12170 Broadstreet	Secure	NPIRBC	Make It Happen Affordable Homes	Private	No
11755 Martindale	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11405 Martindale	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11393 Martindale	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11354 Martindale	Secure	NPIRBC	Nation Star Mortgage LLC	Private	No
9257 Cascade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9269 Cascade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9930 Cascade	Secure	NPIRBC	Crowder, Linette	Private	No
11687 Cascade	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
11744 Cascade	Secure	NPIRBC	Sheard, Otis R	Private	No
11624 Yellowstone	Secure	NPIRBC	Yellowstone Platinum Palm LLC	Private	No
11626 Yellowstone	Secure	NPIRBC	Thomas, H FH	Private	No
9632 Yellowstone	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9608 Yellowstone	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9303 Yellowstone	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9299 Yellowstone	Secure	NPIRBC	Detroit Land Bank Authority	Public	No
9255 Yellowstone	Secure	NPIRBC	Detroit Land Bank Authority	Public	No

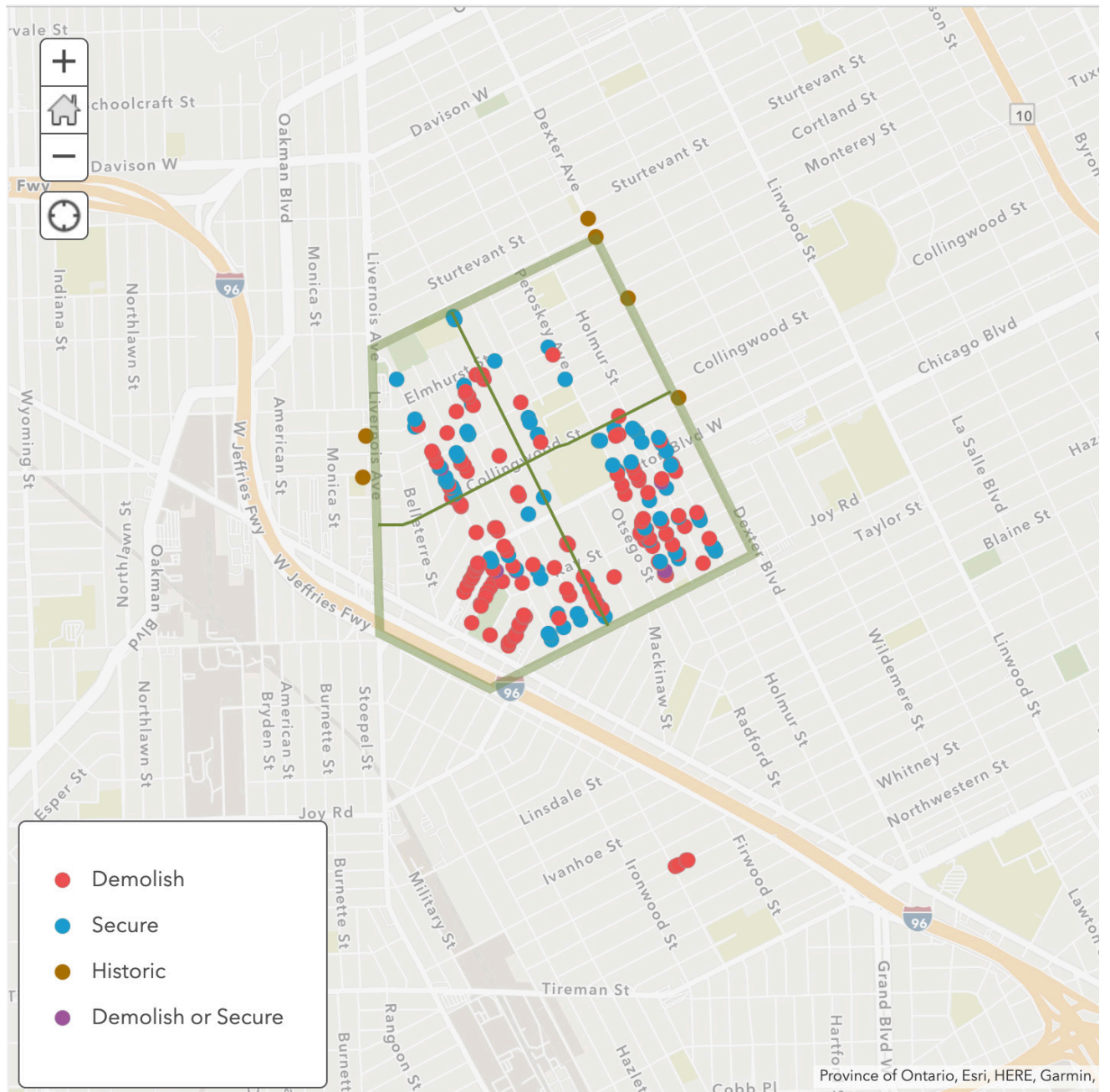


FIGURE B.1 Parcels identified as in need of attention by Nardin Park stakeholders in fall 2019. Fifty-nine percent of parcels were prioritized for demolition; 36% were identified as in need of board up to secure.

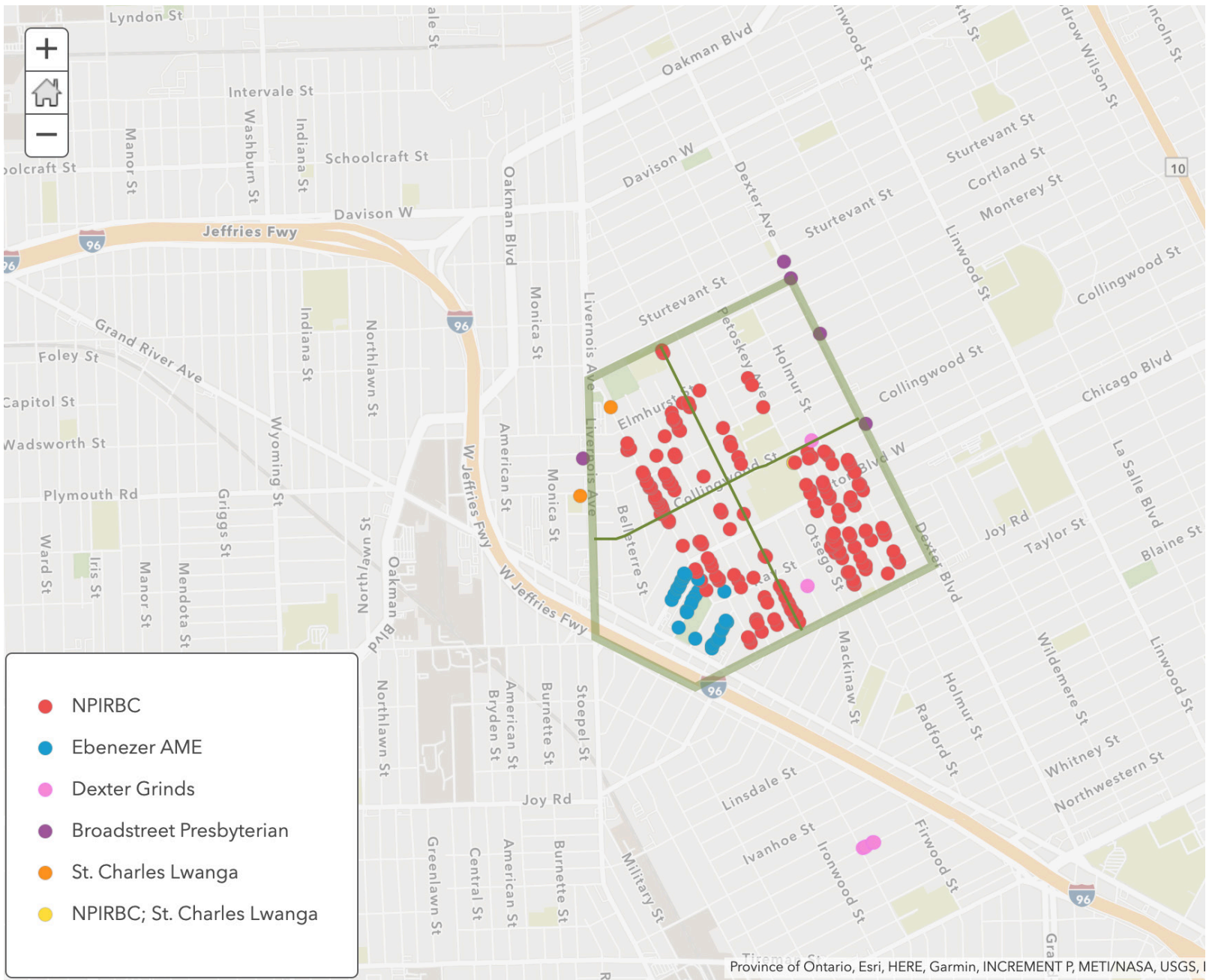


FIGURE B.2 Parcels identified in the fall 2019 pilot collaborative parcel identification exercise color coded by contributing Nardin Park stakeholder

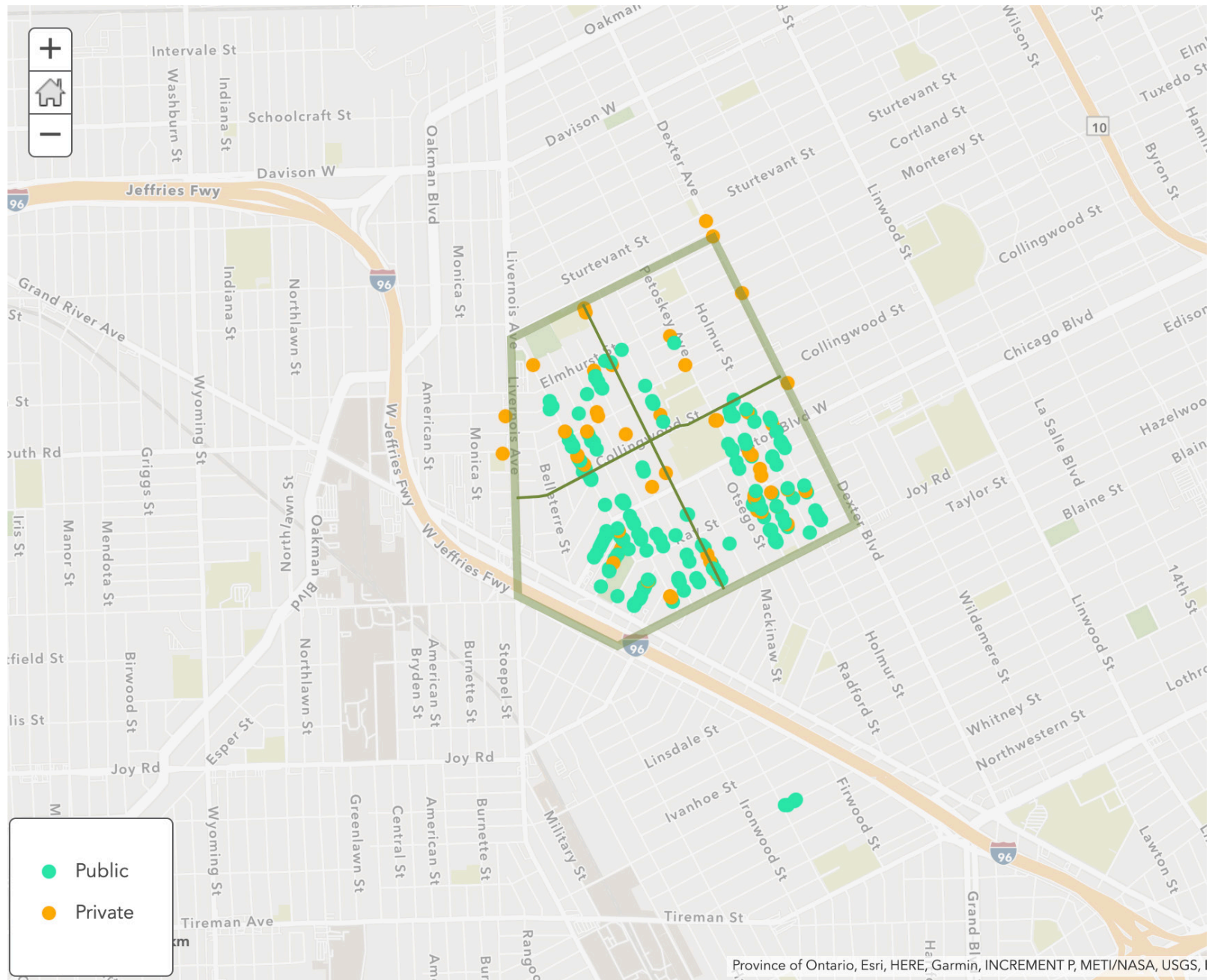


FIGURE B.3 Depiction of public versus privately owned parcels identified as in need of attention by Nardin Park stakeholders during the fall 2019 pilot collaborative parcel identification exercise. One hundred percent of parcels noted as having historic significance are privately owned.

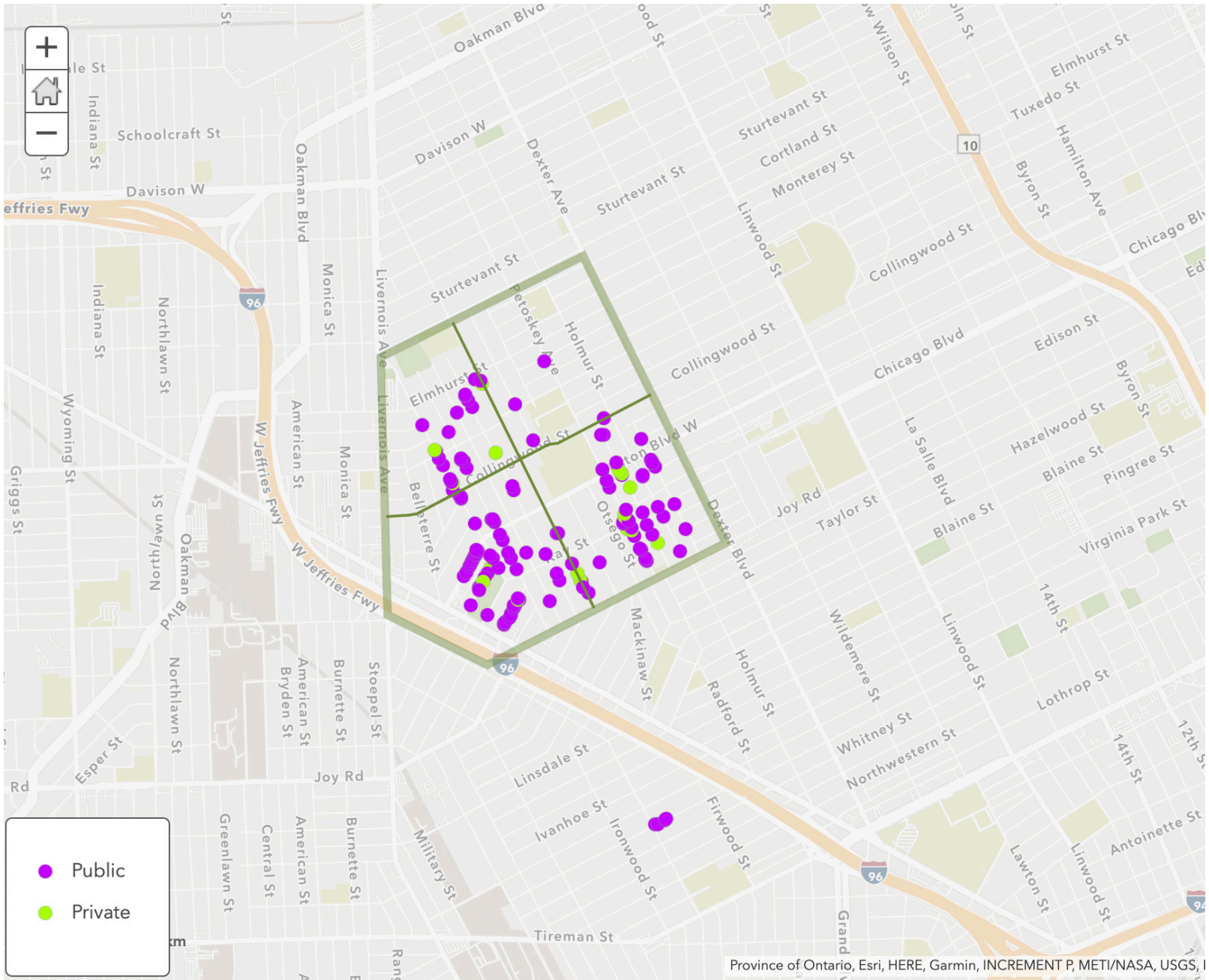


FIGURE B.4 Depiction of public versus privately owned parcels prioritized for demolition reported by Nardin Park stakeholders during the Fall 2019 pilot collaborative parcel identification exercise. Eighty-six percent of reported parcels are publicly owned.

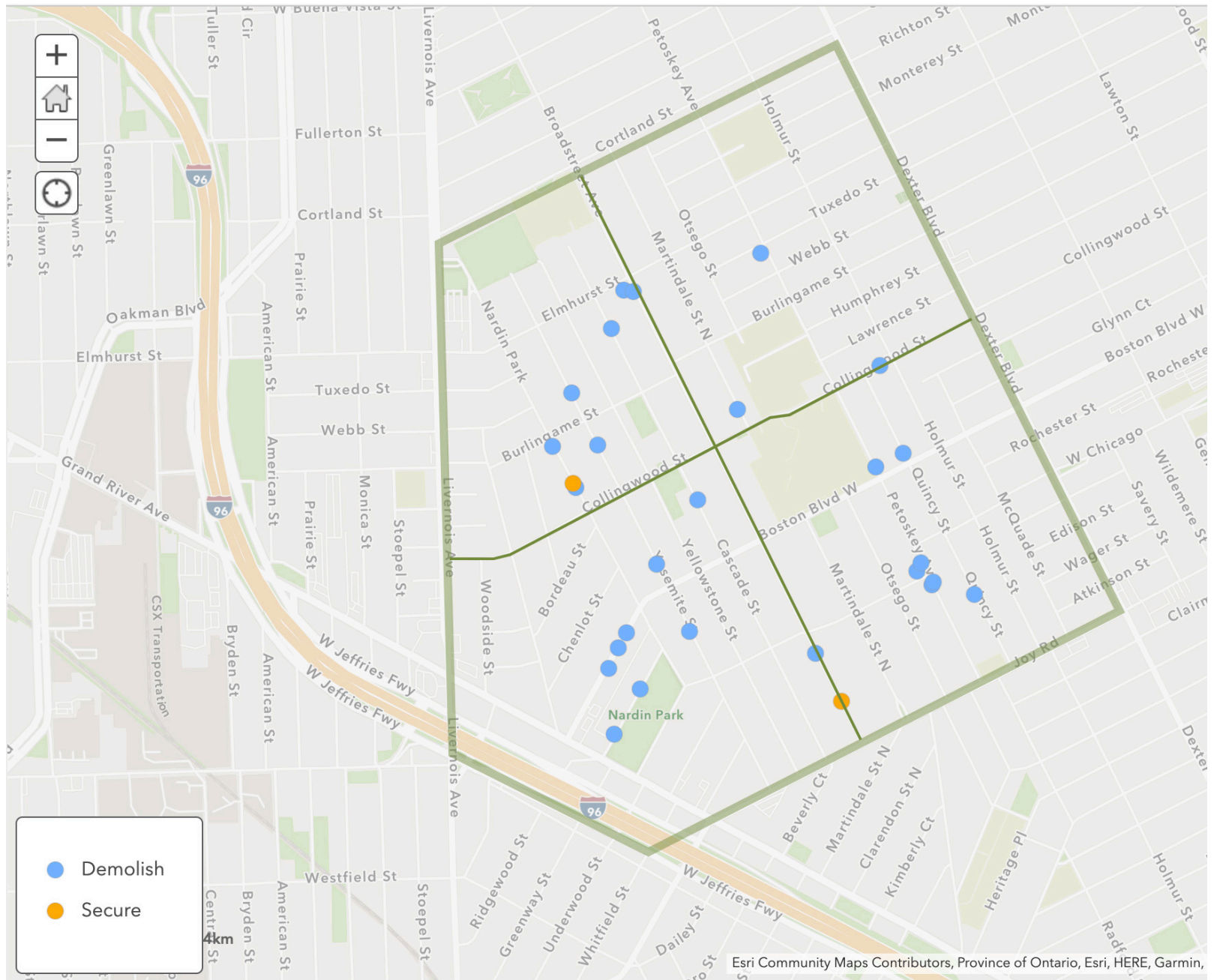


FIGURE B.3 Depiction of the 12.5% of parcels reported by Nardin Park stakeholders that were in the pipeline for demolition as of September 4, 2019 (COD8; COD9)

APPENDIX C

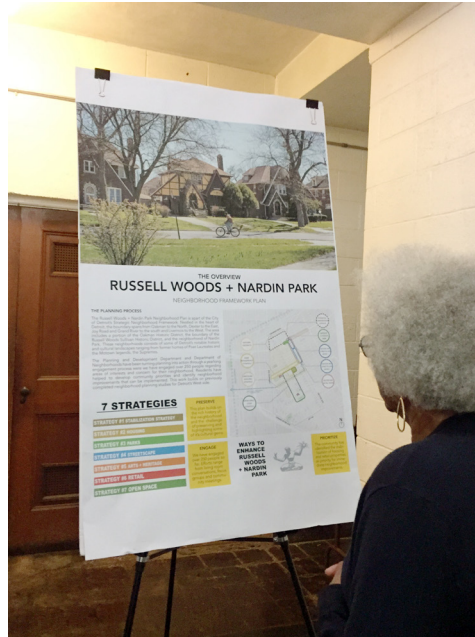
About the Community Partner: Nardin Park Improvement Rock Block Club

In 2011, the Nardin Park Improvement Rock Block Club (NPIRBC) was founded with a focus on maintaining the landscaping of Richard Allen Park and the residential parcels that surround it on West Chicago and Nardin Park streets (Hunt). Over the years, the group has welcomed residents of the streets that make up the Nardin Park neighborhood to attend its monthly meetings which take place every third Tuesday at 3 p.m. at New Light Missionary Baptist Church. The organization has also grown to incorporate programming that encourages residents to gather and expand their mental, physical, and emotional well-being (Willis; Hunt).

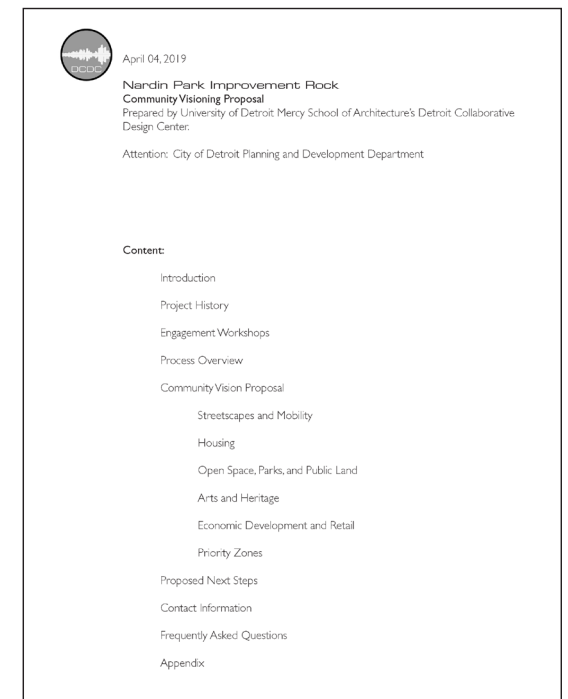
Throughout the 2018-2019 Strategic Neighborhood Fund 2.0 community plan and engagement sessions, the block club and its leader, Nrena Hunt, participated actively to ensure the concerns of Nardin Park residents were brought to the table (Mason).

In 2018, the organization began to work with the Detroit Collaborative Design Center to generate a vision to address the lack of activated commercial and community gathering space in Nardin Park (Hunt). In April 2019, after months of community meetings with the DCDC, the formal Nardin Park Improvement Rock Community Visioning Proposal was released. In June 2019, the block club was awarded a KIP:D planning grant to help realize aspects of this community vision (Kresge; The HUB).

In the last half of 2019, the Nardin Park Improvement Rock Block Club was working with the City of Detroit and the Detroit Land Bank Authority to identify and purchase space within the neighborhood to support community gathering and the future installation of a local technology hub (Hunt).



NPIRBC president Nrena Hunt participates in the City of Detroit's final community planning meeting for the Strategic Neighborhood Fund 2.0 initiative in Russell Woods/Nardin Park. Hunt advocated for the voices of Nardin Park residents to be included throughout this community planning process.



Cover page of the Nardin Park Improvement Rock Community Visioning Proposal, created by the Detroit Collaborative Design Center on behalf of the NPIRBC in April 2019



Submitted in partial fulfillment of the Master in Community Development,
University of Detroit Mercy School of Architecture