



STRENGTHENING NEIGHBORHOOD CONNECTIVITY THROUGH LAND CONSERVANCY IN NORTH CORKTOWN

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The University of Detroit Mercy - Master of Community Development



"We with our lives are like islands in the sea, or like trees in the forest
The maple and the pine may whisper to each other with their leaves. ...
But the trees also commingle their roots in the darkness underground,
and the islands also hang together through the ocean's bottom."

- William James

With thanks...

The capstone team would like to thank the following for their unwavering support, invaluable expertise, and encouragement.

This would not be possible without you all:

Detricia Talley, Leslie Wacker, Sarah Hayosh, Will McDowell, North Corktown Neighborhood Association, Rhonda Greene, Terasa Ragland, Paul Emery, Ben Dueweke, Joan Ross, Rebecca Labov, Gabe Neistein, Lara Wasner, Virginia Stanard, Cheryl Munday, Charles Cross, Sarida Scott, Diane Van Buren, Toni Henry, Joe Rashid, & Caitlin Murphy.

Dedications:

John J. Koleszar, James S. Ivancso, Raymond J. Stoesser III, James E. Young and the residents of North Corktown

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INTRODUCTION

Neighborhoods can be defined in seemingly infinite ways. They can be defined through physical structures like streets or natural structures like rivers and lakes. Political institutions can revise neighborhood borders in an official capacity. Residents can even define a neighborhood based on their own identities, common interests, and shared backgrounds. Within these borders powerful dynamics are at play. Positive relationships between the physical environment, residents, local economies, and adjacent neighborhoods have the potential to dramatically contribute to positive outcomes for residents. Conversely, negative relationships can cause great harm. Cultivating and nurturing positive relationships should be the goal of any community development strategy that seeks justice and equity.

Through thoughtful community collaboration and application of the University of Detroit Mercy Master of Community Development curriculum, this capstone will define what positive Neighborhood Connectivity means for a specific neighborhood. Once defined, the capstone will develop a collaborative and comprehensive project that demonstrates how equitable and just community development can lead to increased Neighborhood Connectivity, consequently resulting in a healthier neighborhood.

The focus neighborhood for this capstone is North Corktown, located immediately northwest of Downtown Detroit. The decision to select North Corktown was inspired by a myriad of unique historical and current neighborhood factors. First, North Corktown was originally part of the greater Corktown neighborhood, the oldest neighborhood in Detroit (Marklew) and was carved out into its own distinct geographic area as a result of the urban renewal policies of the mid-20th Century (Delicato and Demery). These factors resulted in a present-day neighborhood that is one

of the most unique in Detroit. Despite its proximity to the urban center of Detroit, North Corktown is noticeably rural—a neighborhood characteristic valued by many residents (North Corktown Cultural Plan 11). It also sits within the shadow of impending development in its parent neighborhood that could have dramatic effects on population growth and housing affordability. Exploratory conversations solidified the decision to work in North Corktown, as local residents and organizations expressed excitement and an eagerness to collaborate.



FIGURE 001. A rendering of a future development in North Corktown (Christian Hurtienne Architects)

ORGANIZATIONAL PARTNER

North Corktown Neighborhood Association (NCNA) agreed to be the Capstone Team’s organizational partner. NCNA is the largest and most recognizable local advocacy organization in North Corktown. NCNA was founded in 2013 when residents identified an opportunity for local leadership and representation at the organizational level (Emery). Will McDowell (Figure 2), a resident and NCNA board member, noted that the organization’s mission, as stated in the bylaws, is to promote “a greater sense of cooperation among [residents]; promote the quality of life and maintain and improve properties in the neighborhood; and to establish a legal organization that would represent the residents and property owners of North Corktown in dealing with the City of Detroit and the various entities that are doing planning and development in our neighborhood.” NCNA membership requires one to be a neighborhood resident, business owner, or a church-goer in the neighborhood. The board is made up of nine members who are elected to serve by members of the NCNA and meetings are held quarterly (McDowell).



FIGURE 002. North Corktown Neighborhood Association Logo (NCNA)



FIGURE 003. Will McDowell (McDowell)

CAPTSTONE GOALS

Through thoughtful community collaboration and application of UDM's Master of Community Development curriculum, this capstone's first goal was to establish a definition for "Neighborhood Connectivity" that serves as a framework through which practitioners could design and implement more just and equitable community development strategies. Once developed, the capstone team's second goal was to draft a community development strategy aligned to the Neighborhood Connectivity Framework that, when implemented, would result in a healthier, stronger, and more equitable community for North Corktown residents. The goals are rooted in the "HOPE Model", a community development framework used by the Master of Community Development program at the University of Detroit Mercy. This model is used as a lens through which to guide the project scope and requires integrating human, organizational, physical, and economic aspects of community development, framing a holistic view for analysis and implementation.

Human development refers to neighborhood organizations, services, cultural artifacts, or individuals that contribute to the overall health, safety, and quality of life of North Corktown residents (Munday). The study of human development explores how all of these elements, either individually or as a whole, meet people's needs across their entire lifespan (Munday). Organizational development refers to how organizations grow and change alongside the community and provide resources and support to individuals and other organizations working to improve quality of life (Brown and Slowick). Physical development refers to the built environment and the natural conditions that contribute to the economic, social, and environmental sustainability of a neighborhood (Heximer and Stanard). Economic development refers to conditions that allow residents to financially sustain their livelihoods and purchase goods and services. Economic development also includes organizations and businesses, like employers, retail, and hospitality, that contribute to the greater economic sustainability of North Corktown.



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NEIGHBORHOOD CONNECTIVITY

In collaboration with the North Corktown Neighborhood Association, this project explores how a holistic approach to community development can strengthen a neighborhood's connectivity. The capstone team has defined "Neighborhood Connectivity" as the ability for a neighborhood to establish, nurture, and leverage relationships involving: "people to people," "people to the natural environment," "people to resources," and "people to power" resulting in a healthier, more just, and more equitable neighborhood for all. See Figure 081. Each of these four components is an inevitable characteristic of any neighborhood, but the degree to which they are present and positive varies. The capstone team developed this definition by analyzing the trends that emerged when residents identified their assets and needs. All assets and needs comfortably align to at least one of the four characteristics. And while individuals and organizations may value one aspect of Neighborhood Connectivity over another, the definition was established to show there is collective unity behind establishing a well-connected neighborhood, despite potential individual disagreements or differing priorities as to how a neighborhood arrives there.



FIGURE 004. Winter in North Corktown with local pheasants (IG @adventureguyphoto, via WDET 101.9)

THESIS

The evidence explored in the first half of this report suggests that North Corktown has the desire, vision, and tools to secure and strengthen the neighborhood's connectivity, particularly through stewarding greenspace and tapping into existing social capital. Pocket parks, urban farms, residential greenspace, and the current collaboration with the city on the future construction of a greenway demonstrate residents have a blueprint for nurturing positive relationships between people and the natural environment. Similarly, residents' propensity for creating social gathering spaces, frequenting businesses like Nancy Whiskey and the Pink Flamingo, and celebrating the art and culture of the neighborhood suggest that residents are well-positioned to build and bank the additional social capital so vital to increasing Neighborhood Connectivity.

However, the recent and upcoming development in Greater Corktown and surrounding neighborhoods portend a dramatic shift in land management- in regard to both how it is managed and who has the power to shape the direction of its

development. This threat is exacerbated due to the unique characteristics of North Corktown being a rural community in the middle of a major urban center. Ensuring the neighborhood retains the power to develop and implement its own vision for land stewardship is vital to preserving Neighborhood Connectivity and, ultimately, a just and equitable future for North Corktown residents.

The design and implementation of a community land conservancy trust (CLCT) model that is responsive to the unique characteristics of North Corktown can support and strengthen the neighborhood's connectivity. When implemented, the land trust will: 1. Preserve the existing programmed and unprogrammed greenspace. 2. Maintain the land's affordability and access to residents. 3. Work to steward the land in a way that strengthens Neighborhood Connectivity and the human, organizational, physical, and economic conditions for all residents.

METHODOLOGY

The capstone team explored both primary and secondary resources to inform this project. Interviews with local residents, organizational leaders, and business owners were integral in contextualizing and complementing extensive recent media publications on the neighborhood. Peer-reviewed articles were also considered for more of the high-level theoretical analyses. Three recent publications, the Sustainable Development Task-Force Plan (2018), the North Corktown Sense of Place Guidelines and Urban Design Standards (2019), and the North Corktown Cultural Plan (2020) were integral in providing additional information and context. This project is indebted to the tireless efforts of local organizations to document and elevate resident voice. Because the following documents are referenced heavily throughout the capstone, there is a brief overview of each in the following paragraph.

The Sustainable Development Task-Force Plan (cited in-text as “Sustainable Development”) was published in 2018 by NCNA in collaboration with Detroit Local Initiatives Support Corporation (Detroit LISC),

ProSeeds, and Congress of Communities (COC). This was built out to provide guidance to the City of Detroit Planning Department as they work to bring additional development to the area. The North Corktown Sense of Place Guidelines and Urban Design Standards (cited in-text as “Design Standards”) was published in 2019 by NCNA and Heritage Works with support from the Detroit Collaborative Design Center. This plan aims to inform future development to ensure that “the identity of North Corktown is retained and enhanced into the future” (5). The North Corktown Cultural Plan (cited in-text as “Cultural Plan”) was published in 2020 by NCNA with support from Heritage Works. The goal of this plan was to both identify development opportunities aligned to North Corktown’s identity and to provide a blueprint for project implementation.

Additionally, the capstone team had the privilege of working with a peer-review committee composed of individuals with a background in each of the four components of the HOPE model. These individuals provided invaluable guidance and feedback through regularly reviewing this work.

In many instances they were able to leverage their expertise and experience to introduce the team to community stakeholders throughout the capstone process.

The project scope, recommendations, and deliverables are framed through the “3 Ss’ framework” from the UDM Master of Community Development program. The framework represents the ideas of Service, Social Justice, and Sustainability. It provides an ethical and philosophical foundation by which the orientations and actions of practitioners reflect a commitment to improving the quality of life for all residents, are rooted in equity and justice (particularly in disenfranchised communities), and prioritize a sustainable future for humans and the environment alike.

To define Neighborhood Connectivity, the capstone team completed an Asset Map and Needs Assessment. These two methods allowed the capstone team to drill down into the specific strengths that make North Corktown a healthy neighborhood while simultaneously helped the team identify opportunities to strengthen it. The second goal, designing a strategy for implementation, was completed by applying the Neighborhood Connectivity

Framework to an existing community development strategy. The strategy, a Community Land Conservancy Trust, was selected after carefully considering the existing assets and needs, the priorities of NCNA, and available resources.

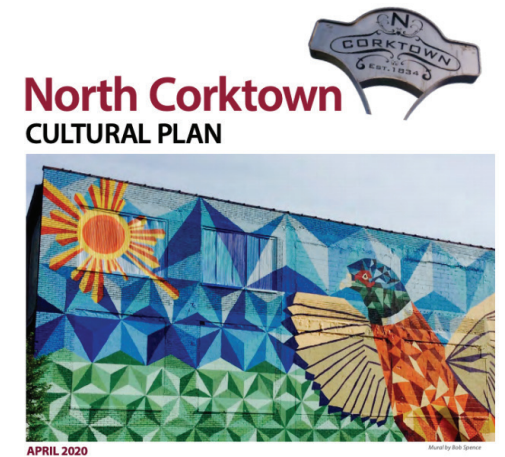


FIGURE 005. Cover Art for North Corktown Cultural Plan (North Corktown Cultural Plan)

THE IMPACT OF COVID-19

COVID-19 was and remains at the time of publication a threat to the health and safety of communities like North Corktown. Due to recommendations from the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO), the capstone team had to adjust strategies for engaging and collaborating with the community. In some ways, the adaptations were simple, such as conducting an interview over the phone or virtually, rather than in person. However, the pandemic forced more substantial changes to outreach in limiting the ability of the team to engage with community members face-to-face. The capstone team has made a point to note in the report when these circumstances had a substantial impact on objectives or outcomes. The impact of COVID-19 has also been considered in defining “Neighborhood Connectivity” and in the drafting of community development proposals that work to support connectivity in North Corktown.



FIGURE 006. Safe team bonding during COVID-19 (Koleszar)

03

INTRODUCTION

North Corktown sits at the crossroads of Detroit history. As one of Detroit's earliest neighborhoods, it opens a window into the rich and complicated Detroit past. Many city milestones have had hyper-local implications for the neighborhood. For example, Detroit is known for being a city of immigrants and North Corktown was a popular enclave for immigrants in the 19th and 20th Centuries. Additionally, like greater Detroit, large tracts of North Corktown were razed for industry that never came. Even the name North Corktown is a direct result of being literally at a crossroads—three of Detroit's four major highways sliced through the community in the mid-20th Century, physically separating it from its parent neighborhood to the south. These historical events in Detroit's history helped shape North Corktown's identity today.

North Corktown is also at a crossroads in deciding how to respond to recent and upcoming development, all while working to maintain the diversity, identity, and social fabric of the neighborhood. Conversations with local residents and the results of neighborhood engagement meetings strongly suggest it is a proud community with a well-defined vision for the future. Any community development practitioner that seeks to work in North Corktown must be aware of the nuanced history and work in lockstep with residents to help contextualize the current reality. Doing so can assist the neighborhood and community development practitioners in identifying a road to take that is paved in service, social justice, and sustainability.

Trends in historical conditions were identified through research of archived and current local periodicals, interviews with current residents and local organizational leaders, analyses of records from the Detroit Historical Society, the Michigan State Historic Preservation Office, the United States Census Bureau, and through careful review of other online and print resources.

HISTORIC TRENDS

Prior to European colonization, the area now known as Detroit was home to numerous indigenous societies for thousands of years. It is important to preface this section by noting the significant ethnic and cultural impact the tribes had on this area, particularly when it comes to land management. Violent European colonization, including the act of abandoning treaties, the displacement of indigenous populations, and the forced redistribution of land, must be noted because the battle over land management and stewardship is a fight North Corktown residents engage in today.

Prior to French colonization in the early 18th Century, the area was home to numerous disparate tribes. This includes, but is not limited to, the Sauk, Fox, Kickapoo, Huron, Ottawa, Iroquois, Potawatomi, and Ojibwe tribes (Lyons). See Figure 008. Following the Fox Indian Massacre at the hands of the French, some of the larger tribes, such as the Ojibwe, Ottawa, and Potawatomi, settled in an alliance called the Anishinaabe. Today, many first nation residents in Southeast Michigan come from tribes associated with the Anishinaabe (Lyons).



FIGURE 007. North Corktown Geographic Context

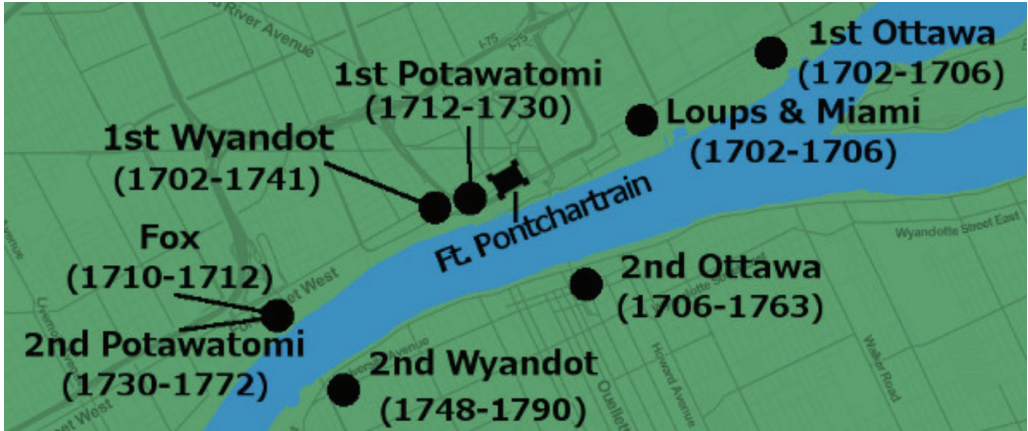


FIGURE 008. Native American Settlements at Detroit (Sewick)

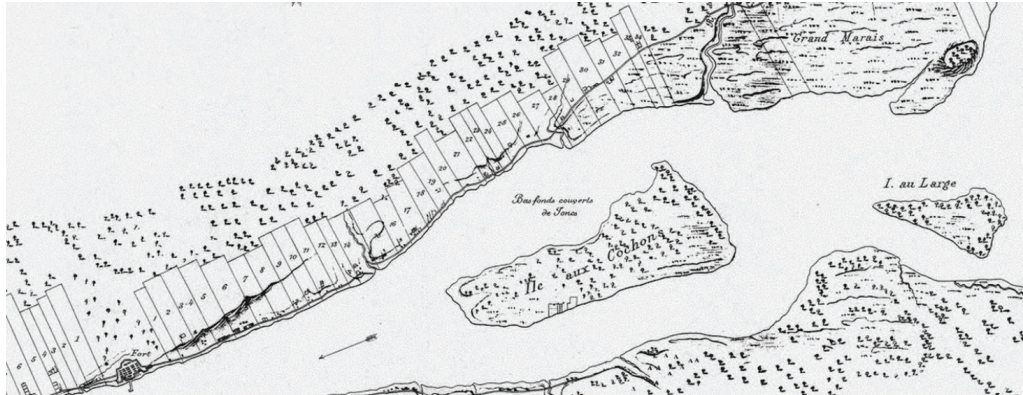


FIGURE 009. Ribbon Farms along the Detroit River George Henry Victor Collot, 1796 "Ribbon farms along the Detroit river in 1796"

Land management was a major characteristic of tribes that lived along the banks of the Detroit River. For generations, the tribes had stewarded the land to ensure that it remained fertile and could produce enough provisions to last through the cold, infertile winters (Sultzman). The French took advantage of this natural resource and expanded their settlements east down the bank of the river where they set up a system of "ribbon farms" by forcibly removing the Native tribes. These ribbon farms were lengthy, narrow land parcels that stretched from the waterfront to roughly one to three miles inland. They were designed to be approximately 250 ft wide to maximize the number of landowners who could access the river

(Fig. 009).

The Detroit Historical Society has documented this practice extensively and found that "the long lots increased variation in soil and drainage within one lot, and facilitated plowing by minimizing the number of times oxen teams need to be turned" (Detroit Historical Society). The nature of these farms also encouraged community and socialization because the houses were all clustered at the end of each lot, rather than in the middle of a large land parcel, which is common for more traditional farms.

By the 1750s, local tribes had grown weary of British land seizures and treaty violations. A three-year rebellion ensued, known as Pontiac's Rebellion, ultimately resulting in Chief Pontiac



FIGURE 010. Land Ceded by Treaty of Detroit 1807 (Sedwick)

signing a treaty in defeat with the British. The aftermath of the rebellion and the subsequent treaty resulted in a policy that would also be adopted by the United States of America—a policy of "isolation and segregation of Detroit's Native American peoples" (Lyons). The most egregious manifestation of this

policy can be seen in the 1807 Treaty of Detroit. See Figure 010. This policy continued well into the 20th Century with the effects of Urban Renewal, which will be discussed later in the section.

Though European colonization in the area now known as North Corktown predates the Revolutionary War, its current name stems from immigration trends in the 19th Century. In the beginning, it was connected to the Greater Corktown neighborhood, spanning from current day Martin Luther King Jr. Boulevard down south to Porter Street (Figure 4). Its name was adopted due to the large influx of Irish immigrants from County Cork, Ireland that settled in the area in the 1830s (Delicato and Demery). Corktown was officially established in 1834 and, due to the Potato Famine in Ireland, the Irish immigrant population continued to increase throughout the 1840s (Delicato and Demery).

The arrival of immigrants is reflected in Detroit's dramatic population growth. In 1840, Detroit was the 40th largest city in the United States at 9,102 people. In ten years it jumped to the 21st largest city at 21,019 (MacDonald). As Detroit continued to expand, Corktown was annexed in 1857, pushing Detroit's population to 45,619 by 1860

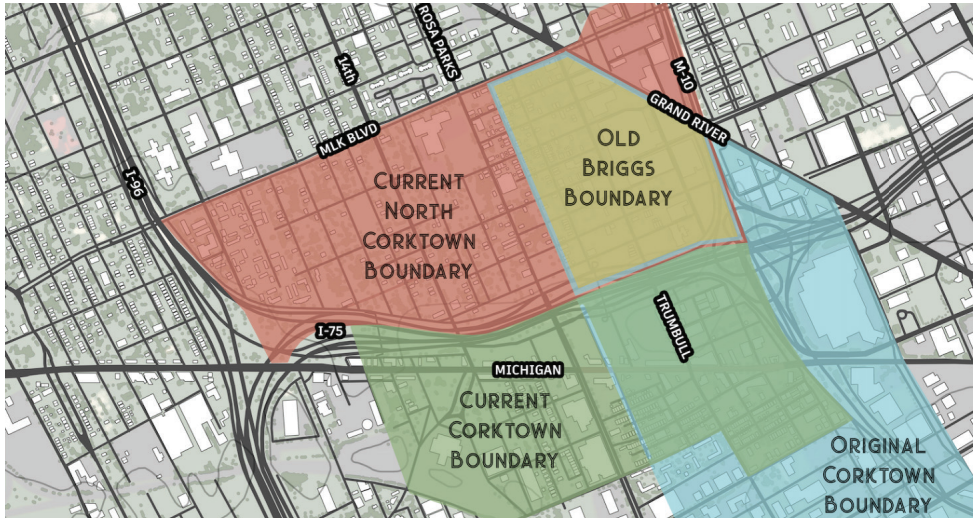


FIGURE 011. Original and Current boundaries of the Corktown Area

(MacDonald).

In 1891, Corktown saw its first major physical and commercial development project: Western Market. Detroit’s original open-air market was established in present day Downtown, but in 1891 the city council created two markets, one for each side of the city. Eastern Market (located at the corner of Russell and Adelaide Streets) and Western Market (at Michigan Avenue and 18th Street) served their respective sides of Detroit with fresh meat and produce (Beshouri). Eastern Market would outpace the scale of Western Market to become the “largest farmers’ market in

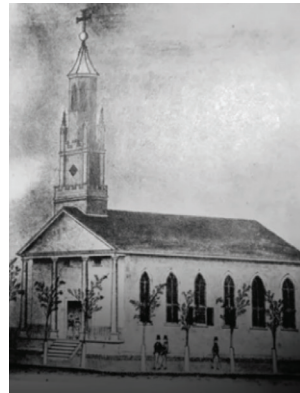


FIGURE 012. Holy Trinity Catholic Church (Public Domain). Originally established at Bates Street and Cadillac Square in 1833, it was moved to Corktown in 1849 to accommodate the burgeoning Irish immigrant population (Loomis).



FIGURE 013 and 014. *top*, 1046 Howard St., 1956, (Burton Historical Collection) and *bottom*, House on 6th Street, 2015 (Mears). These images provide a glimpse of the housing stock in the 19th century. “The frame houses were cold in winter, hot in summer and had small rooms and few windows” (Loomis).



the world” by 1924 (Beshouri).

A few years after the creation of Western Market, Bennett Park was established at the corner of Michigan and Trumbull Avenues in 1896 (Setler 91). This would be the new home to Detroit’s semi-professional baseball team—their original home stadium situated in Boulevard Park on Detroit’s east side. The first game at Bennett Park took place on April 13th, 1896 and the team now known as the Tigers would spend the next 104 seasons at that corner after joining Major League Baseball’s American League in 1901 (Mesrey).

It is important to focus on sport in the early 20th Century because of the amount of attention the Tigers brought to the area. Starting in 1905, Ty Cobb joined the Tigers, kicking off what would be known as “The Cobb Era.” During his tenure in Detroit, not only was he an individual standout and future hall of famer, but the team won the American League pennant in 1907, 1908, and 1909 (Mesrey). Although the Tigers would lose each of those years in the World Series, the number of fans that flocked to the area for baseball was significant in the formation of the neighborhood’s identity (Mesrey). Cataloging the rich recreation



FIGURE 015. 1909 World Series, Bennett Park, Corktown (Peninsular Engraving Co /Library of Congress)

history of the area is important because this trend is still present today, even after the Detroit Tigers have long moved Downtown.

As the popularity of baseball and the Tigers grew, so did the demand for a seat at the games. In 1912, Bennett Park was demolished to build Naven Field and in 1938 it was expanded and renamed Briggs Stadium after the owner, Walter Briggs. The name stuck until after Briggs' death and the name was officially changed to "Tiger Stadium" in 1961 (Selter 91). Tigers' baseball popularity soared over the next decade. In 1960, the total attendance at Tigers' games was about on par with the American League average: 1,167,669 total yearly attendees (Detroit) to 1,153,316 (A.L. Average). Ten years later, the total attendance at Tiger Stadium for the 1970 season was 1,501,293 or 67% higher than the A.L. average of 1,007,095 (Baseball Almanac).

This was an important time of transition in Corktown because the burgeoning popularity of Tigers Baseball ran parallel to the height of Urban Renewal policies of the mid-1960s. The Lodge Freeway (M-10) and Interstate 75 were built to get people into and



FIGURE 016. Portrait of Briggs (DPL DAMS).

through Downtown Detroit (Sugrue 242). The effects of the highways could be seen instantly in Corktown, which was split in half and separated from Downtown.

This had a lasting impact on the Native population in North Corktown. The 1940s brought many rural Native residents into the city, lured by a robust opportunity for jobs in the automotive factories. Many of them settled in Corktown due to the presence of the Native American Indian Association (NAIA), which operated out of the basement of Most Holy Trinity Catholic Church (Lyons). This organization was critical in providing resources for the Native population which was disproportionately affected by poverty, substandard housing, and employment discrimination. The construction of the Lodge Freeway leveled homes where the majority of the Native population lived, effectively scattering a burgeoning ethnic and cultural enclave (Danziger).



FIGURE 017. 4-28-1949 Ariel photograph of Corktown (DTE Aerial Photo Collection)



FIGURE 018. 10-17-1981 Ariel photograph of Corktown & Briggs (DTE Aerial Photo Collection)

RECENT TRENDS

Following the historical changes and developments within North Corktown, recent trends have had a significant impact on the residents and the surrounding area. 1999 is an important year in the history of North Corktown. At this time, Tiger Stadium was demolished and a major new development broke ground: Motor City Casino—the third casino in Detroit. The loss of Tiger Stadium rocked the area as the team moved to the new stadium located Downtown off Woodward Avenue.

Motor City Casino is one of the biggest development projects in North Corktown and occupies 100,000 square feet of land on the neighborhood's east side. The decision to build and expand Detroit's gambling industry rose from the desire to tap into the existing economic potential in the city. Across the river, the city of Windsor, Ontario poached Detroit dollars by drawing residents to their casinos. In order to combat this, Detroit casino operators and developers had to attract local residents to keep the gambling revenue on the American side of the Detroit River. "But what casino operators want...is to bring in many of



FIGURE 019 and 020. *top*, 1416 Labrosse in 1976 (Michigan State Historic Preservation Office) *bottom*, 1784 Wabash in 1976 (Michigan State Historic Preservation Office).



FIGURE 021. Tiger Stadium, 1976 (Michigan State Historic Preservation Office)

the 20,000 people who visit the Windsor casinos each day, as well as many of the 9.3 million people who live within 150 miles of Detroit. City officials estimate that more than 75% of the visitors to the Windsor casinos come from Detroit and the metropolitan area, which results in "\$400 million in gambling revenue crossing the river annually from Michigan alone" (Pulley).

The decision to build a 24-hour casino and hotel generated mixed reactions from North Corktown residents. Many residents were excited about the economic potential the development might have on the area. "It causes a lot of problems for a lot of people, but I



FIGURE 022. Motor City Casino (Mondry)

still think it's a good thing" said Detroit resident Noah Fowlkes. "The ones who voted against us in the community are definitely traitors" said Helen Moore, a member of Community Coalition, the grass-roots group seeking to change the casino licensing criteria (Pulley). Despite high tensions, this development would ultimately contribute to Detroit's economy, covering a substantial percentage of the City's general fund account, though it is difficult to find records that indicate exactly how much casino revenue directly impacts North Corktown (Labov). This decision to move forward with the casino's construction despite not securing the total support from residents of North Corktown has made current residents wary of future developers' likelihood of including them in major development decisions.

The next large development project that will affect North Corktown is the renovation and restoration of the Michigan Central Station. The train station first opened in 1913 and changed the way travelers interacted with the city of Detroit. "At its peak, the station served more than 4,000 travelers a day and housed 3,000 office workers" (Damico). Now an opportunity hub with transportation flexibility, the city became a popular destination for international

immigrants. The last train departed the station in 1988 and the station was abandoned. It stayed dormant until Ford Motor Company purchased the Michigan Central Station in 2018. The plans, as of 2020, indicate a desire to bring Ford's headquarters to the neighborhood and, in doing so, restore one of the most recognizable landmarks in the city (Damico).

With this development, the livelihood of North Corktown residents would be significantly impacted, considering the train station is an anchoring institution in the neighborhood. While it remains to be seen, current analysis suggests that there could be some positive change—specifically in the economic development sphere. "About 5,000 new jobs will move to Corktown as a result of Ford's investment - 2,500 from Ford and 2,500 from business partners who will help Ford build an innovation ecosystem" (Damico). The neighborhood will have to balance the opportunity for community benefits in exchange for their open space.

The recent trends in North Corktown reflect the power of money and choice. Although developers promise to offer benefits that contribute to the community's success, it does come

with a price of inviting developers to use the land already managed by Detroit and neighborhood residents. However, many residents are clear that their voice should be included in these decisions. "The residents (of North Corktown) want their voice heard from developers and contractors" (Greene).



FIGURE 023. Michigan Central Station (Gallagher)



CURRENT ANALYSIS

All these historic and more recent trends influence North Corktown today. Currently, this .59 square mile neighborhood is home to 1,609 residents (Sustainable Development). Residents represent a cross-section of ages, with most individuals (20%) at 25-34 years of age. Neighborhoods that have experienced more recent development and investment tend to have a higher percentage of residents 25-34 with Corktown at 35% and Midtown at 29%. Core City and Southwest are lower at 16% and 12%, respectively. The median

household income of North Corktown lies at \$24,204 ("North Corktown Demographics and Statistics"). This may raise some concern considering the median listing price for a house in the neighborhood over the past year is between \$300,000- \$444,000 ("North Corktown, Detroit...")

Current city planning utilizes the North Corktown Sustainable Development Plan, the North Corktown Design Guidelines, and the North Corktown Cultural Plan as frameworks that can inform development decisions.

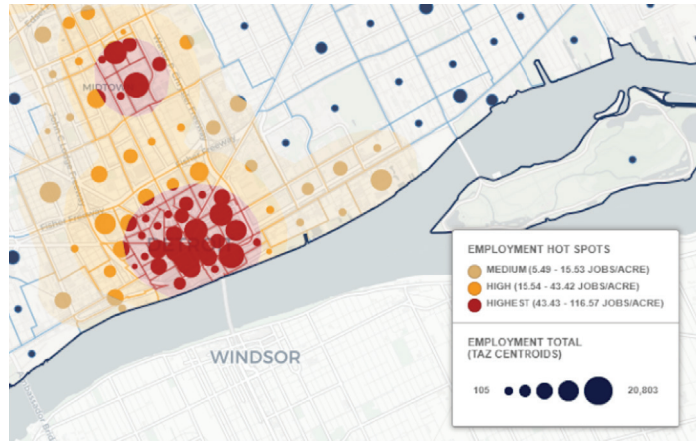


FIGURE 024. Employment Density (Southeast Michigan Council of Governments)

The neighborhood shares a vision "to ensure the preservation of open space and land in North Corktown is balanced with new development in a planned manner and supports resident values" (Sustainable Development 3). The values important to North Corktown residents are:

- Unified
- Inclusive
- Balanced
- Equitable
- Sustainable
- Diverse
- Attractive

(Sustainable Development 3). The results of these neighborhood analyses include the identification of five cultural development priorities:

- Building a Community Cultural Center
- Supporting Murals and Street Art at Intersections
- Preserving and Identifying Opportunities for Green Space and Recreation
- Programs and Festivals
- Placekeeping

Each of these priorities highlight the will of the community to preserve, sustain, and celebrate the culture and history of North Corktown (Cultural Plan 14). Recent development, along with the proximity of resources and activities accessible in the area, has led to the increase in property values (Sustainable Development 1). Growing occupancy density provides a potential threat to the greenspace valued by North Corktown residents. Maintaining this open land is critical to sustaining the neighborhood identity and honoring the cultural priority of "Placekeeping" (Design Guidelines 23).

HISTORICAL CONDITIONS CONCLUSIONS

The historic conditions of North Corktown are woven into the fabric of the neighborhood today. An accurate analysis of the existing conditions and any recommendations for the future of the neighborhood cannot happen without a deep understanding of these historic threads. Practitioners must examine and question these trends before and during any community building. While North Corktown's history is vast, common themes emerge throughout the research process, allowing the capstone team to narrow focus and better understand the current

realities, the vision the residents would like to pursue, and the strategies that underscore change that sits on a bedrock of social justice, service, and sustainability.

The through-lines connecting history to current day highlight neighborhood trends that focus on maintaining valuable greenspace in a low-density environment. Residents value the strong diversity among their 1,000+ strong and they place great stock in their social capital and value opportunities to socialize with each other. These themes are stretched by resident planning



FIGURE 025. Resident Feedback Meeting with North Corktown Neighborhood Association, February 2020 Meeting (North Corktown Cultural Plan)

fatigue, which must be considered as community development practitioners collaborate with residents.

This capstone considers the historical themes of “density” and “greenspace” in North Corktown. The large swaths of low density and greenspace are a direct result of city planning in the 1940s. These planning efforts sought to turn the neighborhood

into an industrial enclave. But when the industry never arrived, North Corktown embraced this new identity and values it still today. The extensive greenspace found in this area is unique to North Corktown. 72% of the land is unoccupied, and/or free of structures, specifically 953 of 1,319 parcels (Sustainable Development 5). See Figure 027.

Programmed greenspace predominantly serves as places for urban farms, parks, and gathering spaces. The North Corktown Cultural Plan published in April 2020 shows that resident greenspace is the third most important cultural priority (Cultural Plan 14). Will McDowell from the North Corktown Neighborhood Association states that many residents hope to maintain the low-density of the area as new development creeps in from adjacent neighborhoods. Creative solutions are needed to support a connected, low-density neighborhood.

Another through-line important to North Corktown that practitioners must consider is the high value placed on a diverse community. The very name itself reflects the large numbers of immigrants from Ireland's County Cork that settled in the area in the 1830s and 40s giving the neighborhood the exclusive designation of “Detroit's



FIGURE 026. Unoccupied Property in North Corktown (Smalley)



FIGURE 027. Graphic representation of lots in North Corktown devoid of built structures



FIGURE 028. Neighborhood Sign, "Detroit's Oldest Neighborhood" (Marklew)

Oldest Neighborhood" (Marklew). Latinx, German, Native, and Maltese populations have and still do call the area home. Today, organizations like the North Corktown Neighborhood Association work to ensure that neighborhood programming is "inclusive and diverse" (Cultural Plan 39), which is particularly important as the population is projected to grow as Ford moves into the greater Corktown neighborhood.

The profound impacts of Urban Renewal programs in the mid 20th century physically bifurcated North Corktown from Greater Corktown with the construction of I-75, I-96 and the Lodge Freeway frame the rest of the neighborhood. These can be viewed as physical barriers that isolate

North Corktown from the surrounding neighborhoods. But this insulation has fostered a rich surplus of social capital and placed a high value on "Programs & Festivals", as outlined in the North Corktown Cultural Plan. "People of North Corktown are supportive of programs such as festivals, performances, exercise/fitness opportunities, concerts, outdoor movies, and gatherings centered on food and sharing traditions and cultures" (Cultural Plan 36). Future community building can take advantage of this social capital but must at minimum maintain it, if not cultivate more.

Community development practitioners, particularly ones that are not residents themselves, must consider the immense amount of planning fatigue present in North Corktown. This fatigue is nothing new. Residents have been left out of major historical development projects from the leveling of physical structures for industry and transit in the mid-20th Century to the Motor City Casino in 1999. Fatigue can also set in with the numerous projects from different organizations that seek to include resident feedback but lack the strategy to collaborate and ignore the large catalogue of resident voices that has been published over the years. The city's Planning and Development

Department is currently working on a neighborhood framework plan. The Housing and Revitalization Department is deep into a 2020 application for a HUD Choice Neighborhoods Implementation grant (Labov). Future planning must respect the voices that have been speaking non-stop for years. Teasing out information that is already widely available can lead to future planning fatigue, which can disrupt trust.

North Corktown, like all other Detroit neighborhoods, will need to learn how to move forward with their vision in a changing world. With large-scale development arriving just down the road in 2022, COVID-19 rewriting how residents, services, and community assets interact, and an ever unstable political landscape suggest residents will experience challenges in realizing their vision and maintaining their identity

along the way. However, the history of the neighborhood suggests that North Corktown is a resilient community that will push forward to a future that considers, respects, and celebrates the past and present.

These themes emerged after analyzing historic trends, recent trends, and the current realities of North Corktown. They underlie the past, present, and future human, organizational, physical, and economic development. These themes were instrumental in guiding the work of the capstone team and undergird the analysis and recommendations present in this report.

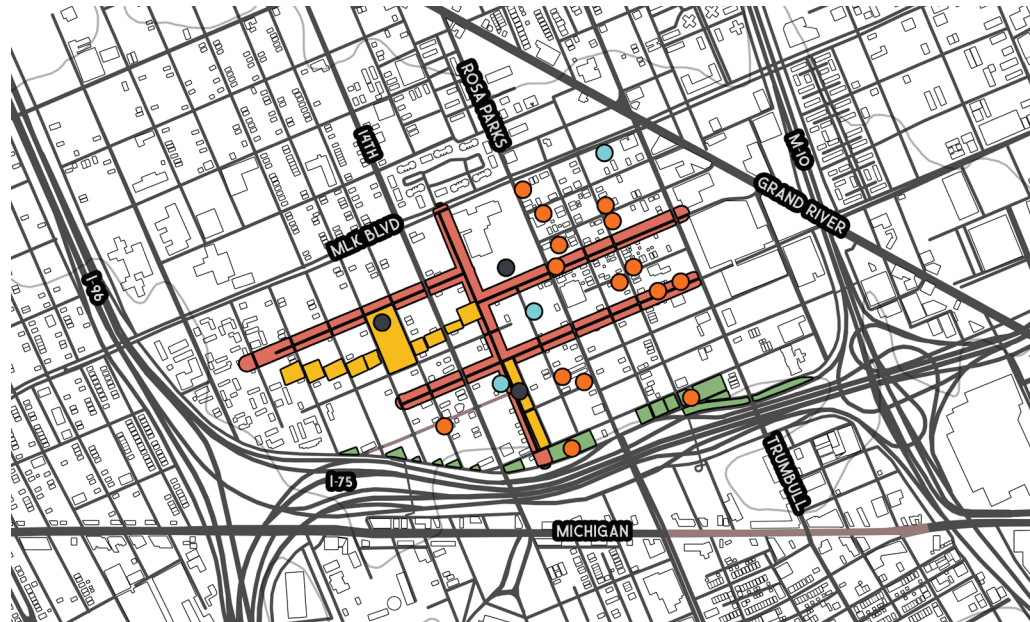


FIGURE 028B. Greenspace and recreation showing pedestrian focused streets (red), Buffer landscapes (green), activated green spaces (black dots), urban farms (blue dots), and recreational spots (orange dots) (North Corktown Neighborhood Association)



04

OVERVIEW

The rich history of North Corktown has contributed to a robust network of neighborhood assets. Mapping these assets was an integral part in honing the project's scope. The process enabled the capstone team to draw valuable conclusions on how local residents currently view North Corktown and how they envision its future. The assets were identified by conducting interviews with local residents and community leaders, through review of organizational websites and media publications, and observing the neighborhood's physical conditions by a self-guided walking tour.

Additionally, two major organizational assets, North Corktown Neighborhood Association and Heritage Works, have published community-focused and resident-informed reports that catalogue many assets. These publications include the Sustainable Development Task-Force Plan (2018), the North Corktown Sense of Place Guidelines and Urban Design Standards (2019), and the North Corktown Cultural Plan (2020).

The HOPE Model, a framework used by the Master of Community Development program at the University of Detroit Mercy, is used as a lens through which to conduct research. The model integrates human, organization, physical, and economic aspects of community development, framing a holistic view for the analysis. A SWOT analysis is applied over the HOPE Model to better categorize the strengths (Asset Mapping Section) and weakness, opportunities, and threats (Needs Assessment Section). The Needs Assessment is presented in the subsequent chapter. The HOPE/SWOT approach to the Asset Mapping process provides key insights that were instrumental in informing the project scope.



FIGURE 029. Harrison Street (Smalley)



FIGURE 030. Pine Street Park Tree Nursery (Smalley)

MAP & INVENTORY OF LOCAL ASSETS

The map in Figure 032 shows the geographic location of the 38 assets identified in North Corktown. The key below the map identifies the name of the asset and whether or not it is considered a human, organizational, physical, or economic asset. The following sections explore the assets of each HOPE element in more detail. It is important to note that most assets align with more than one HOPE element, so the analysis will prioritize a deeper study of the assets based on the HOPE element to which they most closely align.

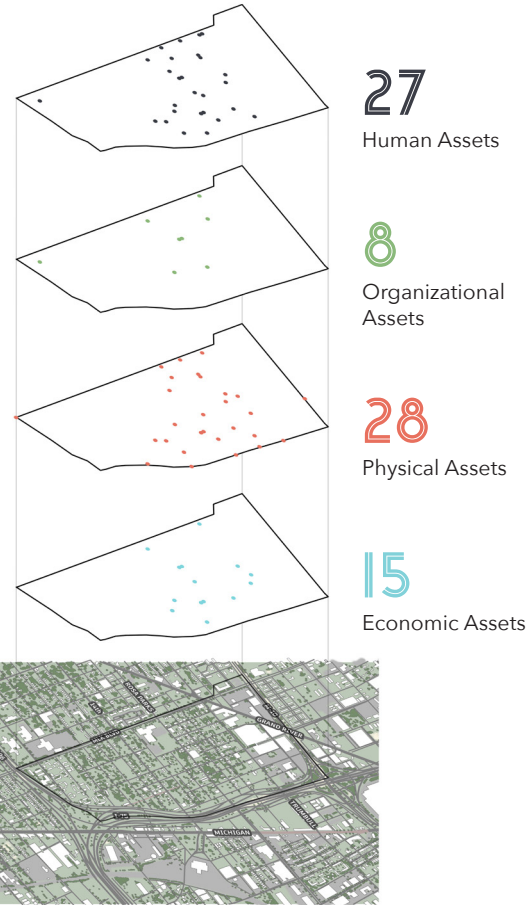
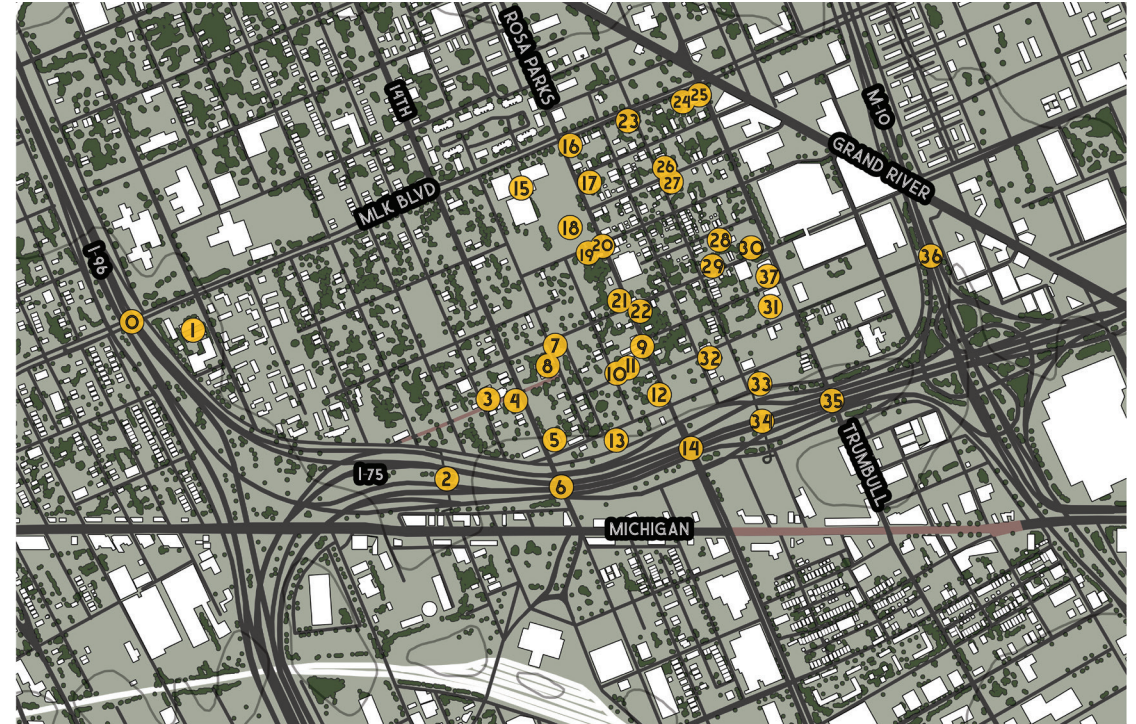


FIGURE 031 Asset Breakdown in North Corktown



- | | | |
|----------------------------------|--|------------------------------------|
| 0 Martin Luther King Blvd Bridge | 11 Pink Flamingo | 22 Rosa Parks and Temple Park |
| 1 Covenant House | 12 Pheasant Mural | 23 Mary Ellen Riordan Mural |
| 2 17th Street Pedestrian Bridge | 13 North Corktown Tree Farm | 24 Spirit Farm |
| 3 New Dawn Baptist Church | 14 Rosa Parks Bridge | 25 Spirit of Hope Church |
| 4 Corktown Studios | 15 Burton International Academy | 26 North Corktown Commons |
| 5 Church of Latter Day Saints | 16 Intersection Park | 27 Fish Park |
| 6 14th Street Bridge | 17 Greater Dequindre Park | 28 Deliverance Church |
| 7 Hope Takes Root Garden | 18 Nagel Field | 29 Cochran Birdhouses |
| 8 St. Gall Farm | 19 Heritage Works | 30 Knox Cleaners |
| 9 Friends at Spaulding Court | 20 North Corktown Neighborhood Association | 31 Team Screen Printing |
| 10 Hostel Detroit | 21 Brother Nature Produce | 32 Nancy Whiskey |
| | | 33 Monumental Kitty |
| | | 34 Cochran Pedestrian Bridge |
| | | 35 Trumbull Bridge |
| | | 36 Spruce Street Pedestrian Bridge |
| | | 37 Teamsters Local No. 337 |

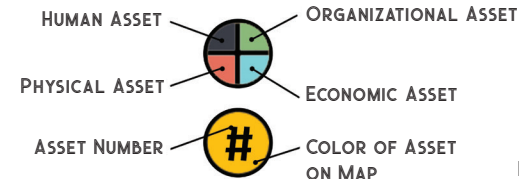


FIGURE 032 Assets of North Corktown

HUMAN ASSETS

The capstone team has identified 27 human assets in North Corktown. Human assets refer to neighborhood organizations, services, cultural artifacts, or individuals that contribute to the overall health, safety, and quality of life of North Corktown residents (Munday). The study of human development explores how all of these elements, either individually or as a whole, meet people's needs across their entire lifespan (Munday). Human assets are the bedrock of the social fabric of the neighborhood. The public gardens in North Corktown play a vital role in the neighborhood's identity. Their purpose varies from location to location, but they all typically provide space for events that harken back to the area's rich cultural and recreational history. *Planning to Stay*, a book by Morrish and Brown, offers readers a practical guide to assess the place one lives and to take control of its development. In Morrish



FIGURE 034 Human Assets of North Corktown

and Brown's analysis of neighborhoods' physical elements, they mention that public gardens have the potential to connect residents to each other as well as the natural environment (79). Nagel Field, located next to Burton International Academy, is one of the most recognizable public gardens in North Corktown. Because it is the largest park in North Corktown, it is often the site of festivals, community events, barbeques, and family parties. The field can be outfitted for football, soccer, and baseball, and it often attracts school-based and community sporting events ("Art and Parks").

The Cochrane Birdhouses connect residents to their natural environment. North Corktown residents were invited to build birdhouses on a private parcel of land at the corner of Cochrane and Temple ("Art and Parks"). This particular public garden is a strong cross-sample of North Corktown's identity. The space encourages resident collaboration to attract, preserve, and celebrate the diverse bird population with which they share the neighborhood.

Intersections Park celebrates the neighborhood's rich cultural history. Situated at the crossroads of Martin Luther King Jr. and Rosa Parks Boulevards, nearly equidistant between

the site of the 1968 Rebellion and Rosa Parks' Detroit home, Intersections Park can often be found hosting community events or art displays (Cultural Plan 9). The park's paths are shaped like the Ghanaian Adinkra symbol for "unity," celebrating "where two stories collide to create a whole new story" ("Intersections"). Fish Park, Greater Dequindre Park, and Rosa Parks and Temple Park are other public gardens that help anchor North Corktown's identity.

Hostel Detroit is a local neighborhood business that attracts patrons who typically live outside the



FIGURE 035 Nagel Field ("Arts and Parks")



FIGURE 036 Cochrane Birdhouses (“Arts and Parks”)



FIGURE 037 Nancy Whiskey (Bjornberg, Special to the Free Press)

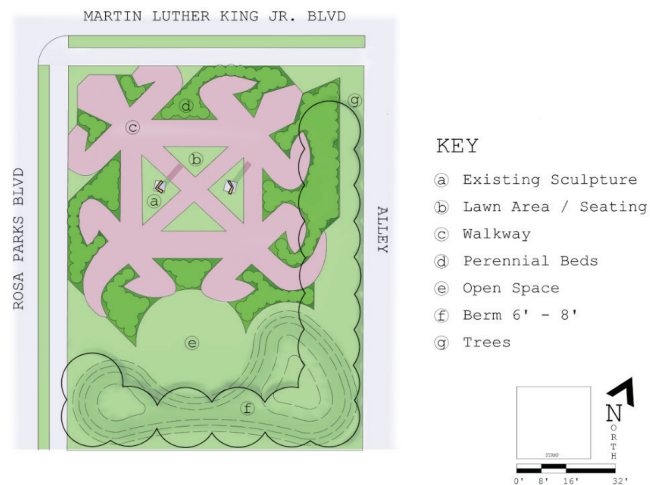


FIGURE 038 Architectural Design for Intersections Park (Heritage Works)

neighborhood. “Hostel Detroit is a 501(c)(3) educational non-profit that looks to connect visitors to Detroit with the people and places that make our city great” (“About Us”, Hostel Detroit). Since its inception in November 2010 by Emily Doerr, this space has welcomed over 10,000 visitors from 70+ countries to the Metro Detroit area. Hostel Detroit has been identified as a pillar in the North Corktown community. Their mission statement is not about turning a profit and instead focuses on creating “experiential connections between Detroiters and visitors to foster creativity and global understanding of an often misunderstood city [Detroit]” (“About Us”). Many North Corktown residents volunteer as “local ambassadors” that lead guests on experiences throughout the neighborhood, working to foster pride in North Corktown for both residents and guests alike.

Directly adjacent to Hostel Detroit is The Pink Flamingo, which is another local business identified as a human asset. The restaurant is a mobile, airstream trailer that serves local fare on Thursday evenings from May through October. Because of its proximity to Hostel Detroit, it encourages social interactions between local residents and neighborhood guests. Other human



FIGURE 039 and 040. *top*, Hostel Detroit (Hostel Detroit). *bottom*, Pink Flamingo (@pinkflamingodetroit, Instagram)

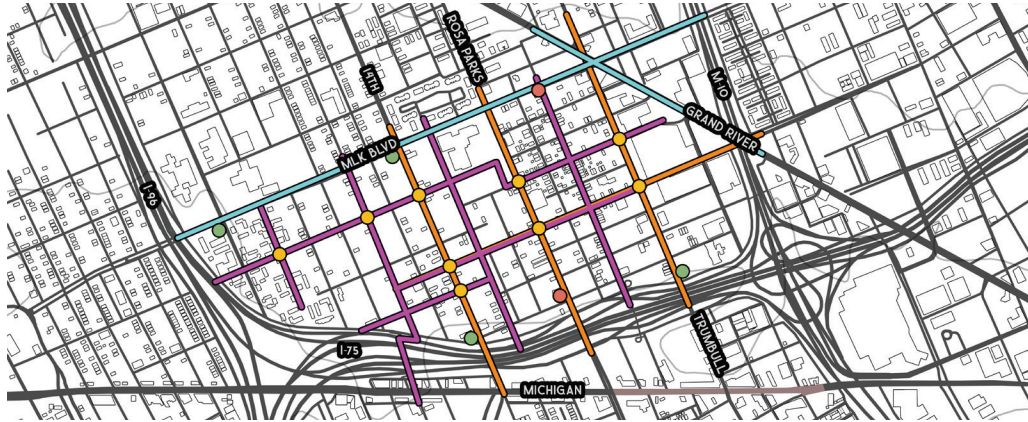


FIGURE 040B Murals and Street Art map showing major streets (blue), neighborhood connector streets (orange), pedestrian focused streets (purple), proposed gateway murals (green dots), proposed street art intersections (yellow dots), and existing murals (red dots).

assets that help build social capital include the North Corktown Tree Farm and Corktown Studios.

Art is a significant aspect of North Corktown's identity. The North Corktown Cultural Plan notes that residents' second most important priority for the neighborhood is to preserve existing art installations and the desire for more public art, including murals and street art (23). The two most prominent murals celebrate both the human and natural influences on the neighborhood's identity. The first is the Mary Ellen Riordan Mural painted in 2016 by Nicole MacDonald. Painted on the side of a duplex, the mural features a portrait of Riordan with her famous quotation,

"Teachers want what children need." Riordan was the first woman to lead the Detroit Federation of Teachers, serving as president from 1960 - 1981 (Mary Ellen Riordan, '41).

The Pheasant Mural celebrates the neighborhood's most noticeable non-human neighbor, the Ring-Necked Pheasant. Residents have sought to make the neighborhood welcoming and supportive to the local pheasant population—so much so that a pheasant made it into North Corktown Neighborhood Association's logo. NCNA shared that the pheasant has become such a powerful symbol of the area's identity because it serves as a reminder of the neighborhood's

rural, open, unprogrammed feel despite its proximity to Detroit's bustling and dense downtown (McDowell). These cultural artifacts celebrate the local culture and "promote a sense of identity, interest, welcoming, and belonging" (Cultural Plan 23). This value is nurtured by organizations like North Corktown Commons which serves as a gallery and exhibition for local artists. Their mission statement reads that they aim to "contribute to the emerging identity of the area as a diverse and accessible hub for community-oriented creatives" ("About Us", Corktown Studios). They also offer artists residencies at a reasonable

cost.

There are many North Corktown services and organizations that have a direct positive impact on improving the quality life across the human lifespan. North Corktown has plentiful urban farms (Brother Nature Produce, Spirit Farm, Hope Takes Root Gardens, and St. Gall Farm) that provide fresh produce to residents and neighboring communities. This is particularly important because there is not a full grocery store within the neighborhood. In addition to providing physical nourishment, the urban farms and gardens have been proven to lower crime and stress, "improving residents'



FIGURE 041 Grocery Stores mapped



FIGURE 042 North Corktown's distance from surroundings

sense of well-being and strengthening their pride of place" (Sustainable Development 6). These farms proved to be invaluable during the height of the COVID-19 pandemic, allowing residents to avoid high-risk grocery stores outside of North Corktown. At a summer community meeting hosted by Heritage Works and NCNA, multiple neighbors specifically cited Brother Nature Produce as a champion during the pandemic, giving out food and helping residents plant food on their own plots" (North Corktown Neighborhood Association Meeting, June 2020).

Burton International Academy, of Detroit Public Schools Community District, is the local K-8 educational institution. They offer sports, robotics, and swim class in addition to the regular state academic curriculum. Covenant House is a faith-based nonprofit organization that provides support to homeless, runaway, and at-risk youth ages 18-24. They provide shelter, educational and vocational programs, as well as other support services, to help youth overcome hurdles such as homelessness, unemployment, violence, and drug abuse. Terasa Ragland, the Community & Engagement Liaison for Covenant House says that they serve local youth in addition to others from

around the greater Detroit area. The intersection of Temple Street and Rosa Parks Boulevard is both the geographic center of the neighborhood and lies at the center of much of the commercial, residential, and recreational activity. The relatively small geographic size of the neighborhood enhances the assets already present. All residents and businesses sit within one mile of each other, allowing healthy, moderately fit people the ability to access all assets by foot in under 20 minutes. In fact, most residents are less than .5 miles from all assets. Residents west of 18th Street and north of Martin Luther King Jr. Boulevard and west of Gibson Street cannot access all of the neighborhood in under one half mile, but are still no further than one mile away. See Figure 042.

For residents that are unable to access assets by foot, there are reliable public transportation options in North Corktown. Martin Luther King Blvd has bus stops running west to east every two blocks. This route connects to the major north-south thoroughfares. There are bus stops every two blocks on 14th Street and Rosa Parks Boulevard. Assuming no delays in the bus system, all residents can access all neighborhood assets within 20 minutes using public transportation.

ORGANIZATIONAL ASSETS

North Corktown is home to at least nine organizational assets. These assets grow and change alongside the community and provide resources and support to individuals and other organizations working to improve the quality of life for all North Corktown Residents (Brown and Slowick). Many of these assets also impact other human, physical, and economic conditions. Organizational assets include places of worship, non-profits, and more informal

grassroots organizations. Many assets in North Corktown work with residents to create shared knowledge and a space for residents to manifest their local power. Burton International Academy is not just a primary school, it also hosts events that reach residents outside of their enrolled student body. The parents, many of whom are residents, are often seen at community events advocating for the neighborhood. The North Corktown

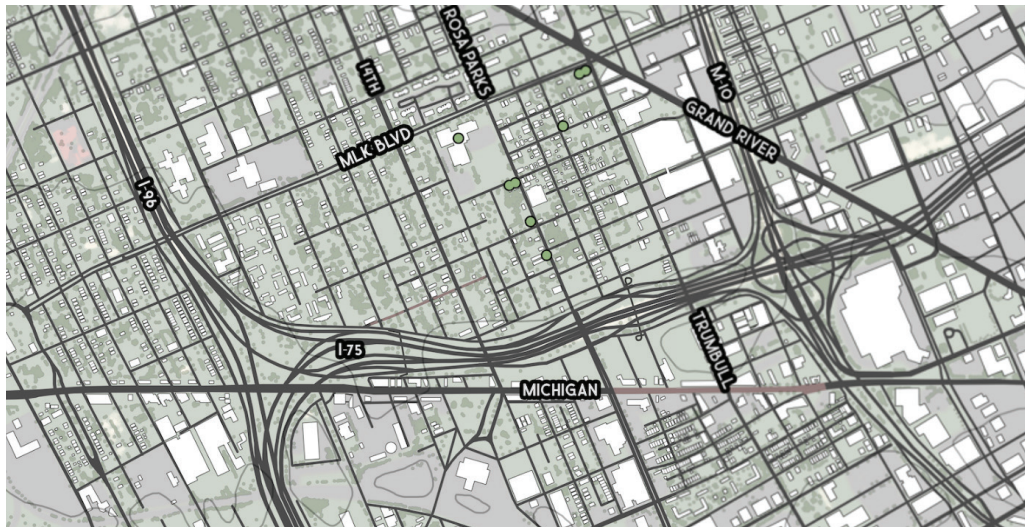


FIGURE 043 Organizational Assets of North Corktown

Cultural Plan cited one instance where 115 Burton parents participated in a survey regarding current cultural amenities in the neighborhood (10). Covenant House also goes beyond the typical role of a school, partnering with local businesses that are willing to pay students for work. Remote work helps students build relationships with local organizations and teaches youth new skills they can add to their resume (Ragland).

Many local farms like St. Galls and Brother Nature Produce are also organizational assets in that they offer urban farming courses and seminars that build the community's skill in urban agriculture, which has proven to be particularly valuable during the COVID-19 pandemic. Spirit Farm has a sign that maps out several other urban gardens across the neighborhood of which residents can take advantage. This farm was founded and supported by another organizational asset, Spirit of Hope Church. While many churches remain only human assets, Spirit of Hope Church qualifies as an organizational asset because they often host and support events for residents to voice their opinions via surveys or community forums (Cultural Plan and Sustainable Development).



FIGURE 044 and 045. top, Spirit of Hope Farm, Jonathan Berz (Cultural Plan 30). bottom, Brother Nature Produce, Coombe ("Brother Nature Produce").



Other organizational assets support the community in fulfilling the vision they have for North Corktown. Heritage Works is a community organization that works to identify and elevate resident voice and needs. They leverage existing assets and seek out new resources to expand opportunities for the neighborhood to grow. For example, Heritage Works convened a steering committee made up of North Corktown residents to inform the Cultural Plan. These four meetings that spanned the end of 2019 and the beginning of 2020 were instrumental in identifying the top five cultural priorities for the neighborhood (Cultural Plan). It is important to note that Heritage Works is not physically located in North Corktown, though they are seeking a permanent home in the future North Corktown Cultural Center, which hopes to break ground in 2021. Their work demonstrates that an organizational asset can have a positive impact on a neighborhood even if it sits outside of the neighborhood boundaries. This is a testament to the trust they have built with other local organizations and residents.

North Corktown Neighborhood Association is an organizational stalwart in the community. The board and general members are made up of local residents,

community leaders, and business owners. They ensure that resident voice is considered in current and future neighborhood development projects. They created the North Corktown Commons—a park that also serves as a gathering place for community organizing and other events. They work to coalesce resident power and serve as a conduit for resident access to local city departments and the philanthropic community (Sustainable Development 18). They are committed to equity for long-term residents and for those new neighbors that will call North Corktown home in the coming years.

The Friends at Spaulding Court is a hyper-local organizational asset for North Corktown, specifically for the eponymous apartment complex located at Rosa Parks Boulevard and Perry Street. Recent development in Historic Corktown has prompted this organization to renovate the units while maintaining its affordability, as many residents fear rising housing costs. They often host events for the community and support fundraising efforts (“Local Businesses & Community Groups”).

PHYSICAL ASSETS

North Corktown is home to at least 28 physical assets. Physical assets consist of the built and natural conditions that contribute to the economic, social, and environmental sustainability of the neighborhood (Heximer and Stanard). Many built physical assets were created directly by residents. A ground-up approach to much of North Corktown’s recent physical development has led to the establishment of other HOPE assets, including public art installations, studios, urban farms, and pocket parks.

North Corktown is visibly different from other Detroit neighborhoods in that it is a rural community within an urban center. The physical environment is dotted with vast greenspace, farms and gardens, and indoor and outdoor social gathering spaces (Sustainable Development 13). This is unique due to the neighborhood’s proximity to much denser, urban landscapes like Downtown Detroit. Residents enjoy the small scale of the structures, specifically celebrating the



FIGURE 046 Physical Assets of North Corktown

lack of high rises (McDowell).

Connectivity is an important theme in North Corktown, which is made evident by the high value in community streets and walking paths. Community Streets as a planning term refer to rights-of-way which unite neighborhoods, support accessibility within neighborhoods and promote “identity, health, comfort, and safety” (Brown and Morrish 43). Streets had a major impact in shaping the physical boundaries of North Corktown. Urban renewal policies carved North Corktown away from the greater Corktown neighborhood (Sugrue 224). Today, the streets that are considered physical assets are those that circumvent the three major highways that border North Corktown. Martin Luther King Boulevard Bridge spans I-96 to the west. 14th and 17th Street Pedestrian Bridges span I-75 to the South. Cochrane Pedestrian Bridge spans I-75 to the south; Rosa Parks Bridge, I-75 to the south; Trumbull Bridge, I-75 to the southeast; and Spruce Street Pedestrian Bridge, M-10 to the southeast. All of these streets allow North Corktown residents to be better connected to surrounding neighborhoods, particularly Historic Corktown to the south.

Streets have become even more of an asset since the

COVID-19 pandemic. North Corktown Neighborhood Association has hosted “porch dance parties” for people to enjoy on the street right outside their house. Streets have allowed residents to still be social, but create natural barriers that allow for safe social distancing (North Corktown Neighborhood Association Meeting, June 2020).

72% of the land in North Corktown is unoccupied (Sustainable Development 5). However, the natural environment has become a physical asset to the community, as evident in the community’s work to preserve open greenspace. It is a defining characteristic of the neighborhood. The North Corktown Design Guidelines note that “North Corktown has generous access to nature, a network of green infrastructure that serves the community, creates social places, provides ecological services for wildlife, pollinators, and water systems, and contributes to the physical and mental health of our residents” (8). The creation of parks and gardens are a way to repurpose vacant land, but maintain the greenspace that residents desire. Fish Park, for example, was created in 2006 at Cochrane and Ash Streets to activate a vacant corner lot (Cultural Plan 43).



FIGURE 047. Cochrane Street Pedestrian Bridge (Google Street View)



FIGURE 048. Cochrane Street Pedestrian Bridge (Google Street View)

ECONOMIC ASSETS

North Corktown is home to at least 15 economic assets. Economic assets refer to places where residents can purchase goods and services and also locations that contribute to the greater economic sustainability of North Corktown. A large part of North Corktown's identity is its hyper-local economy rooted in urban agriculture. Many assets previously discussed used to be vacant lots that were improved with "green venture businesses and

community greenspace" (Sustainable Development 6). NCNA shared that North Corktown has been able to remain stable during economically turbulent times because of its urban agriculture-based economy. They cite one study that shows that proximity to urban farms and gardens has raised property values as high as 9.4% in five years. It "provides jobs, stability, and transforms vacant land into a productive landscape" (Sustainable Development 6).



FIGURE 049 Organizational Assets of North Corktown

North Corktown Tree Farm near I-75 is a temporary project to activate a vacant lot. The tree farm provides affordable trees to residents to help beautify their property. Brother Nature Produce sells produce to local residents but also at Eastern Market, reinvesting that money into the farm and educational initiatives for the community. Team Screen Printing has been a long-time economic institution in North Corktown. Since 1970 they have provided screen printing services to local "community organizations, schools, sports teams, and businesses" ("Local Businesses and Community Groups"). Knox Cleaners, Nancy Whiskey Irish Pub, and Pink Flamingo are other economic assets dedicated to providing goods and services to residents.

It is important to note that despite its large footprint in North Corktown, Motor City Casino was not noted as a community asset in any publication or by any resident. Motor City Casino could be a large recreational space and opportunity for employment, but it does not align with the neighborhood values of "Inclusive" and "Equitable", as expressed in the Sustainable Development Task-Force Plan. It sits on the periphery of North Corktown in both its physical location

and its influence on the neighborhood's identity (Emery) and (McDowell).

Economic assets go beyond just goods and services. They can provide more sustainable economic systems and identify capital for future improvements. Some organizational assets are also economic assets for this very reason. Heritage Works was instrumental in completing the North Corktown Cultural Plan, which provides an economic blueprint for implementing development aligned to the five cultural priorities. North Corktown Neighborhood Association has a Loan Fund Program and Grant Fund Program. The Loan Fund allows any NCNA member to apply for a loan up to \$5,000 "to use for emergency or time sensitive home repairs." NCNA does not collect interest on the loan. The Grant Fund Program allows neighbors to apply for up to \$100 to fund neighborhood beautification projects ("About Us", North Corktown Neighborhood Association).

Corktown Studios offers affordable artist residency space to support local artists in their craft. Hostel Detroit has had a total \$3.81 million impact on Detroit based on data from the 2016 Michigan Economic Development Corporation Tourism Impact Report. Burton International

Academy is one of the larger employers in the neighborhood. Together, these assets have created a stable economy for North Corktown and a solid foundation on which future development can thrive.



FIGURE 050. Corktown Studios (@corktownstudios, Instagram)



FIGURE 051. Knox Cleaners ("Local Businesses & Community Groups")

ASSET MAPPING SUMMARY

There is a diverse array of assets in North Corktown that align to all elements of the HOPE Model. Human assets typically focus on building or supporting social capital. The public gardens contribute to a healthy, longer human lifespan for residents, particularly during the COVID-19 pandemic. Cultural artifacts like The Pheasant Mural and the Mary Ellen Riordan Mural provide a source of pride in the neighborhood, celebrating the rich history and identity of North Corktown. Educational institutions like Burton International Academy and Covenant House work to meet the human needs of residents. Organizational assets like NCNA and Heritage Works are important advocates for a neighborhood that is on the precipice of change. Pedestrian bridges are a physical asset in response to the devastating construction of three major highways slicing through the neighborhood. The deep catalogue of urban farms and gardens have been invaluable economic assets in maintaining neighborhood stability.

Major trends rose to the surface during the asset mapping process. Greenspace and urban agriculture are

neighborhood strengths interwoven into the fabric of North Corktown's identity. Building and celebrating social interactions is important to residents based on the assets they have identified in numerous community meetings and published neighborhood reports. Connectivity to other residents and to the neighborhood, both literally and figuratively are also important to North Corktown. These trends were instrumental in developing this project's scope.

05

OVERVIEW

The Needs Assessment complements the Asset Mapping chapter, highlighting the needs of North Corktown. Needs were identified through an extensive analysis of the North Corktown Cultural Plan and the North Corktown Neighborhood Association Sustainability Task-Force Plan. Additional publications including local media reports were used to supplement existing information. Once identified, needs were further elucidated through personal interviews with North Corktown residents and community leaders.

Like the Asset Mapping Section, these neighborhood needs are analyzed through the lens of the HOPE Model. Following the personal interviews and publication analyses, needs were categorized as either neighborhood “weaknesses,” “opportunities,” or “threats”. (As a reminder: the “strengths” portion of the SWOT analysis was included in the preceding Asset Mapping chapter.) This was instrumental in helping narrow the project scope and influencing recommendations discussed in the subsequent chapters. While typical analyses may discuss needs in the order of weakness to opportunities to threats, this section chose to flip the “Threats” and “Opportunities” sections to better punctuate how the weaknesses and threats provide a solid foundation from which the opportunities stem.

	H HUMAN DEVELOPMENT	O ORGANIZATIONAL DEVELOPMENT	P PHYSICAL DEVELOPMENT	E ECONOMIC DEVELOPMENT
S STRENGTHS	PUBLIC GARDENS SOCIAL CAPITAL CULTURAL ARTIFACTS HUMAN SERVICES	COMMUNITY KNOWLEDGE BUILDING COMMUNITY DEVELOPMENT	COMMUNITY STREETS OPEN SPACE & PARKS ANCHORING INSTITUTIONS	GOODS & SERVICES COMMUNITY INVESTMENT
W WEAKNESSES	LACK OF 9-12 EDUCATION OPTIONS LACK OF HUMAN SERVICES	LACK OF LONG-TERM, SUSTAINED ORGANIZATIONAL LEADERSHIP LACK OF CENTRALIZED CULTURAL AND HISTORICAL HUB	UNDERDEVELOPED GREEN STREETS, CORRIDORS, AND WALKWAYS LACK OF GREEN OR SUSTAINABILITY INFRASTRUCTURE MINIMAL HOUSING STOCK	LACK OF EMPLOYMENT OPPORTUNITIES WITHIN NORTH CORKTOWN
O OPPORTUNITIES	CONNECTING PEOPLE THROUGH: PROGRAMS & FESTIVALS ART & MURALS A CULTURAL CENTER	EXPANDING SCALE AND SCOPE OF NCNA THROUGH BLOCK CLUBS	CREATION OF GREEN WALKWAYS AND CORRIDORS SUSTAINABILITY GUIDELINES FOR DESIGN CHOICE NEIGHBORHOODS APPLICATION	FORD MOTOR COMPANY COMMUNITY INVESTMENT COMMERCIAL DEVELOPMENT
T THREATS	GENTRIFICATION LACK OF LOCAL INFLUENCE OVER FUTURE DEVELOPMENT	SMALL SCALE AND LACK OF FINANCIAL CAPITAL	NEW DEVELOPMENT INFRINGING ON LOW DENSITY GREEN SPACE	UNDIVERSIFIED LOCAL ECONOMY FORD MOTOR COMPANY FOLLOW-THROUGH ON INVESTMENT PROMISES

FIGURE 052. Needs Assessment Matrix

WEAKNESSES

Human development needs tend to settle into two major categories: education and health & human services. First, North Corktown does not have a local high school. Burton International Academy is a K-8 school that is situated in the northeast corner of the neighborhood. Many North Corktown residents attend Burton (though exact numbers are not publicly released by Detroit Public Schools Community District (DPSCD) without a data sharing agreement). However, DPSCD feeder pattern documents indicate that Burton students feed into Cass and Renaissance, two high performing high schools that require an examination and successful

application for admission. The other high school that Burton students feed into is Northwestern High School. Northwestern is two miles north and can make commuting by foot difficult for North Corktown residents. (It should be noted that Covenant House does have services for high school students, though Covenant House is not a traditional high school in that it predominantly serves homeless and/or at-risk students (Ragland).

This is a major drawback to the neighborhood because youth are unable to educate “in place,” with no 9-12 options within a 20-minute walk. The most obvious benefit for



FIGURE 053. Burton International Academy (DPSCD)

educating in place is that it helps relieve transportation burdens on families. But some research suggests that benefits run even deeper. The Chicago Community Trust conducted research and found four other major benefits to students educating in place. First, a local K-12 experience seems to attract more families and businesses to the area. Second, social capital is improved because families are able to better build strong relationships with other families, influencing “neighborhood cohesion and trust.” Third, families typically are more physically present and active in the school community. Finally, they found that high schools, especially, can function like community centers, “offering opportunities that build the health and wellbeing of residents” (Avirmed). North Corktown is missing out on these opportunities by not having a K-12 education pipeline located within the neighborhood boundaries.

Other human development weaknesses include a dramatic lack of human services within the neighborhood boundaries. The nearest drug store is located on the other side of I-75 freeway in Cass Corridor. The nearest full-service grocery store (Honey Bee La Colmera) is located one mile outside of North Corktown in Southwest Detroit

(Figure 041). The closest health clinics are also a mile away in Cass Corridor or Historic Corktown (Figure 055). These weaknesses will only be exacerbated if the North Corktown population expands without compensating for a lack of human services. This was particularly challenging for residents during the height of the COVID-19 pandemic. It required residents to seek delivery options or venture outside of their immediate neighborhood for basic human services. And while public transportation was still readily available, it still posed a risk of infection due to the proximity to others.

Organizational Development weaknesses are rooted in a lack of long-term organizational stability and institutions dedicated to preserving the history of the neighborhood. North Corktown Neighborhood Association was only established seven years ago after resident and founder Paul Emery (Figure 56) was unable to identify any North Corktown-specific community development organizations. As a result, there is a rich understanding of North Corktown dynamics over the last decade, but there is a lack of a central repository for historical information.

Additionally, there is no organized cultural center or hub



FIGURE 054. Higher Education Options



FIGURE 055. Health Centers & Pharmacies

dedicated to North Corktown. This is such a glaring weakness that North Corktown residents listed the desire to construct one as their number one cultural priority for the neighborhood. "The community has been overwhelmingly supportive of having a multi-purpose center in the neighborhood that is a welcoming space, reflects the community and Detroit culture, and provides a variety of social services in a space where they can learn, be entertained, share food, relax, gather, and socialize with other



FIGURE 056. Paul Emery (Smalley)



FIGURE 057. Unprogrammed Greenspace (Smalley)

community members" (Cultural Plan 16).

Physical development weakness in North Corktown fall into the categories of "homes," "green streets and walkways," and "sustainability." 72% of the land in North Corktown is unoccupied (Sustainability Task Force 5) and with the majority of the housing stock razed for industry following World War II, there is not a robust housing stock present in North Corktown at the same scale as other Detroit neighborhoods. This means that new construction will need to happen if the population continues to grow, rather than simply redeveloping or renovating existing housing stock. The Sustainability Task-Force noted that the need for new housing exists even now, specifically with multifamily housing (11-12). Will McDowell, a NCNA board member, has concerns that newly constructed housing will be far more expensive than the average cost today, which is relatively low.

The capstone team pulled records on 20 properties, 10 in West North Corktown and 10 in East North Corktown, and found that the average taxable value for homes in North Corktown is \$2,833 as of 2018. East Corktown's average is significantly higher at \$4,023, however this is still much

lower than the Detroit average of \$6,646 (Mack) underscoring McDowell's concern that new development would lead to a rise in housing costs. Reviewing Greater Corktown next door, the capstone team did a similar analysis of average taxable value and identified an average of \$8,135. If development happens in North Corktown at even a smaller scale than in Greater Corktown, taxable value is likely to creep up, particularly since it is so comparatively low to adjacent neighborhoods.

This is concerning for renters as well. According to 2018 data from the the U.S. Census, renters make up nearly 69.5% of the residents in North Corktown and they pay a median rent of \$594, well below the Detroit average of \$921 ("Selected Housing Characteristics"). Since these numbers are on the low end of Detroit neighborhoods, fears are these rents have nowhere to go but up, creating a potential housing affordability crisis for current residents, whether they rent or own.

While North Corktown's greenspace is considered a strength, a lack of green streets and walkways that connect residents to the greenspace (and each other) is a glaring neighborhood weakness. So much, in fact, that North Corktown residents

listed this as the third most important neighborhood priority in the North Corktown Cultural Plan (29). The NCNA Sustainability Task-Force also identified that the greenspace is not necessarily “pedestrian friendly” (12). Ben Dueweke, a resident for the last five years, noted that most residents use Rosa Parks Avenue as the major pedestrian walkway, but residents still must venture out into unprogrammed greenspace, like in Figure 057, to explore many of the pocket parks and urban gardens that make North Corktown unique.

For a neighborhood that places such high value on the natural environment, the lack of a robust environmental sustainability infrastructure is another physical development weakness. The Sustainability Task-Force Plan noted a glaring lack of clean energy sources in the neighborhood and information about how residents and local businesses might take advantage of available clean energy incentives (7). Rhonda Greene, who has lived in North Corktown since 2006, noted that summer floods are a major concern due to a lack of strong storm water management infrastructure.

Economic Development weaknesses are related to some of the

human development weaknesses. The lack of human services has an impact on the local economy. Small businesses are few and far between, particularly in the service industry. This means that most residents must seek jobs outside of North Corktown. There is also a lack of tourism hotspots, meaning that potential visitors will typically spend their dollars in Midtown, Corktown, and Downtown, despite North Corktown’s proximity to all of these neighborhoods. This may seem counterintuitive due to the fact that one of Detroit’s most famous hostels is located in the neighborhood. However, apart from neighborhood tours, patrons typically use the hostel as a jumping off point for other Detroit hotspots. The one exception to the lack of tourism is Motor City Casino, which serves as a major tourist attraction. Casino revenue makes up 16% of the city’s general fund budget, its third largest revenue stream after income taxes and state revenue sharing payments (Reindl). This allows the city to fund many programs that benefit neighborhoods across the city, however because funding flows through the general fund budget, there is no specific line item for North Corktown. The casino is such a passing thought that resident Ben Dueweke stated that he thinks it is “funny that it’s even considered part of the neighborhood.”

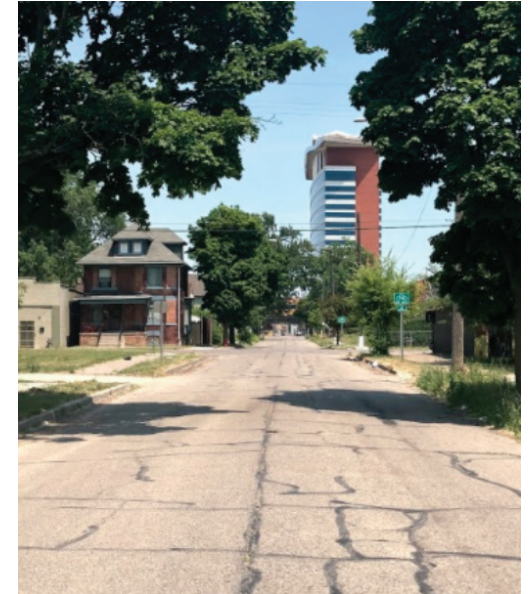


FIGURE 058. Motor City Casino Overlooking North Corktown (Smalley)

THREATS

Threats to human development are linked to the recent and impending development of surrounding neighborhoods and how it might impact housing. The possibility of gentrification is a major concern for residents.

Gentrification is the redevelopment of certain neighborhoods that can attract new residents that may or may not reflect the socio-economic and racial backgrounds of the current residents. It can lead to a cost of living crisis and disproportionately impacts low-income residents. The Ford Motor Company's move into the long-abandoned train station is likely to stimulate the local economy and entice new residents to the area. But due to limited housing stock in North Corktown, new housing construction will need to happen and could possibly drive up housing costs for existing residents (McDowell).

While gentrification is a threat posed by impending development, there are also possible economic benefits on which residents and local organizations could capitalize. However, residents like Rhonda Greene are concerned that when the inevitable new development happens in North Corktown, developers

will not consider the voices and perspectives of residents. "We want others to know that our neighborhood is not a blank slate for construction and projects" (Greene).

A potential population increase is a threat to the strong human capital already established in the neighborhood. New residents pose the threat of challenging existing social dynamics established between existing residents. North Corktown residents place high value on a neighborhood that is equitable for all (Sustainable Development 7), but there is no guarantee that newcomers would feel similarly.

Organizational threats center around the idea of power. Sherry Arnstein, known for her seminal work on civic engagement in the planning process defines "power" as the concept by which dispossessed citizens have the ability to determine how "information is shared, goals and policies are set, tax resources are allocated, programs are operated, and benefits like contracts and patronage are parceled out. In short, it is the means by which they can induce significant social reform which

enables them to share in the benefits of the affluent society" (Arnstein 216). While North Corktown Neighborhood Association has some local name recognition, they have admitted that their small size and lack of financial capital pose a major threat to the organization being able to influence major local policy and development decisions. Rhonda Greene expressed frustration about how NCNA and residents are often asked to participate in city-sponsored community engagement sessions. She appreciates the invitation to participate but feels they "never receive the benefits." She says that "we are important enough to help them (the City) win a grant, but we lack the power to get the money distributed to where we want" (Green).

Another threat is the small number of local neighborhood organizations. Because NCNA has only been around for the last decade, it begs the question about whether or not they truly represent a substantial percentage of the North Corktown population. Paul Emery, one of the founders of NCNA, sees a lack of block clubs or neighborhood subgroups as a major threat to ensuring all North Corktown voices are represented.

Threats to the physical elements of North Corktown are also tied to

potential development in the near future. The open greenspace is a major asset in North Corktown, but the need for additional housing might require using that greenspace (Sustainability Task Force 8). Because there are no physical structures on three quarters of North Corktown parcels, new development threatens the historic character and architectural style of the remaining structures (7).

A major threat to the economic aspects of North Corktown is an undiversified local economy. As noted in the asset mapping section, the economy is predominantly focused on urban agriculture. Any other major employment opportunities fall outside of the neighborhood. Some residents have suggested that growing commercial development in peripheral neighborhoods might siphon off what support for local businesses currently exists. This commercial "leakage" is a major problem for Detroit as a whole. Commercial leakage refers to the amount of money that residents spend outside of their local community (Day et al. 28). Unless North Corktown is able to keep up with the growing commercial development in adjacent neighborhoods, they are bound to experience retail leakage at a

neighborhood level.

Ford Motor Company has expressed a desire to invest in the surrounding neighborhoods, but many residents including Ben Dueweke have concerns about their ability or willingness to follow through. For example, Dueweke pitched the idea of a solar gazebo in a local pocket park. He completed a proposal and

submitted it to Ford and it was denied. These promises of local investment not making its way to the local residents and organizations are a big threat to the neighborhood moving forward.



FIGURE 059. Pine Street Tree Nursery (Smalley)

OPPORTUNITIES

Despite the weaknesses and threats present in North Corktown, there are numerous opportunities for local organizations and residents to realize a vision for a more complete neighborhood. In the North Corktown Cultural Plan, residents identified five priorities to preserve and celebrate the culture of the neighborhood. Three of the five priorities are opportunities for human development. The third most important priority is the opportunity to further invest in existing social capital through “Programs & Festivals.” With the potential arrival of new residents as development expands, there is an opportunity to tap into residents’ love of social gatherings to promote “events and festivals that would bring people together whether they’ve lived in the neighborhood for 50 years or five months” (36). This has the opportunity to strengthen current social bonds and expose newcomers to the neighborhood and its values. “As documented via neighborhood surveys conducted by Mission Lift, people in North Corktown are supportive of programs such as festivals, performances, exercise/fitness opportunities, concerts, outdoor movies,

and gatherings centered on food and sharing of traditions and cultures” (Cultural Plan 36).

Another opportunity is to expand on the neighborhood’s already robust art and mural installations. Listed as the neighborhood’s second most important cultural priority, art and murals can “interpret and celebrate the culture of the neighborhood, and promote a sense of identity, interest, welcoming, and belonging (Cultural Plan 23). In the Cultural Plan, it is noted that residents are interested in exploring establishing more art and murals at “gateways” into the neighborhood and on major pedestrian paths like Trumbull and Rosa Parks Avenues. Rhonda Greene added that including additional art installations on roads that connect North Corktown and Greater Corktown could help boost cultural capital. These roads could now “serve as a cultural connector between both neighborhoods. The street art would tell our story.”

Another opportunity for North Corktown is to establish a Cultural or Community Center that could serve as a hub for social interactions and a home for preserving and celebrating the

history and culture of North Corktown. From the North Corktown Cultural Plan, “the community has been overwhelmingly supportive of having a multi-purpose center in the neighborhood that is a welcoming space, reflects the community and Detroit culture, and provides a variety of social services in a space where they can learn, be entertained, share food, relax, gather, and socialize with other community members” (16). Rhonda Green shared that it could even serve as a local retail space. Feasibility studies and site analyses have already been created, making this an opportunity with plenty of

momentum for implementation. Organizational development opportunities center around expanding the scale of residents represented at the organizational level. With NCNA only being around for the last seven years, it has an opportunity to both represent and learn from long-term residents. One of NCNA’s founders, Paul Emery, sees great value in the organization encouraging residents to create block clubs or smaller, neighborhood “subgroups.” This could ensure that more resident voices are brought to the table and more nuanced needs are identified. Also, because NCNA is arguably the most connected

and influential organization in North Corktown, they can leverage their influence to encourage the city to give more decision-making roles to local residents. The city will need to include resident voice in discussions concerning future development, and NCNA has the influence to push the city to follow through with initiatives and projects that are aligned to a hyper-local vision.

Physical development opportunities are plentiful, particularly around the development of open greenspace. Greenspace is a major value-add in North Corktown, but much of it is un- or underdeveloped. The Cultural Plan highlights an opportunity to both “preserve and expand the existing culture of greenspaces” (29). This could look like building out green streets and walkways to connect residents to each other, resources, and to the natural environment. A “green corridor” would connect beloved community farms, gardens, and other key public spaces, enhancing and creating new opportunities for community connections and relationship building” (Cultural Plan 28).

Residents have also lifted up the idea to create “green guidelines” for urban agriculture. This could work to increase the curb appeal

and educational opportunities in the neighborhood. There is the opportunity to establish sustainability recommendations to increase storm water management and incentivize the use of renewable energy like solar power (Sustainable Development 20). Because a significant amount of the unoccupied property in North Corktown is owned by the City of Detroit or the Detroit Land Bank Authority (Cultural Plan 25), 428 lots by the Land Bank and another 103 by the City of Detroit (North Corktown - Landgrid), much of the physical development opportunities rely on a strong organizational structure to influence decision-makers at the city level.

Significant economic opportunities lie with the relationship between North Corktown and Ford Motor Company. Ford has stated publicly that they plan to invest in the local community, putting pressure on local organizations to hold them accountable (Damico). There is the potential for grant opportunities and job training as a result of Ford’s presence. “Ford’s community grants, planned neighborhood improvements and rehabilitation of the historic train station are all factors” that residents and organizations hope will have a positive impact on the community (Damico).

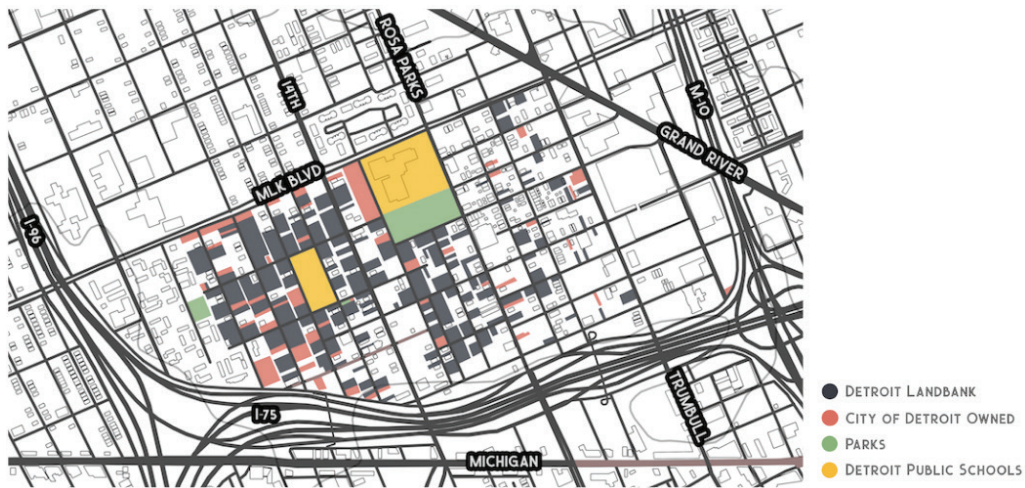


FIGURE 060. Land Ownership Map

With potential population growth as a result of the Ford move, and with the possibility of additional funding opportunities due to Ford's committed investment, large amounts of greenspace could be used to fill in service gaps in the neighborhood. The Sustainability Task Force notes that residents want more businesses like "coffee shops and pharmacies" (11), but there is a lack of existing physical structures that could be renovated. New commercial development, aligned to green design guidelines, could help fill this glaring hole in the neighborhood.

While there are some major weaknesses and threats to North Corktown, there is a vast amount of untapped potential. Greenspace is plentiful, but an infrastructure that supports pedestrians to connect with nature and each other is underdeveloped. North Corktown is saturated with social capital that is threatened with the potential influx of new residents. But with carefully designed and thoughtful programming that brings residents together, this threat could end up being an opportunity to further invest in the neighborhood's

social capital. "We should work on this now before the new development arrives and changes come from Ford. It would be great to build and have a strong establishment of neighbors before the new folks move into the area" (Dueweke). North Corktown is well positioned to leverage its strengths to build a more complete, better connected neighborhood for current and future residents.



FIGURE 060B. Green Corridor Map showing proposed paths (yellow), included lots (green), and parks and recreational spots (red dots) (North Corktown Neighborhood Association)



06

OVERVIEW

Through the process of analyzing North Corktown's historical conditions, mapping the assets, and exploring the needs, two major trends emerged that suggest possible ways to support, maintain, and grow North Corktown's neighborhood connectivity. The first trend is land preservation and stewardship and the second is social programming that banks social capital. For this section, the capstone team explored examples of community development strategies aligned to these two trends. The first trend suggests that preserving and creating greenspace or green corridors could help residents build connections with each other and connect residents to assets in and around the neighborhood.

The second trend suggests that a neighborhood social event hosted by and for the residents might increase their interaction and collaboration. This was also brought up as a way of bringing attention to the existing neighborhood as well as being an economic driver for local businesses. This section will look at case studies for both options independently while keeping in mind the two big themes that were pulled from interactions with the community: sustainability and connectivity. Case studies are used for showing possibilities, exploring ideas, demonstrating results after implementation, and highlighting limitations and best practices.

The first option looks at the possibility of a greenway in the neighborhood. Interviews with board members of the North Corktown Neighborhood Association indicated that with the high amount of empty land, constructing a greenway could be an ideal solution. A greenway beautifies the neighborhood, maintains open space, and gives residents a connection to the rest of the area. One of the ways this is possible is through building a relationship with the land bank. The Detroit Land Bank owns 428 lots throughout North Corktown and the City of Detroit Planning and Development Department controls another 103 (North Corktown - Landgrid). In order to create an effective greenway, the North Corktown Neighborhood Association would need to work with the city of Detroit to procure the vacant lots.

In 2016, the Detroit Collaborative Design Center began working on the Fitzgerald Revitalization Plan. This plan looked at the neighborhood as a whole and used greenspaces to create community hubs, parks, walkways, running trails, and a connection from Marygrove College to the University of Detroit Mercy. The Detroit Collaborative Design Center engaged with the community over five months to incorporate their feedback into the design. The project was “led by the City of Detroit to stabilize and strengthen the neighborhood by transforming publicly-owned vacant land and structures from liabilities into community assets” (DCDC). Spackman Mossop Michaels, a

renowned urban strategy and landscape architecture firm based out of Sydney and New Orleans, also partnered on the project. The intention behind the plan was to “beautify the vacant lots in the neighborhood” and ensure they “are cost effective, hearty and low maintenance to ensure long term vitality” (DCDC).

Nationally, there are many other examples of greenways. Most importantly, is the QueensWay. Since 1962 a 3.5-mile stretch of the Long Island Rail Road Rockaway Beach Branch has been left abandoned. In 2011, a collection of residents living alongside the blighted railway came together to advocate for the property to be transformed into a public park.

“The Friends of the QueensWay (FQW) consists of thousands of individuals and organizations all of whom have the goal of converting the long-abandoned property into a public park that can be enjoyed by bikers, walkers, joggers, visitors, tourists, workers and residents in Queens and the rest of the world... FQW entered into a partnership with The Trust for Public Land, the nation’s leading nonprofit organization working to create parks and protect land for people” (Friends of the QueensWay).

The QueensWay has been compared to other major greenway projects such as the High Line in Manhattan, the Rose F. Kennedy Greenway in Boston, and the Bloomingdale Trail in Chicago. All of these projects have the intention to “plan the reuse of this property in a way which not only creates an iconic park but also sparks economic and cultural development and improves the quality of life and environment of the communities living adjacent to the line” (Friends of the QueensWay). According to the QueensWay website, one of the major themes that came out of their many engagements and neighborhood interactions was “a way to connect children with nature” (Friends of the QueensWay) from a health and wellness point of view. This is not the only way in which the designers and residents viewed the QueensWay as a connector. The third largest park in Queens, Forest Park, runs perpendicular to the greenway bisecting it at the center. This means that the QueensWay presents residents that

live further out from the park a safe and enjoyable route to it.

The QueensWay is a connector for more than just greenspace. There are 12 schools within a five-minute walk of the QueensWay and two adjoining little league complexes. According to the video the FQW released, these areas are very difficult to access without a car, creating an unsafe space for students to walk. A staggering “70% of Forest Park’s more than 900,000 visitors arrive by car, partially due to the dangers of walking and bicycling across major thoroughfares to reach the park” (Friends of the QueensWay). Also, prior to the QueensWay, the abandoned railway was home to a lot of criminal activity and drug use. The creation of the greenway makes the area safer for the children in multiple ways. Woodhaven Boulevard, the street that runs parallel to the QueensWay, is “the most dangerous street in Queens ... [and] New York’s second deadliest street” (Friends of the QueensWay). This greenway gives bikers, joggers, tourists, and students walking home a safe alternative.

To bolster the idea of connectivity, the QueensWay also has a connection to A, E, F, J, M, R, and Z Lines of the New York Subway system. This is a major key to connectivity when one realizes that “4.3 million people ride the subway daily” (Ny.com) in New York City. “In addition to connecting local people to open space, the QueensWay can be a gateway and introduction to New York City’s most diverse communities (According to the Furman Center,



FIGURE 061. Fitzgerald Revitalization Plan (DCDC)



FIGURE 062. QueensWay Plan (Friends of the QueensWay)

two of the three Community Boards surrounding the QueensWay are the most diverse in all of New York City) (Friends of the QueensWay).

The QueensWay is a well-planned, community-lead project, and holistic in design and in execution. This capstone project is looking at this specific case study to better understand how a greenway fosters connectivity, but there are other factors that go just as in depth. The project was very concerned with "Play" and "Health" with a goal of creating "recreation for all ages and seasons" (QueensWay), "Ecology" and "Education" with many ecological

restoration projects planned inside of the overall idea, "Culture" and "Economic Development" with major commercial corridor intersections playing a big role in placemaking, "Safety" and "Comfort" which was touched on earlier, and lastly "Care" and "Stewardship" weighing the costs with the predicted economic benefits.

The ecological component and the project's sustainability is something that this capstone considered. Greenway projects like this are not isolated to major centers of big cities like New York, Boston, and Chicago, there are projects like this in the Wiggles neighborhood in

San Francisco (Wiggles Neighborhood Green Corridor) and Hamburg, Pennsylvania (Schuylkill River Trail) among many others.

The question of how a greenway in North Corktown could strengthen connectivity prompted the capstone team to dig deeper. The best way to understand it, similarly to the subway connections of the QueensWay, would be to examine the existing infrastructure around North Corktown. A major greenway project in Detroit is the Joe Louis Greenway. The planned greenway is a 32-mile loop around Detroit connecting the city's neighborhoods

and suburbs is set to break ground in Fall 2020 (though COVID-19 will likely push back this timeline). The Joe Louis Greenway is organized by the Detroit Greenways Coalition which has planned and mapped trails, bike routes, and bike racks throughout the city including through North Corktown. There are currently bike lanes, routes, and racks in North Corktown that will connect to the planned Joe Louis Greenway. Although the greenway itself will not go through the neighborhood, these connections will allow residents to benefit from it. There will be less economic benefit for North Corktown in comparison to other

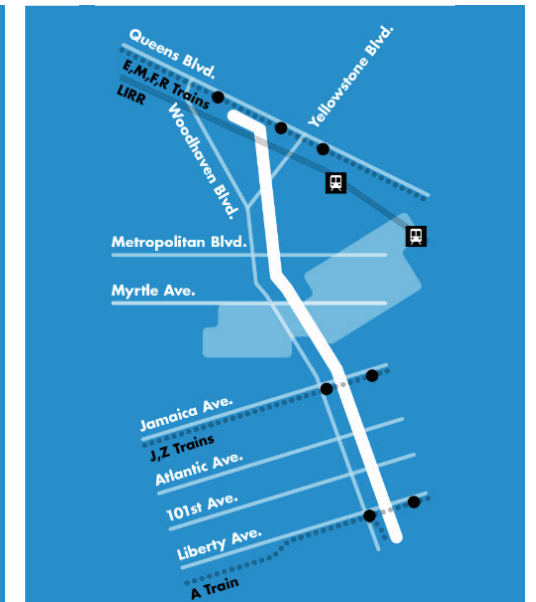


FIGURE 063 and 064. Connectivity Diagrams (Friends of the QueensWay)

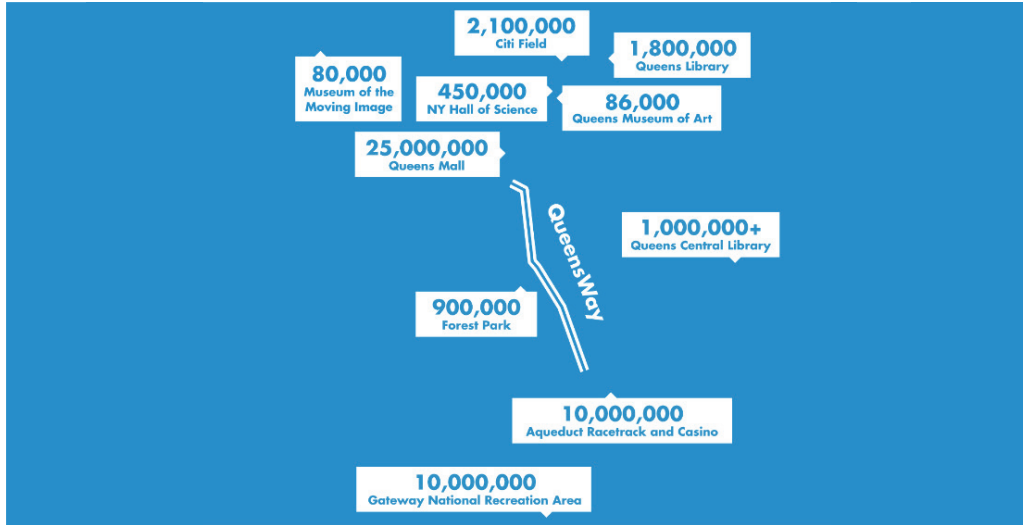


FIGURE 065. Visitor Diagram (Friends of the QueensWay)



FIGURE 066. Proximity Diagrams (Friends of the QueensWay)

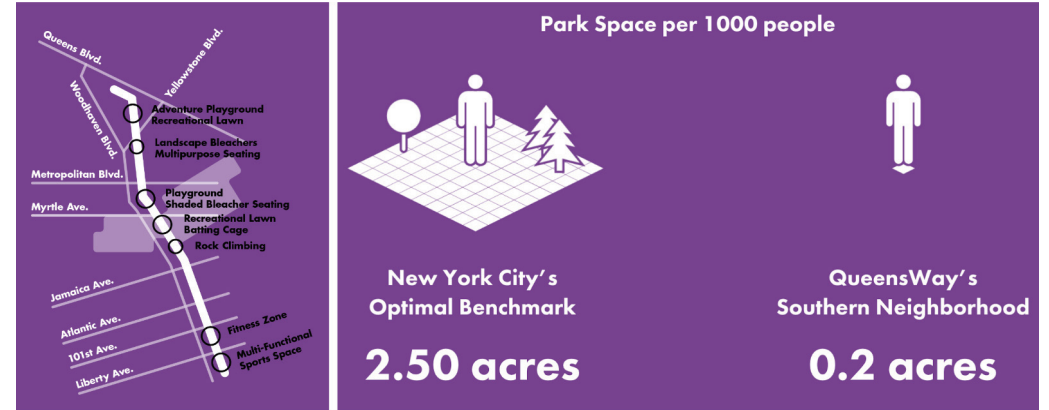


FIGURE 067 and 068. Left, Play and Health Diagram (Friends of the QueensWay). Right, Greenspace Access Diagram (Friends of the QueensWay)

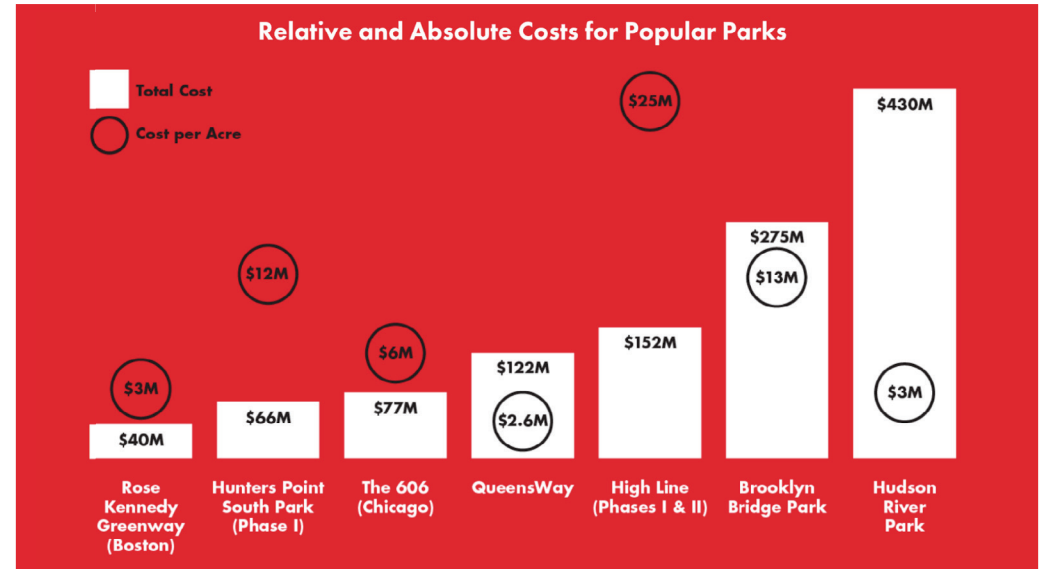


FIGURE 069. Park Cost Comparison (Friends of the QueensWay)

neighborhoods since it is not directly connected to the neighborhood.

The Joe Louis Greenway is also planned to connect to the Iron Belle Trail which crosses through 48 counties over 2,000 miles from Detroit to the Upper Peninsula. These connections are worth exploring because a North Corktown greenway would allow physical connections at the micro level across the highways and also the macro level across the whole state. These case studies show what is possible with an empty lot. It can be inexpensive and low maintenance, but has the power to transform a community and make connections. These connections can be physical (to other neighborhoods), healthy (a place to exercise and be active), and spiritual (a place of contemplation and reflection).

The second bucket of case studies looks at the possibility of a neighborhood event that builds social capital. In the city of Detroit, there are many neighborhood events to unpack, such as "Dally in the Alley" an art and music street fair in Midtown, "Dlectricity" a light-based art and technology festival, and "Light up Livernois" an experience of light and music to highlight business along the Avenue of Fashion.

Nationally there are other events that have a similar artistic or technological focus. For example, the Fringe Festival in Philadelphia—a four week long, city wide celebration of art and innovation. This macro-level event stretches across the whole city, so for a case study on neighborhood events with a focus on art and technology, this



FIGURE 070. Ecological Restoration Diagram (Friends of the QueensWay)



FIGURE 071. Economic Development Diagram (Friends of the QueensWay)

capstone zeroed in on "Destination Moon" in New York and "Sunstock" in California. Destination Moon is an attempt to create an eco-friendly music and art festival. Destination Moon uses solar generators to power the festival making it sustainable, ecological, and economically viable. The latter, Sunstock, is very similar, also a solar powered music festival, but it has a goal of getting all University of California campuses to be carbon neutral. The campaign uses this event to raise money and increase sustainability awareness. The event is 100% solar powered and explores creative ways to combat the approaching "2025 deadline" of when they would like to meet their goal.

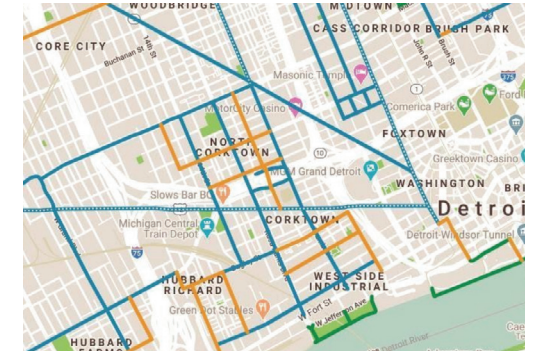


FIGURE 072. North Corktown existing connections (Detroit Greenways Coalition)

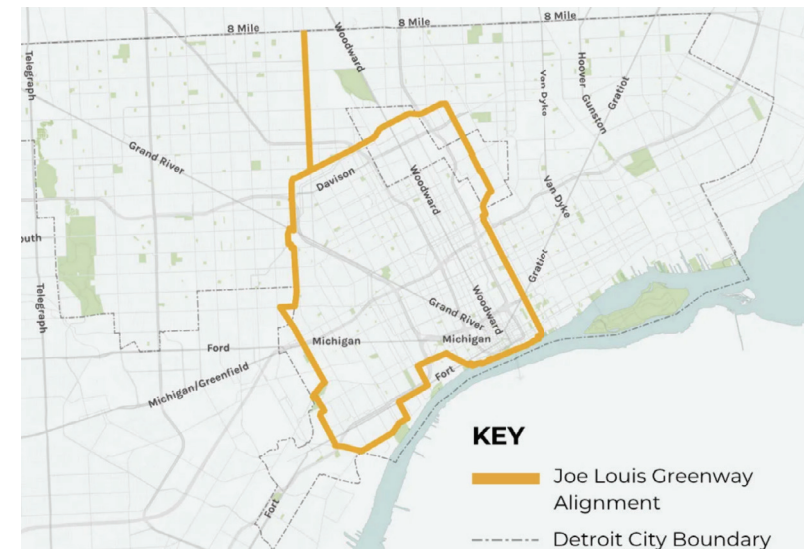


FIGURE 073. Joe Louis Greenway Location Map (Detroit Greenways Coalition)



FIGURE 074. Iron Belle Trail Map (Detroit Greenways Coalition)

Although these are great examples of what a festival or event could be they are clearly the wrong fit for a community and neighborhood such as North Corktown. These are multi-day large scale events that sometimes cross the entire city. However, elements of each could be adapted for a smaller-scale event in North Corktown.

On the small scale they can be exciting and bright neighborhood events, but none so far have had a focus on sustainability. Could one have a neighborhood scale while being focused on solar-power? Surely if the large events can pull off this feat then a small event could too.

The deliverables in these case studies elevate a few valuable considerations. There has to be a significant amount of collaborative planning. This means designing and executing a thoughtful approach to community engagement. There also has to be a direct connection. Greenways and events cannot be community development tools unless they are holistic and with a focus on a greater goal. For example, the QueensWay is not simply a green walking path. It is meant to connect neighborhoods to parks, provide a healthy space for children and adults in a very dense urban environment, protect the safety of residents by getting pedestrians off a historically dangerous road, and helping to foster more economic development. Anything created specifically for North Corktown would need to be with a similar approach. It would have to help



FIGURE 075. Daily in the Alley (CBS Detroit)



FIGURE 076. Dlectricity (Lewinski)

create a connected neighborhood in both the physical and abstract sense. Additionally, social events would have to be approached similarly. The event would have to bring the community together, but also work towards larger goals, bring in visitors, and help foster economic development. In all, whichever deliverable is pursued, the community development strategy needs to be multifaceted and inclusive (in both planning and execution).



FIGURE 077. Iron Belle Trail Map (Detroit Greenways Coalition)



FIGURE 078. Destination Moon Poster (Staff, BrooklynVegan)



FIGURE 079. Sunstock (Atkinson)

07

OVERVIEW

Through the processes of analyzing North Corktown's historical conditions and mapping the assets, two major trends emerged that, when supported, can help grow and maintain North Corktown's existing connectivity. The first is "green space and urban agriculture." Urban Renewal policies of the mid-20th Century resulted in the demolition of many neighborhood residential and commercial structures. When industry never arrived, North Corktown became a rural enclave in the heart of Detroit. The construction of I-75 separated North Corktown from Greater Corktown, the latter with a higher density of commercial corridors. As the economy struggled, North Corktown residents were able to take the greenspace around them and reinvent what a local economy could be within a major metropolitan space. Today, public parks and urban gardens make up a significant number of the assets local residents and organizations have identified. The North Corktown Cultural Plan, informed by hours of resident engagement and feedback, noted that programming greenspace is one of the top five priorities for residents. Specifically, they would like to see the "preservation and expansion of green spaces and farms, the creation of more green streets and walkways, and ways to connect neighbors through nature" (30).

The second trend to emerge was a steadfast desire to celebrate and cultivate more of neighborhood social capital. North Corktown residents enjoy opportunities for recreation and for connecting with neighbors. For decades it was the home of Tiger Stadium. Nancy Whiskey Irish Pub has been the local watering hole for nearly 100 years, throwing large celebrations on St. Patrick's Day to honor the neighborhood's Irish roots. It also has an indoor and outdoor space for live music.

This comes as no surprise to many that residents hope to nurture social connection by activating open space for programs such as “festivals, performances, exercise/fitness opportunities, concerts, outdoor movies, and gatherings centered on food and sharing of traditions and cultures” (“North Corktown Cultural Plan 36). Celebrating the neighborhood’s diversity is vital to its strong social capital, so residents want versatile space that could host programming to attract residents with many different interests and backgrounds.



FIGURE 080. Pink Flamingo food truck (Houck)

NEIGHBORHOOD CONNECTIVITY FRAMEWORK

In collaboration with the North Corktown Neighborhood Association, this project explores how a holistic approach to community development can strengthen a neighborhood’s connectivity. The capstone team has defined “Neighborhood Connectivity” as the ability for a neighborhood

to establish, nurture, and leverage relationships involving: “people to people,” “people to the natural environment,” “people to resources,” and “people to power” resulting in a healthier, more just, and more equitable neighborhood for all. Each of these four components is an inevitable

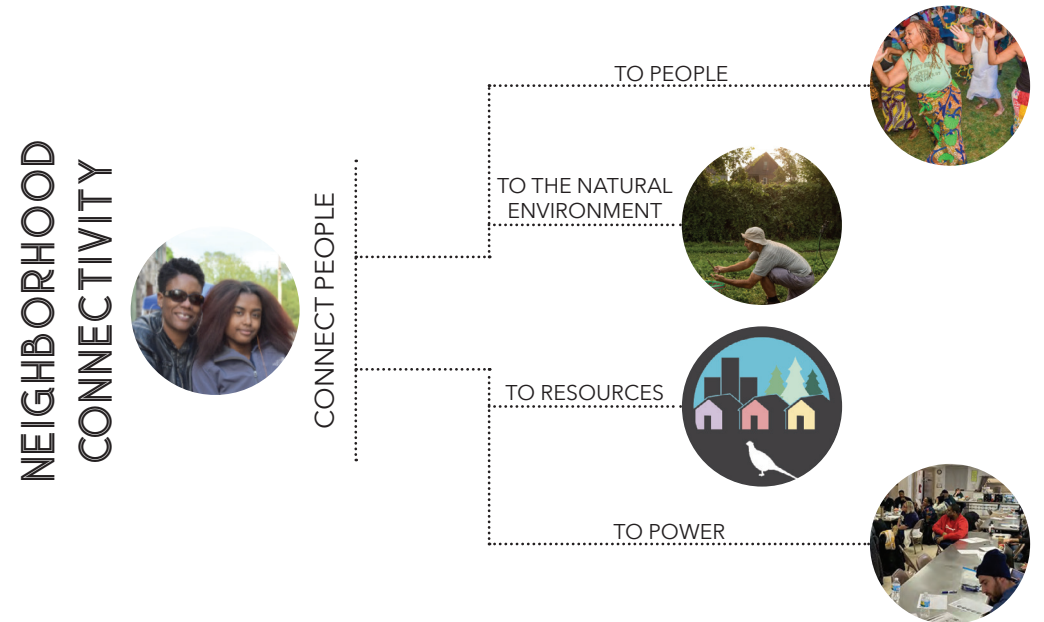


FIGURE 081. Neighborhood Connectivity Framework

characteristic of any neighborhood, but the degree to which they are present and positive varies. The capstone team developed this definition by analyzing the trends that emerged when residents identified their assets and needs. All assets and needs comfortably align to at least one of the four characteristics. And while individuals and organizations may value one aspect of Neighborhood Connectivity over another, the definition was established to show there is collective unity behind developing a well-connected neighborhood, despite potential individual disagreements or differing priorities as to how a neighborhood arrives there.

In terms of people to people connections, Neighborhood Connectivity requires conditions that allow residents to establish, bank, and spend social capital. Residents have the opportunity to celebrate each other and have the willingness and ability to welcome newcomers. In terms of people to the natural environment, Neighborhood Connectivity requires evidence of a mutualistic relationship between people and the natural environment. Residents have autonomy over major decisions that impact the natural environment and they steward the land in a way that promotes its health and sustainability. For people

to resources, Neighborhood Connectivity demonstrates evidence of an economic and physical infrastructure that provides equitable access to resources that residents need to live and thrive. And finally, Neighborhood Connectivity requires evidence of a relationship between people and power. Residents have the ability to shape the vision for their neighborhood and have the tools to manifest that vision for a more just and equitable future for all residents.

PROPOSED STRATEGY: COMMUNITY LAND CONSERVANCY TRUST

There are multiple different community development strategies that local neighborhoods could adopt that would strengthen connectivity. Early in the research portion of the capstone process and after initial conversations with NCNA, the capstone team explored the possibility of establishing a green corridor or designing social events as possible strategies to improve neighborhood connectivity. The case studies sought to further explore the feasibility of these strategies in the North Corktown context. The greenway project case studies explored both a local and national example. The local example, the Fitzgerald Revitalization plan, created a greenway through a neighborhood by utilizing vacant lots to connect two community anchors on each side of the neighborhood. The national example, the QueensWay, is a large-scale greenway through one of the densest areas in New York City. The goal was to connect the residents of the area to the parks north and south of the area. The second idea, an event, produced two examples, Destination Moon (New York) and Sunstock (California). Both

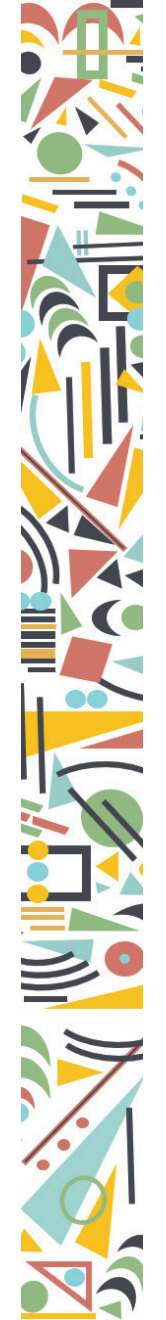
events were to raise environmental awareness, had a focus on sustainability, and were built around art and music. Though both strategies could improve neighborhood connectivity, the capstone team and NCNA decided that the design and implementation of a Community Land Conservancy Trust (CLCT) would be the most effective strategy to improve neighborhood connectivity in North Corktown. This would preserve the spaces within the community for a longer period of time while still allowing for recreational greenspace, such as a greenway, and locations for plenty of neighborhood social events of any size.

Though Community Land Trust (CLT) models may differ slightly, the general idea is that a non-profit organization would purchase a land parcel and pledge to reserve it for a use that benefits the community (Semuels). Community land trusts are a common method through which many neighborhoods address gentrification and housing affordability. In some housing models, the non-profit might build a home on the land and sell it to a qualified buyer. The land trust would

retain ownership of the land and lease it to the residents. This allows the land to remain protected from outside developers, but still encourages local residents to own a home and, as a result, build equity (Samuels). Another model encourages CLTs to provide additional subsidized benefits to the purchaser “in exchange for giving the CLT a share in the increased market value when the time comes to resell” (Redigan et al. 8).

Redigan et al.’s 2016 capstone in the UDM Master of Community Development program convincingly demonstrates how CLTs can provide a community-based approach to increasing homeownership rates and affordability in Detroit. With the impending development, North Corktown residents expressed concern for preserving housing affordability. Their capstone work was valuable in exploring potential models within North Corktown. Their research demonstrates how CLTs can address two of the four components of neighborhood connectivity: People-to-Resources and People-to-Power. Housing affordability is only one of many concerns North Corktown residents have. A CLT model that is aligned to all four components of Neighborhood Connectivity will ensure that North Corktown has a comprehensive strategy

that sets the foundation for preserving and strengthening North Corktown’s relationships to resources and power and relationships between residents and to the natural environment. The unique model proposed in this project will allow North Corktown to retain local control over their land and have the power to steward it in a way that strengthens social capital, encourages open greenspace and urban agriculture, and allows for housing affordability. Because the primary objective of this land trust will be focused on land conservation, the capstone will refer to the model as a Community Land Conservancy Trust (CLCT) moving forward.





ACTION PLAN & IMPLEMENTATION STRATEGY OVERVIEW

The Action Plan & Implementation Strategy propose an approach for developing a Community Land Conservancy Trust (CLCT) Model that prioritizes land conservancy and strengthens neighborhood connectivity in North Corktown. The capstone team engaged in extensive, collaborative research on CLT & CLCT models, locally and nationally, that have strong results in acquiring and preserving greenspace. A CLCT model was designed and presented to North Corktown residents and the NCNA board for approval. Pro-bono legal representation was sought out to support the incorporation of the CLCT as a nonprofit organization. The following section outlines the key recommendations, guidelines, stakeholder roles, and timeline.

IMPLEMENTATION

KEY STRATEGIES

The preferred action plan recognizes that preserving residents' relationship with greenspace and urban agriculture is integral for strengthening North Corktown's connectivity. It also recognizes that North Corktown is a unique neighborhood, particularly in that it is a rural enclave in proximity to an urban center. Therefore, this proposal recommends a collaborative project that would outline and recommend a Community Land Conservancy Trust model that prioritizes land conservancy and is empirically-designed with a

structure that leverages and strengthens all four components of neighborhood connectivity.

North Corktown residents have clearly demonstrated, both in discussions and in practice, an ability to successfully steward greenspace. Evidence of existing land stewardship on community-managed land will be integral in strengthening an argument to persuade the City of Detroit Planning and Development Department and the Detroit Land Bank to donate or sell reasonably priced land parcels for

conservation. Community-managed land are sites where North Corktown residents are already making strides to steward and preserve the greenspace, though they may not necessarily own the land themselves.

Researchers explored 20 exemplary models in terms of their operating structure, scope, focus, best practices, and lessons learned. Interviews were conducted with some CLT/CLCT leaders and, with their permission, a deep analysis of their bylaws and legal agreements could occur. It is important to understand their funding structure and how (or even if) they have designed a structure that supports high-quality, low-cost diversity, equity, and inclusion resources for transformative community participation. Once a model was designed, the capstone shared the model with the NCNA board and with residents for feedback and should be subject to NCNA board approval.

With a commitment from the City of Detroit to provide land parcels and a strong CLCT operating model, legal services are recommended to officially incorporate the CLCT model as a nonprofit organization. A project manager should be hired to ensure seamless implementation.



FIGURE 082. Action Plan Diagram

IMPLEMENTATION GUIDELINES

To implement this plan, NCNA identified at least 25 community-managed parcels, currently owned by the Detroit Land Bank, where residents and community organizations are currently demonstrating a commitment to steward greenspace that enhances the neighborhood's connectivity, like Brother Nature Produce for example. This guideline is important in hopes that the Planning and Development Department would be more receptive to donating parcels if there is evidence that the land is being stewarded in a way that is currently improving the quality of life for residents and visitors to North Corktown. Additionally, this guideline ensures there is a foundation for the preservation of existing neighborhood assets and could serve as an argument for the acquisition of additional parcels in the future.

NCNA and the capstone team applied for legal assistance with the organization, Michigan Community Resources (MCR). MCR has a Pro Bono Legal Assistance program that "leverages the support of volunteer business attorneys to provide transactional legal services to qualified nonprofits" (Michigan Community Resources).

Because Community Land Trusts are typically their own non-profit organization, it will be important for NCNA to have legal support to ensure the CLCT is efficiently and properly incorporated.

ROLES

North Corktown Neighborhood Association served as the primary organization leading the CLCT development work. They have strong relationships with the City of Detroit, local residents, and local businesses. They have documented resident voice and support for the CLCT process and have sponsored numerous land stewardship initiatives. They are the primary organizational asset in North Corktown and their leadership will be invaluable to implement an effective CLCT efficiently. The capstone team served as primary researchers with the goal to uncover,

record, and present CLCT best practices. The capstone team shared their findings with North Corktown residents and with the NCNA board and recommended a model with which to move forward. Michigan Community Resources served as the primary legal resource for official CLCT incorporation. The Kresge Foundation served as the primary funder and provided the NCNA with the KIP:D grant during Summer 2020. The grant totals \$20,000 and is the primary funding for the CLCT implementation process and the research and design process.



FIGURE 083. Action Plan Roles

TIMELINE

The Feasibility Phase took place over Summer 2020. In this phase, NCNA cataloged the 25 parcels they hoped to obtain from the Detroit Land Bank. They compiled and presented their community engagement evidence to secure a letter of support from The City of Detroit Planning and Development Office. During this phase, NCNA applied for the “Kresge Innovative Projects: Detroit Grant (KIP:D), which would provide funding for the Research & Design Phase. NCNA, in collaboration with the capstone team, applied for pro bono legal support through Michigan Community Resources.

The Research & Design Phase took place in October and November 2020. During this time, The capstone team were the primary research and design leads for the model. This phase included presentations at community meetings to North Corktown residents and the NCNA board for feedback.

The Implementation Phase began in December 2020 when the NCNA board approved the recommended model. Legal support from Michigan Community Resources will lead the official nonprofit incorporation.

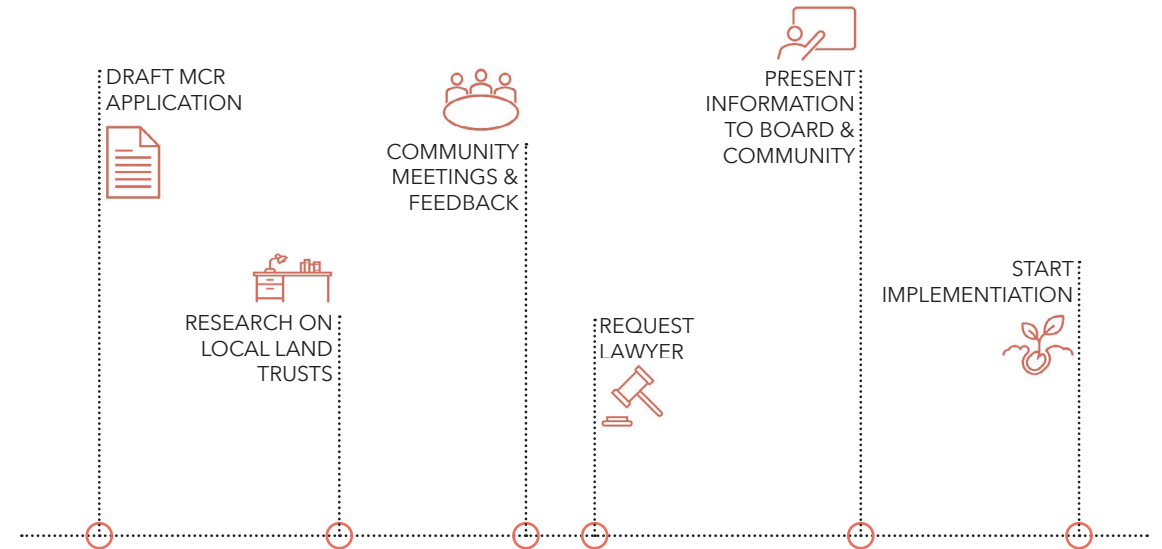


FIGURE 084. Capstone Timeline

09

BUILDING A STRONG COMMUNITY LAND CONSERVANCY TRUST MODEL

Implementing the right CLCT model in North Corktown is essential. North Corktown Neighborhood Association and local residents have made their objectives clear: First, to preserve the existing programmed and unprogrammed greenspace. Second, to maintain its affordability and access to residents. Third, to steward the land in a way that enhances human, organizational, physical, and economic outcomes for all residents. By drafting a model using the Neighborhood Connectivity Framework, the capstone team could ensure the model simultaneously meets these objectives and is responsive to North Corktown's unique assets and needs. Therefore, the following analysis will explore CLCT best practices that establish, nurture, and leverage residents' relationships to each other, resources, the natural environment, and to power in a way that results in a healthier, more just, and more equitable neighborhood.

It is important to note that a CLT or a CLCT can be effective and meet its most basic objective without demonstrating evidence aligned to all four components of the Neighborhood Connectivity Framework. There are many effective models that demonstrate a commitment to strengthening the relationship of people to the natural environment, but not necessarily to each other. Or there might be a CLT that focuses on strengthening the relationship of people to resources through affordable housing preservation, but has no environmental stewardship component. However, a CLCT that is designed to strengthen all four relationships may simultaneously meet its original objectives and have a profound additional impact on strengthening neighborhood assets and addressing neighborhood needs.

METHODS

The capstone team conducted extensive research on over 20 existing national and local models. Most models are existing CLTs or CLCTs, but some are larger theoretical reports and city planning initiatives. Once best practices were identified, the capstone team cataloged each by the Neighborhood Connectivity Framework elements to which it was most aligned. This analysis allowed the capstone team to ensure that the proposed CLCT model simultaneously meets the three objectives outlined by NCNA and comprehensively addresses all four elements of Neighborhood Connectivity.



FIGURE 085. Pocket Park, North Corktown (RAY)

ATHENS LAND TRUST

Monday November 16, 2020 - 2PM

Interview with Heather Benham - Conducted by Team Pheasant

Heather currently serves as the Executive Director of the Athens Land Trust. She joined the organization after she became a summer intern in 2002. During her time in the organization, she has held many positions such as Project Coordinator, Housing Director, and Director of Operations. Since her promotion to Executive Director, she has grown the Athens Land Trust budget from \$60,000 to now over \$1.2 million.

Q: Can you provide us with a general description of your land trust, what it does, and how it operates?

HB: Our land trust is built and runs different. We are the smallest county in the entire state of Georgia. There is a lot of development pressure on us, though we try to ignore the influence from the government. We started as a community wide initiative. We wanted to be smart about where the development is and where it isn't. Our board is made up of 1/3 of people who are impacted by economic and societal issues.

Q: Can you share with us the programming and activities led by your land trust?

HB: Our organization has youth development programming. We partner with home owners, farmers from our vendor markets. We are primarily focused on conservation. Our organization started within a community garden, turned into community agriculture, farmer market, and built itself into a land trust. We put in restrictions for 30-year mortgages for our residents. We also provide small business classes for those who are interested. When you have people who are impacted on board, they are the driving force behind the needs of the community. The more you build relationships, the more they will tell what your needs and wants are.

Q: Please describe some challenges you experienced when establishing your CLT?

HB: We are a more of an established land trust. There are pros and cons. We had to learn how to be more resourceful. At this point we have a growing relationship with our local government and elected officials. Does not mean anything is easier for getting work done. Because our organization is led by a white woman, narratives are formed, often criticizing

the work for the residents. Half of board is black, staff and leadership is black. Overall, it is pretty diverse – although we seem to get suspicion on the intention of our work from more conservative residents. The pushback doesn't come from the population that they are serving, more from conservatives in the neighborhood. We would host many community meetings where we would encourage majority black residents to hear more of their perspective.

Q: Can you provide us some general advice for getting a CLT up and running in North Corktown in the city of Detroit?

HB: Seek help from private or public consultants who can assess your neighborhood. Have individuals come in and learn the history of North Corktown and why a land trust is needed. Help explain why the land trust is something for all residents. I'd recommend looking into the Dudley Street Neighborhood in Boston for inspiration as well.



PEOPLE-TO-PEOPLE

Strong Neighborhood Connectivity requires healthy relationships between residents that allow them to establish, bank, and spend social capital. Residents in a well-connected neighborhood have both the opportunity to celebrate each other and the willingness and ability to welcome newcomers. A CLCT model can begin by establishing programming that truly embraces the word "Community." A strong model should consistently create opportunities and organize occasions for members of the land trust to come together and share experiences. Storehouse of Hope, a CLT based out of North End Detroit with a focus on affordable housing, does just that. At these events, residents can build relationships with each other, trade stories, and strengthen the culture of the neighborhood (Storehouse of Hope).

CLCT models should adopt an asset-based approach to land acquisition. Preservation of existing community assets should supersede creation of new ones. Residents in North Corktown have demonstrated consistent care toward nurturing social capital and developing community spaces that build

culture. A land conservation framework called the Baltimore Green Network Plan, drafted by the Baltimore Planning Department and adopted by the city, prioritizes its resources on preserving these social spaces before they spend energy and resources developing new ones (Baltimore Green Network). While both strategies are important, the preservation of existing community spaces could build trust between the CLCT and residents. It must clearly demonstrate that the CLCT prioritizes the hard work that existed before the CLCT was established.

Similarly, any model that improves accessibility between North Corktown social assets and greenspace and assets in adjacent neighborhoods should be prioritized. This is another feature of the Baltimore Green Network Plan. An interconnected network of regional greenspaces could help establish North Corktown as a "green hub" in Detroit. This increases the likelihood of relationship building between North Corktown residents and residents of other neighborhoods.

PEOPLE-TO-RESOURCES

CLTs and CLCTs are most often known for preserving resources. The most effective models leverage this to build stronger connections between those resources and the people that need them the most. Specifically, it is recommended that North Corktown's CLCT helps build an economic and physical infrastructure that provides equitable access to resources that residents need to live and thrive. It starts with the essentials. CLCTs have a unique opportunity to ensure that local water, air, and earth is healthy and sustainable for residents. The preservation of these most basic resources is baked into the mission and vision of many CLCTs, such as the Grand Traverse Regional Land Conservancy. Their programming prioritizes the preservation of these resources first and foremost (A Campaign for Generations).

If there is an obvious, critical need of many residents in North Corktown that could be met through appropriate land stewardship, the CLCT model should include additional programming to make sure these resources are allocated equitably. For example, Storehouse of Hope

recognizes that just because a resident has access to affordable housing does not mean that they have access to other basic necessities like food and clothing. In response to these needs they have established a food pantry and community center to offer additional support to their trust members (Storehouse of Hope).

The CLCT itself will be a resource in North Corktown that must be protected. The organization should be designed to advocate for land-trust-friendly policies that make certain the CLCT is sustainable for generations. Rev. Joan Ross who helps run Storehouse of Hope mentioned that Michigan state tax policies and the City of Detroit have created an environment that is indifferent to CLTs at best and unwelcoming at worst (Ross). The CLCT, Baltimore Green Space, has "advocacy" as one of its organizational values and has been instrumental in working with the local Baltimore government to draft and pass policies that are friendly to land trusts. As a result of their advocacy, they have collaborated on a land acquisition process that is reliable, consistent, and inexpensive. They also helped influence

the city's Baltimore Green Network Plan which should establish green infrastructure and sustainability measures that align to the mission and vision of the trust (Baltimore Green Space).

A strong CLCT can help strengthen connections to resources by investing in green infrastructure. Green infrastructure like solar and wind power can help preserve the longevity of the land parcel and maximize the positive impact programming has on

human development and environmental sustainability. The Dancing Rabbit Ecovillage in Missouri is more of an insular, micro-community co-op than a traditional land trust, but investing in green infrastructure has helped Dancing Rabbit remain sustainable since its founding in 1997 ("About Dancing Rabbit Ecovillage"). They also share resources and infrastructure to reduce cost and waste.



FIGURE 086. Baltimore Green Network Cover (BaltimoreCity Parks)

One of the underlying reasons for the need to establish a CLCT in North Corktown is to preserve the greenspace and ensure it is safe from the threat of redevelopment for a purpose misaligned to North Corktown's vision. However, the very act of preserving greenspace and establishing pocket parks, urban farms, and gardens will increase property values and could threaten the housing affordability in the area. The North Corktown Neighborhood Association's own Sustainability Task-Force Plan found that properties adjacent to programmed greenspace saw a 9.4% average increase in property values over five years (Sustainability Task Force). If the CLCT is successful at preserving greenspace and North Corktown continues to establish green programming on those parcels, North Corktown residents could see an increase in property taxes when home values rise.

A strong CLCT must establish programming to preserve housing affordability even if their primary focus is preserving greenspace. The Athens Land Trust in Georgia ran into this issue. They developed a model that preserved greenspace and maintained housing affordability simultaneously. The North Corktown CLCT must be designed to proactively mitigate any inadvertent

negative impacts on local housing affordability.

If the North Corktown CLCT incorporates a housing affordability preservation component, one could turn to Storehouse of Hope for some ideas. Storehouse of Hope helps residents find a job if they are unemployed. They also allow the resident to purchase the house on the land after five years so the resident can build equity. They also forgave rent during the COVID-19 pandemic (Storehouse of Hope). Baltimore Green Space provides liability insurance to volunteers that steward the land—a cost that is generally a burden for individuals and community associations.

PEOPLE-TO-NATURAL ENVIRONMENT

How a CLCT can strengthen Neighborhood Connectivity in terms of the relationship between people and the natural environment may seem obvious. However, the capstone team identified a few nuances in programming across different CLTs and CLCTs that could help the North Corktown CLCT set a foundation for a mutualistic relationship between people and the natural environment. In this model, residents will need to have autonomy over major decisions that impact the natural environment and the programming should ensure the land remains healthy and sustainable.

The model will clearly need to outline its primary purpose. Will the land trust pursue programming that creates trails, greenways, and recreational spaces like the Vermont Land Trust, the Baltimore Green Network, and Baltimore Green Space? Will the focus be to maintain unprogrammed greenspace like the Western Foothills Land Trust? Their model prioritizes the preservation of native ecosystems, watersheds, forest lands, and "scenic landscapes" ("Western Foothills Land Trust). Will they work to expand existing public parks and natural

areas like the Grand Traverse Regional Land Conservancy? The recommended model will likely have elements of all of these, but it must be adaptable to respond to shifting community needs over time.

If North Corktown opts to rebrand itself as Detroit's green hub, they will need to incorporate accessibility programming to the model. This will position North Corktown residents and guests to more easily navigate the network of greenspaces. Western Foothills Land Trust and the Baltimore Green Network are strong case studies with information on how to complement the existing network of publicly and privately protected lands, maximizing the public benefit. Additionally, it is recommended that the CLCT adopt strict site-suitability guidelines to inform what parcels are included in the trust. For example, the Baltimore Green Network Plan evaluates parcels on the strength of its ecological health, its connectivity, livability, and access to open spaces ("Baltimore Green Network").

Some of the strongest CLCT models, like the Baltimore Green Space and Vermont Land Trust, provide

resources and educational opportunities for those stewarding the land to develop and/or strengthen their horticultural skills. This is a benefit to both the parcel managers and the land itself. Ongoing training and support can lead to land that is healthy and sustainable for as long as it remains in the trust. The Dancing Rabbit Ecovillage even goes farther to establish sustainability principles

by which all members must abide. Baltimore Green Space has a version of this structure in which they enter into a Memorandum of Understanding with any parcel manager in the trust. This MOU makes certain that site managers follow through on land management and programming promises.



FIGURE 087. Greg Willerer harvests salad greens on his urban farm early in the morning. (Garza)

PEOPLE-TO-POWER

At the heart of a strong CLCT is its ability to improve Neighborhood Connectivity by strengthening the relationship of people to power. A strong CLCT ensures that residents have the ability to shape the vision for their neighborhood and the resources and tools that allow them to manifest that vision. This requires a CLCT model to be flexible enough to adapt to changing visions for community land use over the years. The CLCT must include community input in both its design and implementation. Parcels included in the trust will likely be operated by community members who must have a voice in key decisions shaping its present and future.

Ensuring residents have autonomy requires residents to have the tools to be successful. Baltimore Green Space looks for the presence of specific criteria that would make certain parcel managers can adequately live out the vision they have for the land. They only admit land into the trust that has “been established for at least 5 years, has an active site manager and assistant manager, and has the support of a community partner such as a

community association, umbrella group, or institution” (Baltimore Green Space). This is not intended to exclude residents or land from admission to the land trust—instead the intention is to make sure they have the tools to succeed. Baltimore Green Space will even assist individuals in meeting the criteria if needed.

North Corktown residents identified the lack of commercial human services as a major issue in North Corktown. For example, in the Cultural Plan, residents noted that the construction of a Cultural Center must include commercial space for retail and food because of the few options presently available (Cultural Plan 16-17). If the CLCT is successful in admitting a lot of land into the trust, this decreases the land available for commercial development that could potentially fill this gap. The CLCT in North Corktown should look to the Dancing Rabbit Ecovillage for some possible solutions. Dancing Rabbit focuses on creating an internal economy where residents have full control over what they put in and what they get out of it. This internal economy empowers people with the opportunity to provide goods and



FIGURE 088. The Upper Fells Point Community Garden, protected in 2009 by Baltimore Green Space, is the only unpaved surface in the neighborhood (Baltimore Green Space)

services to others in their neighborhood for goods and services in return. As a result, money, resources, and power stay within the neighborhood (About Dancing Rabbit Ecovillage).

The CLCT will need to have a contingency plan for when parcel managers want to sell any structure, like a home or business, on the parcel. For many CLTs, like Storehouse of Hope, this looks like a value recalculation percentage that ensures any structure

on the property that can be sold is financially accessible to the average neighborhood resident (Ross). For example, in the Madison Area Community Land Trust, when a home is sold, 75% of the home value stays, making it affordable for the next buyer (Madison Area Community Land Trust). Residents who live on the land trust or work on parcels in the land trust should have the power to influence major programmatic decisions.



FIGURE 089. Residents of Dancing Rabbit Ecovillage participate in classes that help support skills that lead to a sustainable, local economy (Dancing Rabbit Ecovillage).

DANCING RABBIT ECOVILLAGE

Monday November 5, 2020 - 10AM

Interview with Apple - Conducted by Team Pheasant

Q: For the past few months, we have been conducting research on some of the best land conservation models across the nation and Dancing Rabbit Ecovillage keeps coming up again and again. We are incredibly impressed with the work you've been able to accomplish in Missouri and after exploring the aspects of your model your organization has generously shared online, we realize there are many similarities in your mission and vision to what we would like to implement here in North Corktown. We would love to consider your organization's perspective when we build out our own model here. What would you tell someone interested in starting a similar community?

DR: If you're interested in starting an intentional community, we recommend that you read two books. The first is a book by Diana Leafe Christian called "Creating a Life Together: Practical Tools to Grow Ecovillages and Intentional Communities". This book is a great guide that will help you think through different questions that arise while creating the community you are conceptualizing.

Q: What about forming a Land Trust specifically?

DR: We recommend reading a book *The Community Land Trust Reader*. The Fellowship for Intentional Community has other great resources on their website that you'll also want to read, including several articles on "Starting a Community. It might be useful for you to network with intentional communities that are close to you. You can search the Directory of Intentional Communities... There are many ecovillages and intentional communities in the U.S., and some may be nearby to where you are! By looking through this database you may get a feel for which communities fit your particular interests, values, and lifestyle preferences. You can then see if there's any potential for collaboration.

Q: Could you talk about how Dancing Rabbit was set up?

DR: Dancing Rabbit has two main entities - The Center for Sustainable & Cooperative Culture which is a 501c3 nonprofit and Dancing Rabbit Land Trust which is a 501c2. This was based on the Community Land Trust model.

Q: Why two separate entities?

DR: We had to create two entities because the IRS says that 501c3s can't earn more than a certain amount from "passive sources" which includes rents. But then they turn around and say that 501c2's can earn money from rents as long as they have a 501c3 as a parent company and turn over all net proceeds to the 501c3. Thus, due to IRS restrictions, we created a two-headed entity when we personally would have been just as happy with one. Our 501c3 nonprofit is focused on outreach and education and we make sure all non-profit funds go to those purposes. The 501c2 Land Trust provides for infrastructure for our village and is supported by lease fees from members. The 501c3's Board of Directors must have 51% of its board members be disinterested parties, and it's great to elect people for at least 51% of these board positions who are supportive of your mission but don't live onsite at your community. You will have to decide what power you want to rest in the community versus in some outside entity. We chose to keep as much day to day power in the community as possible, while having an outside board that makes sure we stay on track for the mission of our project (i.e. the community can't decide to just cash out and sell the land if the Board of Directors does not agree that that is the right choice for the mission of the project). The board also helps with an outside perspective when there is internal conflict. In addition to these two entities, we have the Dancing Rabbit Vehicle Co-op (DRVC) that is incorporated as a state non-profit but is treated by the federal government as a for profit corporation. We keep profits to a minimum and so don't have a lot of tax burden. We also have another co-op called the Cattail Commons which handles our common activities like trash, recycling, etc. as well as some sub co-ops that only certain people use (shower co-op in the common house for example). Our Electric Co-op is set up as an LLC because it needed to be created as a for profit in order to apply for certain grants.

Q: What about the legalities surrounding the formation of Dancing Rabbit Ecovillage?

DR: We did most of our legal work in-house though none of us were or are lawyers. We relied on Nolo Press's book *How to Start a Non-Profit*. We also looked at other community bylaws and agreements. We drafted our official documents (articles of incorporation, bylaws, etc.) and then ran them by lawyers who were friends, family, or in the community's movement. It's important to involve a lawyer at some point. You may want to start by writing in plain English what you want your community to be like. Then either have a lawyer translate it or translate it yourself and have them review it.

The rest of the interview can be viewed on page 210 in the appendix.

CONCLUSION

The capstone team applied the Neighborhood Connectivity Framework to over 20 models. Based on the analysis, four models emerged as the strongest: Athens Land Trust, Baltimore Green Space, Dancing Rabbit Ecovillage, and the Vermont Land Trust. See Figure 091. These figures show to what degree their model and outcomes align to components of the neighborhood connectivity framework. These diagrams represent the distribution of their strengths within each element of the Neighborhood Connectivity Framework. Using these analyses (and some à la carte best practices from other models), the capstone team drafted the anticipated outcomes were these best practices to be present in a model implemented in the unique context of North Corktown. The next chapter explores these anticipated outcomes more in depth.

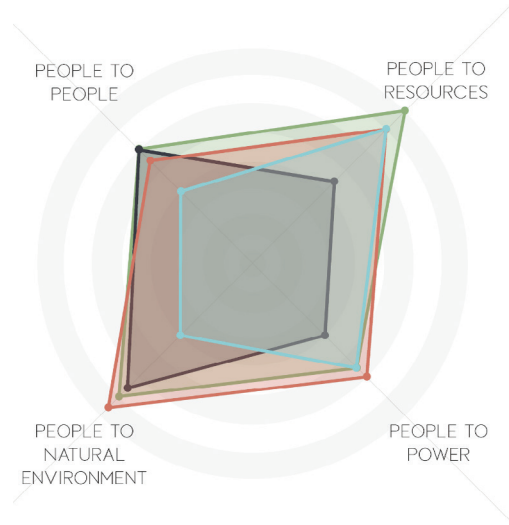
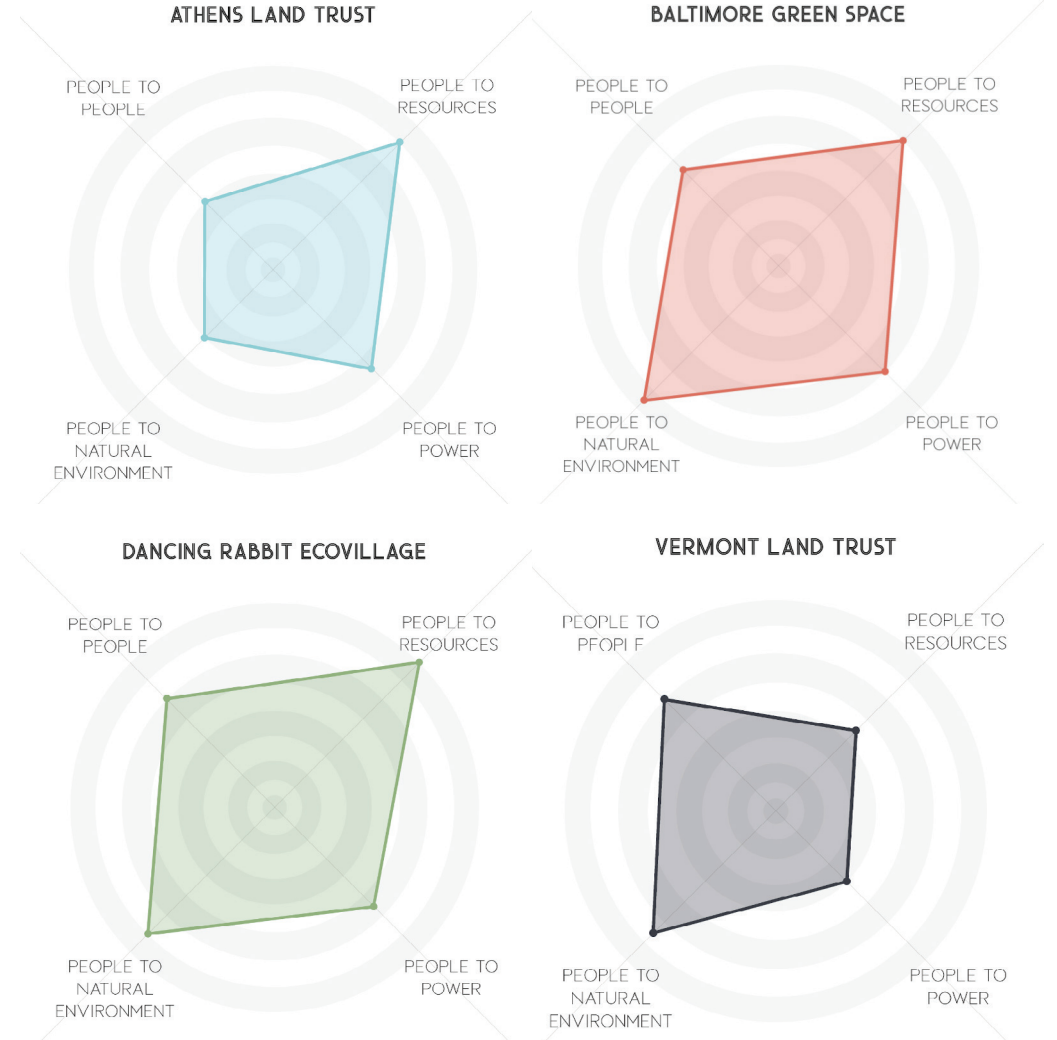


FIGURE 090 & 091. Above, all four land trust models overlaid. Opposite page, all four individually graphed land trust models.



10

OVERVIEW

The Projected Outcomes section outlines the anticipated impact of the design and implementation of a Community Land Conservancy Trust (CLCT) in North Corktown. The projected outcomes are presented in five subsections. The first section highlights the potential impact on the human, organizational, physical, and economic assets and needs of North Corktown. The second section outlines the potential impact of the model on North Corktown's Neighborhood Connectivity. The final three sections note any potential impact on social justice; diversity and multiculturalism; and regional development in an effort to inform how the framework and strategy could be adapted for use by other communities with similar goals.

OUTCOMES

HUMAN DEVELOPMENT

The design and implementation of a Community Land Conservancy Trust (CLCT) has the potential to have a profound impact on human development in North Corktown. Human Development refers to how and to what degree neighborhood organizations, services, cultural artifacts, or individuals contribute to the overall health, safety, and quality of life of North Corktown residents (Munday). Specifically, a CLCT can strengthen the following human assets already present in North Corktown: public gardens, social capital, cultural artifacts and human services.

Public gardens are plentiful in North Corktown as outlined in the Asset Mapping Section. One of the largest, Nagel Field, hosts many youth sporting events, festivals, family reunions, and other social gatherings. The successful implementation of a CLCT will protect greenspace for future generations. While the greenspace can be reserved for a myriad of uses, North Corktown residents have made it clear that recreation spaces are an important element of the neighborhood's identity. The North Corktown Cultural Plan notes that "Green Space & Recreation" is the third most

important priority in the neighborhood (Cultural Plan 14).

If additional recreation spaces are built as a result of the CLCT, this could have major developmental benefits for North Corktown youth. Free play outdoors has shown to improve cognitive and social-emotional development in youth. When given the opportunity to play outdoors, youth have a place to test their risk assessment, improve coordination, and even strengthen academic performance. A 2018 study in *Frontiers of Psychology* found that the majority of school-aged children participate in positive social interactions during outdoor play with others (Bates et al. 1). "Caregivers and teachers reported increased perceptions of safety, fewer injuries, less teasing/bullying, and less gang-related activity" on renovated school-yard green space (Bates et al. 1). A CLCT in North Corktown could reserve land for youth recreation and positively contribute to the overall lifespan development of North Corktown residents.

A CLCT can also nurture social capital. Programs & Festivals are listed as the 4th most important priority in

North Corktown by residents in the Cultural Plan (14). The preservation of greenspace means North Corktown residents will have space for outdoor culture building. Pre-COVID-19 plans called for extensive outdoor summer programming, including weekly fitness activities, monthly outdoor movie nights, and an annual community festival

with "live music, dance, art, and food" (Cultural Plan 38). North Corktown sees this as an important opportunity to connect old and new neighbors. "We want to work toward equity for those of us who have weathered the storm while also welcoming those new residents that want to join our community" (Sustainability Plan 18). A CLCT would



FIGURE 092. Pigtown Horseshoe Pit, Baltimore (Baltimore Green Space)

preserve space that brings residents together year after year, fostering a sense of belonging. For example, the Baltimore Green Space Land Trust has seen extensive social benefits in preserving green space. In one instance, a local resident was interested in updating a blighted parcel of land into a horseshoe pit. After successfully applying for the parcel, he opened the “Pigtown Horseshoe Pit” in 2010. It is now a popular social gathering place in the historic Pigtown neighborhood of Baltimore (Baltimore Green Space).

A CLCT can support and strengthen human services. Because there is no grocery store in North Corktown, many residents take advantage of local produce from urban farms like Brother Nature, Spirit Farm, and Hope Takes Root Gardens. Brother Nature was vital to providing produce to residents during the COVID-19 pandemic who could not visit grocery stores due to being high risk for the virus. Brother Nature also currently sits on a parcel of land owned by the Detroit Land Bank that North Corktown Neighborhood Associations hopes to incorporate into one of the parcels owned and managed by the CLCT.

Finally, North Corktown has numerous cultural artifacts that “promote

a sense of identity, interest, welcoming, and belonging” (Cultural Plan 23). The land itself is an important characteristic of the neighborhood. Preserving this green space and stewarding it in a way that is aligned to community vision can result in the land itself being one of the most important cultural artifacts in the neighborhood. As development expands in neighboring communities and neighborhood value is increasingly defined by physical development and built amenities, North Corktown greenspace could be preserved in a way that future generations take pride in conserving and stewarding their environment.

ORGANIZATIONAL DEVELOPMENT

Organizational Development refers to how organizations grow and change alongside the community and how they provide resources and support to individuals and organizations working to improve resident quality of life (Brown & Slowick). Organizational Development can influence and enhance community engagement and interaction by providing resources and opportunities such as employment, human services, and gatherings to strengthen Neighborhood Connectivity. By implementing a Community Land Conservancy Trust, North Corktown will benefit by strengthening the current organizational assets already identified by residents and stakeholders.

One organizational asset that would benefit from this implementation would be North Corktown Neighborhood Association (NCNA). The future CLCT can help expand the outreach and current connectivity already sanctioned by the NCNA. They now could take a more lateral approach that focuses on Neighborhood Connectivity and accessibility. The CLCT will align itself to the mission and community development initiatives set in

place by NCNA.

The neighborhood organizational assets also include places of worship, non-profits, and informal grassroots organizations. Due to the limited number of businesses in this area, the future CLCT can expand the social, physical, and economic opportunities in the neighborhood that make it conducive for organizations to thrive. Existing organizations have shown evidence of improving residents’ health and stewarding community



FIGURE 093. North Corktown Neighborhood Association Logo (NCNA)

development. A CLCT will invite future innovation and synergy among North Corktown organizations and it can serve as a catalyst for surrounding neighborhoods to follow. For example, the North Corktown Neighborhood Cultural Plan was developed by the voices, recommendations, and needs from residents and families in the area, though planned and organized by the businesses and organizations that surround the neighborhood. It is hopeful to imagine the same type of result with this proposed nonprofit. Establishing this CLCT would support current neighborhood initiatives such as the North Corktown Commons Park and the future community arts and cultural center.

PHYSICAL DEVELOPMENT

According to the University of Detroit Mercy's School of Architecture, physical development focuses on the relationship between physical conditions (built and natural environments) and the economic, social and environmental sustainability of communities" (Heximer and Stanard). A CLCT can have a large impact within the realm of physical development. Conserving the land can create an environment unlike any other

in a major urban center within walking distance of a downtown. According to NCNA board members, the residents of North Corktown have a desire to keep their community's current landscape and density. With the new development Detroit has seen over the last decade, especially just over the border in Corktown, the residents are rightfully fearful of this potential change. A CLCT will impact physical development by



FIGURE 094. Fitzgerald Neighborhood Planned Green Space (Mortice)

limiting the amount of new structures that could be built in North Corktown. The conservation will be a preservation of their natural physical elements and greenspace.

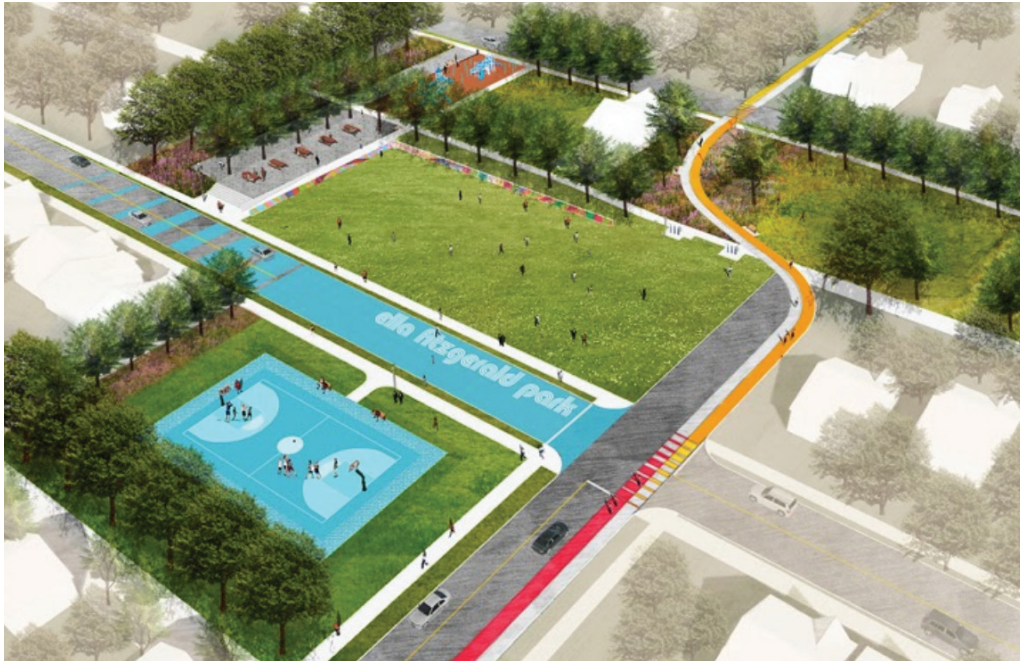


FIGURE 095. Fitzgerald Neighborhood Planned Greenspace (Spackman Mossop Michaels)

ECONOMIC DEVELOPMENT

A CLCT in North Corktown can affect the goods, services, and locations that contribute to the greater economic sustainability in the neighborhood. Job opportunities can emerge from land management. Positions in fields such as urban agriculture and green stormwater infrastructure (GSI) can grow. Families can build wealth as stewards of their own land and resist displacement. Maintaining the priority of conservation can be beneficial to residents' well-being, increasing opportunity to connect with nature. This can help sustain the lives of current neighborhood residents and attract visitors, in turn helping support local businesses. A CLCT can be the foundation for an internal or circular economy, disengaging the need to consume finite or imported resources and allowing residents and businesses to create what they need, taking control of the economy on a local level.

Community engagement is vital to breaking through constraints and limitations that the CLCT may present when working towards economic vitality in North Corktown. To fuel the local economy, hiring initiatives should focus on outreach and training.



FIGURE 096. Tomatoes growing in Acre Farms Detroit (Anderson)

Relying on outside resources limits the opportunities for residents to have jobs within walking distance, reinvest their wealth in local initiatives, and educated and age in place. Sharing accessible information with the neighborhood is necessary to build trust and to support local community-based organizations, businesses, and networks.

NEIGHBORHOOD CONNECTIVITY

Neighborhood Connectivity is the ability for a neighborhood to establish, nurture, and leverage relationships involving: “people to people,” “people to the natural environment,” “people to resources,” and “people to power” resulting in a healthier, more just, and more equitable neighborhood for all. This framework will be used to design and implement the Community Land Conservancy Trust (CLCT). The model must be aligned to all four components of neighborhood connectivity. If successful, the CLCT can significantly strengthen connectivity in North Corktown.

If the CLCT is able to preserve green space, and the neighborhood continues to support programming on that space that brings people together, strong social bonds will be forged. This is particularly important as new residents begin to call North Corktown home. People can connect to others through programming and social events hosted on land trust parcels.

Additionally, it would strengthen connectivity by building relationships between people and resources. With urban agriculture being such an

important element of North Corktown’s identity, residents will be able to benefit from fresh produce and healthy eating options. The CLCT will work with the community to help inform residents of the surrounding environment and how to protect and conserve their land. The physical incorporation of the nonprofit CLCT can directly connect residents to the resources.

It will continue to strengthen peoples’ connection to the natural environment if the model contains conservation principles in its bylaws to protect the land’s health and sustainability. There is a clear connection



FIGURE 097. The Willerers, owners of Brother Nature Produce, prep their stand at the Corktown Farmers Market in Detroit (Conley)

between people to the natural environment if the CLCT encourages the creation of trails, bike paths, and parks. North Corktown’s proximity to regional assets will help connect North Corktown residents to larger recreational spaces within the natural environment as close as the Riverfront, and as far as the Upper Peninsula, which will be discussed in the section on impact to Regional Development.

Stephanie Gargone, a resident of North Corktown really appreciates the greenspace in the neighborhood. She says that it “allows for me to slow down and escape the hustle of the city. Cities with greenspace have the best of both worlds. You can enjoy the convenience and excitement of the city



FIGURE 098. Stephanie Gargone (Gargone)

and still find time to slow down and take a walk to clear your mind” (Gargone). For residents like Gargone, simply being in close proximity to nature is a major neighborhood asset.

Finally, one of the most important impacts on Neighborhood Connectivity is its effect on the relationship between people and power. Land trusts ensure that the community maintains control over its land and has leverage in major development decisions in and around the neighborhood. Stewarding the land as parks, urban farms, and open greenspace can stabilize local food, recreation, and employment resources. In turn, the people of North Corktown will be increasingly connected to power, creating an equitable economy in their own neighborhood.

SOCIAL JUSTICE

Strengthening neighborhood connectivity can set a solid foundation for social justice. Gloria Albrecht defines social justice as “erasing the structural barriers that prevent wholeness in a community” (Albrecht). A lack of control over the land where they live is a major barrier to justice in North Corktown. Residents would have a voice in what happens to the physical and natural environment if a CLCT is established.

While the first priority of a CLCT in North Corktown will be to conserve greenspace, it could also be incorporated to preserve existing affordable housing. If there are parcels available and housing developers express interest, a CLCT can set buyer requirements that limit what developers can do on the land. A developer who hopes to build expensive, market rate or luxury housing could be denied the sale of land trust land if they have a history of renting well above what’s affordable for residents with a median income of \$24,000 (“North Corktown Demographics and Statistics”). This is of paramount importance due to the face that North Corktown currently has below average taxable land value. As

highlighted in the Needs Assessment chapter, North Corktown’s average is \$2,833 compared to Detroit’s \$6,646. Neighboring Greater Corktown is \$8,135. A CLCT must take this into consideration. Preservation and land stewardship will likely raise land values. The right CLCT will have structures in place to ensure land and housing remains affordable even as property values inevitably rise.

A CLCT can create more opportunities for residents and businesses to take advantage of local assets that fuel the microeconomics of the area and can aid in social justice efforts, particularly if it results in the construction of green corridors that physically connect residents to existing assets. Decreasing the need for residents of North Corktown to leave the neighborhood for food and employment is a step towards erasing the structural barriers that prevent wholeness in the community.

Routinely, urban centers are some of the most polluted areas in each state. North Corktown is a peninsula of land between three highways. If future restrictions on air pollution are not

implemented, air quality can worsen and impact residents’ ability to safely enjoy the outdoor green space. This access to healthy greenspace is a social justice issue. Having healthy greenspace within walking distance of your home is important for a variety of mental and physical health conditions.



FIGURE 099. Photo taken by resident Stephanie Gargone as she goes for a walk through the greenspace in North Corktown (Gargone)

MULTICULTURALISM & DIVERSITY

A Community Land Conservancy Trust can also have a positive impact on diversity and multiculturalism. The CLCT will help maintain much of the open space that has been an integral part of North Corktown's identity for the last 80 years. By fostering a community that involves resident input, future organizations could work closely with all groups of people, no matter their race, social class, or ability status to feel secure and welcomed within the neighborhood. North Corktown is already rich in regard to demographics and, due to its rural nature and proximity to an urban

downtown setting, it is sure to attract a variety of unique individuals and their respective families.

Additionally, if the CLCT is able to limit the amount of physical development in the area, it can help prevent gentrification. By preventing the development of expensive high-rise apartments that one would expect to see near an urban center, it could help maintain affordability. It also keeps wealthy citizens from buying up multiple lots to own privately and fence off from their neighbors.



FIGURE 100. Signage at Intersection Park - 12th Ave and Martin Luther King Jr Blvd (Guralnick)

REGIONAL DEVELOPMENT

Within this framework, the CLCT will enhance the region of Detroit and the state of Michigan. The proposed nonprofit can take the lead on conserving land owned by Detroit, but also using it in a way to strengthen the community and residents within the neighborhood boundaries. A CLCT in North Corktown would serve as a unique model that could be learned from and implemented in other communities. This CLCT's model can be communicated to other businesses, organizations, environmental groups, cultural institutions, and cities as a leader in this community-owned land movement. The concept of the CLCT itself is an export and will aid in supporting regional development for Detroit. The attention generated will bring awareness to people who do not live in the neighborhood, and can draw in visitors to North Corktown, supporting the local businesses and fuel additional land stewardship and conservation efforts.

As stated by the NCNA, a portion of the greenspace being conserved will be used for recreation and it has been made known publicly that there is a desire to create a

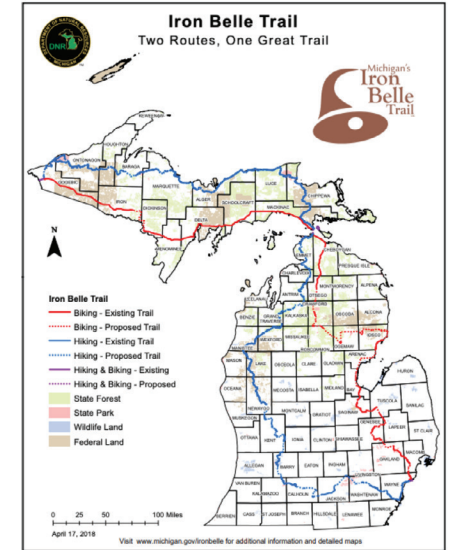


FIGURE 101. Iron Belle Trail Map (Michigan Department of Natural Resources)

greenway. This greenway could connect the neighborhood to the city-wide Joe Louis Greenway and the state-wide Iron Belle Trail. This connection would help strengthen the identity of North Corktown and enrich the aforementioned greenway and trail resulting in improved connectivity across different neighborhoods, communities, and regions.

More greenspace can also mean better rainwater mitigation, which has been a major concern for neighborhooding communities along the Detroit River. If rainwater falls on an impermeable surface, it can collect in the sewer system and flood land and water with pollutants. Additionally, if the CLCT is able to preserve and encourage additional urban gardens, it will reduce residents' reliance on food that must be shipped from outside the region and will lower carbon dioxide emissions that tend to spike in urban areas.



FIGURE 102. Open space in North Corktown (Christian Hurtle Architects)



FIGURE 103. Flooding in the Jefferson Chalmers neighborhood in east Detroit (Brian Allnutt)



FIGURE 104. Aerial view of "Tiger Dam" flood water mitigation project in Jefferson Chalmers neighborhood in east Detroit (Brian Allnutt)

OVERVIEW

After completing extensive research on local and national CLTs and CLCTs, the capstone team has drafted a recommended model for a CLCT in North Corktown. This model includes eight best practices aligned to the three objectives of a CLCT, as outlined by NCNA and the capstone team:

- Preserve the existing programmed and unprogrammed greenspace
- Maintain affordability and access to residents
- Steward the land in a way that enhances human, organizational, physical, and economic development for all residents

The capstone team drafted the recommended best practices by backwards-planning from the anticipated outcomes in the previous chapter and using the Neighborhood Connectivity Framework to ensure alignment to all four components. If implemented with fidelity, this eight-component model will make certain that the CLCT is successful by both NCNA's standards and also cultivates and strengthens neighborhood connectivity. That said, this model is not the sole model that could be implemented to meet these three objectives or improve neighborhood connectivity, so the capstone team encourages revisions during the implementation process if recommended by community members or community partners.

*[Note] Please see the accompanying model 1-pager at the end of this book: **Appendix 2***

TWO-TIERED SUSTAINABLE STRUCTURE

The capstone team recommends a two-tiered sustainable organizational structure. This component suggests that the CLCT is designed as an asset-holding company with a 501(c)(2) tax exemption designation from the IRS. This CLCT would be a subsidiary of a 501(c)(3) organization, such as North Corktown Neighborhood Association. A 501(c)(2) is also tax-exempt and is created for the sole purpose of holding property titles on behalf of another exempt entity. This mirrors similar land trust models such as the ones at Dancing Rabbit Ecovillage and Berkshire Community Land Trust. Establishing the CLCT as a subsidiary of a parent organization is not necessary for successful implementation, but doing so creates a structure that better supports anticipated growth and expansion in the future.

One significant advantage of this element is that it allows North Corktown to better balance support for the preservation of both land and housing affordability. 501(c)(3)s are limited in the amount of money they can make from passive sources of income, such as rent. Land conservation is unlikely to produce much income, but if the CLCT hopes to

preserve housing affordability on parcels included in the trust, the rent collected by the CLCT would be taxable. The land trust at Dancing Rabbit Ecovillage ran into this exact problem. They have a large number of residents living on land trust parcels and must collect rent for operational costs. They created a 501(c)(2) to earn passive income from the parcels and then transfer the net proceeds over to the parent company, tax free. The CLCT in North Corktown could employ a similar process.

Another benefit of the two-tiered approach is that it gives more freedom to the CLCT in designing "occupant selection criteria" aligned to the community's mission and goals. It is essential that the CLCT and local community has as much autonomy as possible in the land acquisition process (more on this later). 501(c)(3)s have more limitations on the parameters they can set for who is stewarding and/or living on the land. A 501(c)(2) can determine specific criteria for who has access to the land. For example, if they were preserving land designated for urban farming, they could limit the occupant to those that bring the right farming skillset.

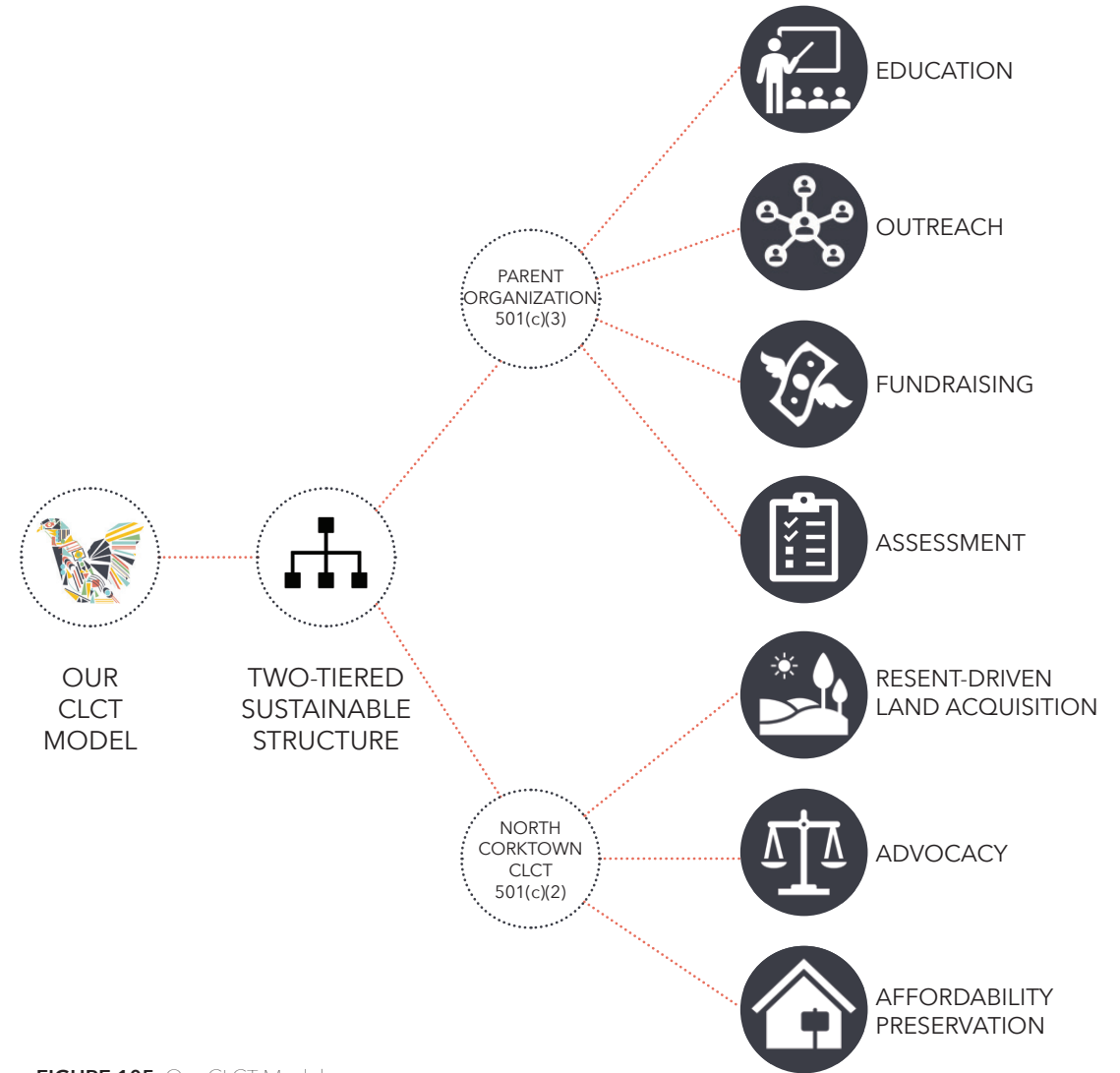


FIGURE 105. Our CLCT Model

If they wanted mixed-income residents in a new housing development, they could set a parameter that requires occupants to be a blend of low, medium, and high income. It also allows them to have more control over what businesses and organizations choose to do with the land included in the trust.

The CLCT 501(c)(2) would need its own board, and this board is required to be made of 51% disinterested parties. This deals a blow to the recommendation that as much leadership as possible comes directly from the community. However, we recommend that NCNA empower their residents to elect the 51% disinterested members. Having a board of non-residents does have its advantages. For example, the board helps maintain the CLCT's mission. Residents cannot simply "cash out" if they want to dissolve the land trust to take advantage of a lucrative market for open land. The board also helps maintain an outside perspective when disagreements arise or regional decision-making has the potential to impact the trust.

The CLCT can ensure residents have day-to-day decision-making power by building an organizational chart and recruitment process that encourages the hiring of local residents. The North Corktown CLCT should

include an organizational structure that includes positions such as Executive Director, Assistant Director, Program Manager, Sustainability Focus Lead, Communications Focus Lead, Engagement & Community Focus Lead, etc. Local residents should account for at least 50% of the staff, to reflect the community that it serves. The staffing process should strive for a variety of ages, experiences, and perspectives. The creation of a volunteer program is also recommended.

Finally, the two-tiered sustainable organizational structure allows for a more equitable distribution of roles and responsibilities and opens the door for more flexibility in implementing the vision and mission of land conservation in North Corktown. It is noted in the remaining seven components as to which organization, the parent or subsidiary, is responsible for owning the particular component.

RESIDENT-DRIVEN LAND ACQUISITION

The CLCT, a subsidiary of the parent organization, should develop and implement a resident-driven land acquisition process. To best align with North Corktown values and to ensure they are preserved, the CLCT should adopt an approach that prioritizes preservation of existing greenspace before pursuing the creation of more. Additionally, relying only on fundraising and land bequests for acquisition is a less sustainable model. This process requires the CLCT to develop a close, mutualistic partnership with the City of Detroit. The CLCT should work collaboratively with the city to design a glide path for residents to admit parcels into the land trust, taking advantage of the high number of properties owned by the city's land bank.

In this model, the resident applies to the CLCT requesting a parcel is admitted to the trust. The CLCT evaluates the application and, if accepted, will apply for a land transfer from the city. If accepted, the city will sell the land to the CLCT for a predetermined amount. The CLCT will own the land and ensure that the parcel manager follows through with

the agreed vision for the land through a signed MOU. Please see Appendices 3 & 4 at the end of the book for a detailed explanation and example of what this process looks like between the Baltimore Green Space Land Trust and the City of Baltimore. These resources also included some recommended components the applications should evaluate. These documents could serve as strong models the CLCT can use to initiate conversations with the city.

AFFORDABILITY PRESERVATION STRATEGY

A successful CLCT will ensure that land is preserved and stewarded in a way that benefits the community. This benefit will result in higher property values. The Sustainable Development Task-Force Plan cited that proximity to urban farms and gardens has raised North Corktown property values as high as 9.4% in five years” (6). This raises the concern about how growing property values might affect housing affordability. Therefore, the capstone team strongly suggests that the CLCT incorporate an affordability preservation strategy

component into its operating model. Land conservation can still be a priority, but there must be structures in place to ensure that the land trust does not inadvertently displace North Corktown residents. Athens Land Trust ran into this very issue and had to retroactively design an affordability strategy. Local CLTs, like Storehouse of Hope, have strong models that could be adapted. The seminal text, The Community Land Trust Reader edited by John Emmeus Davis, provides a solid framework for demonstrating how land trusts can preserve affordability.

ADVOCACY

Advocacy should be a component that is incorporated into the operating model of the CLCT. Having a strategy toward advocacy means that the CLCT must cultivate relationships with local and state policymakers who have the power to support policies conducive to land trusts. This component ensures that the voices of North Corktown residents are elevated to the power holders at multiple levels of government. Frequent turnover in local politics can pose a threat to the stability

of land trusts. The more policies created that favor and support land trusts, the higher likelihood the North Corktown CLCT can weather a tumultuous political storm.

EDUCATION

Successful CLCT models demonstrate a commitment to investing in educational resources for parcel managers to ensure they are able to steward the land effectively and sustainably. We recommend that the parent organization establish a set of sustainability guidelines that parcel managers must follow. However, the parent organization must provide resources that empower the parcel managers with the tools needed to faithfully implement the guidelines. They should also offer education for prospective parcel managers on how to engage in the process. They could offer

classes, workshops, and programming for residents, stakeholders, and nearby communities to understand the impact and importance of a CLCT. Classes can include how to acquire land, guidelines for using the land in the neighborhood, viewing past and present programming, and ways to get involved if someone is a resident or non-resident. Dancing Rabbit Ecovillage and Baltimore Green Space embrace this component, providing numerous classes and workshops on horticultural to support parcel managers and residents.

ASSESSMENT

It is critical that the parent organization has designed strict assessment guidelines to monitor progress to goals. These should be adaptable to potential changes in the community’s vision for land management and stewardship over time. While there is no limit to the number of assessments the CLCT can employ, the capstone team strongly recommends assessing the

following:

- Social Capital
- MOU / Site Audits
- Housing Affordability

These three measurements are explored in depth in the Assessment Methods chapter.

OUTREACH

The capstone team recommends that outreach is a major component baked into the CLCT model, owned by the parent organization. Outreach involves establishing a system of relaying messaging to the community and, in turn, soliciting critical feedback from the community about their desired direction for land management in North Corktown now and in the future. This component encourages the future CLCT to communicate with all residents and ensure every voice is heard and informed regarding projects, programming, etc.

The North Corktown CLCT should have a designated website created to interact with its residents and an active social media presence to

engage with stakeholders in and outside of the community. The community outreach strategy should include communications such as brochures, flyers, and bulletins that can be shared with residents on their front lawns and mailboxes if they do not have access to internet services. The engagement strategy should include quarterly meetings with the board of the CLCT and residents. During this scheduled meeting, residents would be informed on future projects and programming and will have the opportunity to pitch, vote, and interact with proposals sanctioned by the CLCT leadership team. Meetings will be recorded for those who cannot attend in person.

FUNDRAISING

The two-tiered organizational structure allows the parent organization to focus on fundraising. The Berkshire Community Land Trust recommends a three-pronged approach to developing a fundraising plan (Berkshire Community Land Trust, Inc):

- Establish a culture of philanthropy around community ownership of land
- Popularize the bequest of land to the community
- Manage income stream from profits of subsidiary CLCT

CONSTRAINTS & LIMITATIONS

One of the most critical limitations of a CLCT is that even the best model must still engage the community and be responsive to the community's vision for greenspace. A land trust by itself does not mean that Neighborhood Connectivity will improve. It must have an equitable vision and be run by individuals willing to uphold that vision. What actually happens on the land is critical. There must be a consistent community engagement process and feedback loop to ensure that the land is stewarded in alignment with the desires of North Corktown residents.

Limiting the amount of built physical development will only be allowed up to a certain degree by the city, so the number of greenspace and unoccupied parcels that will be gifted to the CLCT from the Detroit Land Bank is a major constraint. With the land coming from the Detroit Land Bank, how much the CLCT gets is ultimately up to the city until the CLCT has more capital or an established record of improving outcomes for neighborhood residents.

Another constraint that surfaces when considering the complexity of organizational development with

this CLCT is the lack of long-term organizational stability and institutions dedicated to preserving the history of the neighborhood. Because of its ever-changing population and need, the rich history of North Corktown often gets lost due to a missing central repository of information. It is the hope of the capstone team that this CLCT will help honor, uplift, and preserve the stories and legacies of the neighborhood.

If implemented, this model would create an environment that encourages programming to support the three CLCT objectives. This strategy considers long-term sustainability concerns and the importance of including resident voice in the land acquisition process. All model components are supported in other CLT and CLCT models and have proven to positively impact all four components of neighborhood connectivity. The capstone team believes this model could serve as a benchmark strategy in the community-owned land and greenspace conservation movements.

12

OVERVIEW & ASSUMPTION

The Assessment Methods Section outlines how the implementation of a community development strategy, designed using the Neighborhood Connectivity Framework, can impact a community's connectivity. In this capstone project, the community development strategy is a Community Land Conservancy Trust (CLCT). The evaluation methods outlined below are informed by industry best practices, the Master of Community Development (MCD) HOPE Model, and recommended considering the foundations of social justice, service, and sustainability. North Corktown Neighborhood Association, this capstone team's neighborhood organization, has also helped design these evaluation methods, as they intend to have the CLCT operational by Summer 2021.

It is important to note that these assessment methods are recommended assuming the successful implementation of a CLCT model designed using the Neighborhood Connectivity Framework. The capstone team seeks to measure the impact of said strategy, rather than simplify the successful incorporation of the CLCT. The following assessment methods are directly aligned to the intended outcomes presented two chapters prior and are organized in alignment to the Neighborhood Connectivity Framework.

PEOPLE-TO-PEOPLE CONNECTIVITY

The implementation of a CLCT designed using the Neighborhood Connectivity Framework should improve the people-to-people connections in North Corktown. People-to-people connectivity is defined as “residents better able to establish, bank, and spend social capital” and an increase in the “willingness and ability to welcome newcomers.” The capstone team projects that success would look like an increase in neighborhood social capital, expanded community representation by North Corktown Neighborhood Association, and an increase in physical connections to other adjacent assets.

The successful implementation of this CLCT in North Corktown will reserve land parcels for uses aligned to the neighborhood’s vision. In North Corktown, the residents have a strong vision for using space for “Programs & Festivals.” Community suggestions include “festivals, performances, exercise/fitness opportunities, concerts, outdoor movies, and gatherings centered on food and sharing traditions and cultures” (Cultural Plan 36). This outcome is also aligned to Human Development and Multiculturalism

& Diversity Outcomes. To measure an increase in social capital due to an expansion of this programming, Net Promoter Score (NPS) should be measured and tracked longitudinally.

Introduced in 2003, Net Promoter Score is a measurement of a stakeholder’s experience and satisfaction with an organization (Hakola 7). It has been used primarily in the private sector to measure a customer’s loyalty to a particular brand or businesses. However, the research of Juho Hakola from University of Jyväskylä shows that this tool can be equally as useful in the public sector for organizations trying to measure an increase in social capital (Hakola 27). The question will need to be tweaked and then shared with attendees at events hosted by neighborhood organizations like NCNA.

A recommended question to measure social capital is “How likely are you to recommend this [event / festival / program] to a family member or friend on a scale of 1-10?” Those who score 9 or 10 are considered “Promoters,” or in the case of social capital, those that experienced a positive social experience and are most likely to have

banked and/or contributed to additional social capital. Those who score 7 and 8 are considered “Passive” and likely did not contribute to an increase but also did not hurt existing social capital. Those that scored 0-6 are considered “Detractors” and are individuals that likely had a negative social experience and/or contributed to a negative social experience for others. The net promoter score is the percentage of Promoters minus the combined percentage of Passives & Detractors.

North Corktown Neighborhood Association may also want to measure improvements in social capital using additional survey questions tailored to a particular event. These include measuring the duration individuals stayed at a certain event and the attendance numbers on events that happen annually or semi-annually. Tracking NPS is a simple, effective, and empirical strategy that can assist North Corktown in measuring the impact of the CLCT’s preservation efforts on social capital. It is recommended that this is measured after any event hosted by a community organization on land that is included in the CLCT.

The successful implementation of this CLCT in North Corktown will have a positive impact on residents’ mental

and physical health. This outcome and assessment method is also aligned to Human Development. The 2018 study in *Frontiers of Psychology* that was discussed in the Outcomes chapter shows how access to greenspace can have a positive impact on the physical and mental health of those who use the space (Bates, et al.) To measure the CLCT’s success in improving physical and mental health, a quarterly spatial behavioral analysis should be conducted at recreational parcels included in the trust. In this analysis, observers would anonymously track users in the spaces. Once a baseline analysis is conducted, the CLCT can see if and how the space is being used for recreation. Subsequent analyses can show changes in usage.



FIGURE 106. Terry Crews assisting in the painting of the pheasant mural with Summer in the City (NCNA)

PEOPLE-TO-NATURAL ENVIRONMENT CONNECTIVITY

The implementation of a CLCT designed using the Neighborhood Connectivity Framework should improve the people-to-natural environment connections in North Corktown. People-to-natural environment connectivity is defined as “evidence of a mutualistic relationship between people and the natural environment.” The capstone team projects that success would look like healthier and more sustainable land, the preservation of existing greenspace and neighborhood density, and the establishment of the North Corktown CLCT as a model for other communities.

The successful implementation of this CLCT in North Corktown will result in land that is healthier and more sustainable. This outcome is also aligned to Physical Development. Evidence of healthy and more sustainable land should include an increased presence of green infrastructure. Green infrastructure can look different based on the intended purpose of the land and can include the presence of solar panels, stormwater management, or green waste management resources. To measure this

success, the CLCT must track the number of parcels that are eligible for Green Tax Credits or exemptions. This can include property tax exemptions or Michigan Business Tax Credits for using alternative energy. The city of Detroit offers a minimum 25% “Green Credit” on water and sewage bills if parcel managers can show they have redirected their downspouts to run onto greenspace rather than into the sewer. Detroit’s Water & Sewage Department also offers up to 80% discounts on charges on parcels that have stormwater management infrastructure like rain gardens. Tracking parcels with these credits will ensure that the land remains both affordable and healthy. The CLCT should analyze the data of existing parcels and work with the site managers of potential parcels to encourage green infrastructure when applicable and possible.

The CLCT must also partner with a university or organization that can conduct a vegetation analysis to ensure that the native flora and fauna populations are stabilized or improving. This should be tracked on a yearly basis

so the data can help inform the CLCT’s operating plan. This could have dramatic effects on what parcels are admitted to the trust and what programming is approved for that land.

The final way to measure whether land in North Corktown is healthy and sustainable is to measure the number of MOUs between site managers and the CLCT that include detailed stewardship plans and an agreement to adhere to the sustainability guidelines outlined in the “North Corktown Open Green Space Project: Sense of Place Guidelines and Urban Design Standards.” The results of this assessment method should never drop below 100% universal compliance.

The successful implementation of this CLCT in North Corktown will result in greater numbers of protected greenspace and a maintenance of the existing neighborhood density, which is viewed by the community as an asset. This outcome is also aligned to Physical Development. The CLCT must work in concert with NCNA to create a glide path for land parcel acquisition. NCNA has confirmed 25 parcels for the trust in year 1, but must set goals for the number of parcels in the trust three and five years out. Tracking the number of parcels acquired against that goal will make it clear if the CLCT is operating at the

right scale for greenspace conservation. It will also allow the CLCT to adapt its programming to be responsive to changes in the neighborhood’s vision for greenspace.

The successful implementation of this CLCT in North Corktown will result in an increase in the ease of mobility between neighborhood assets and assets from adjacent communities. This outcome is also aligned to Physical Development and Regional Development outcomes. This will ensure that human connections between people are strengthened as their exposure to additional social assets increases.

This outcome should be measured by tracking the number of roads, bridges, green corridors, etc that connect North Corktown assets to adjacent assets. If a CLCT is established to conserve green space that can be used for programming that cultivates social capital, it must account for accessibility. The CLCT must think strategically and work in concert with the city to ensure that residents can access these assets. Preservation of the land and

establishing additional programming cannot improve people-to-people connections if people cannot access the sites.

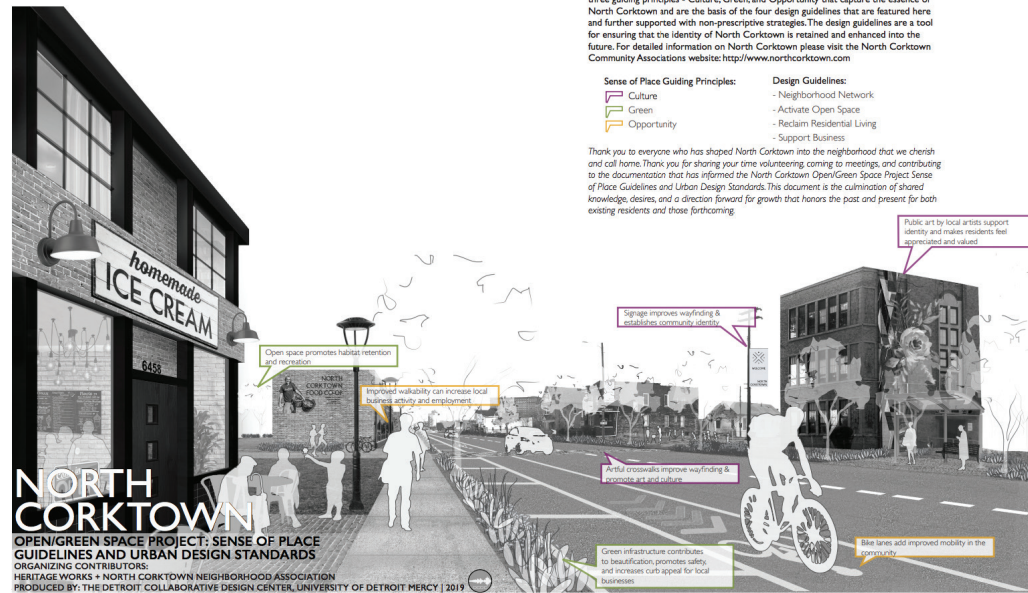


FIGURE 107. Cover of the "North Corktown Open Green Space Project: Sense of Place Guidelines and Urban Design Standards." (Detroit Collaborative Design Center)

PEOPLE-TO-RESOURCES CONNECTIVITY

The implementation of a CLCT designed using the Neighborhood Connectivity Framework should improve the people-to-resources connections in North Corktown. People-to-resources connectivity is defined as "evidence of an economic and physical infrastructure that provides equitable access to resources that residents need to live and thrive." The capstone team projects

that success would look like an increase in healthy food accessibility and the preservation of affordability. The successful implementation of this CLCT in North Corktown will result in an increase in accessibility to healthy food. This outcome is also aligned to Human Development. As of Fall 2020, there are at least four permanent or seasonal community gardens or urban

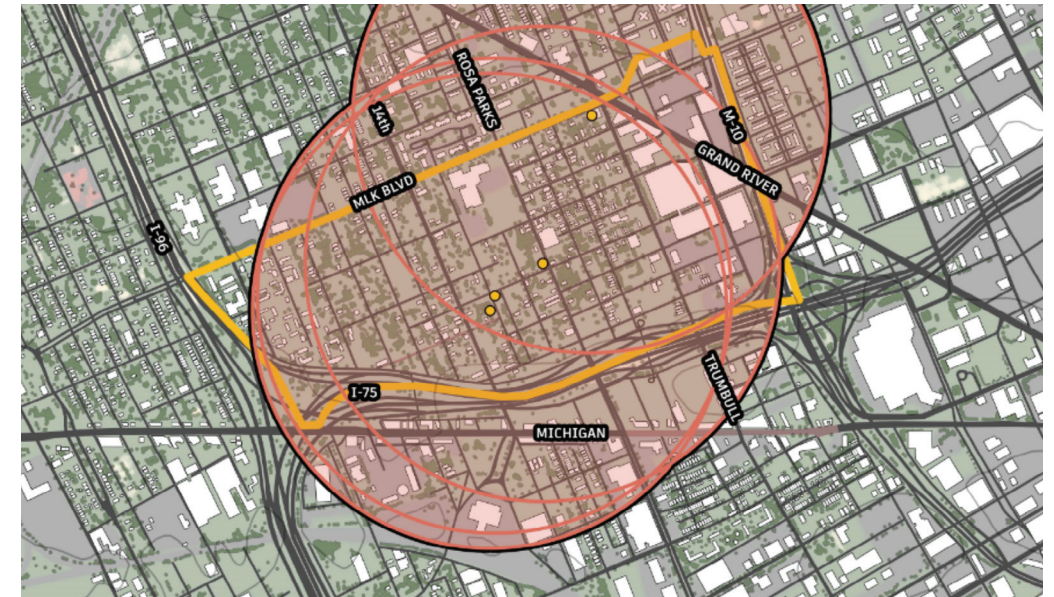


FIGURE 108. North Corktown Urban Farm 1/2 Mile Radius Map

farms: Brother Nature Produce, Spirit Farm, Hope Takes Root Gardens, and St. Gall Farm. At least one of these farms is at most a 15-minute walk from approximately 80% of North Corktown residents. Figure 108 shows a ½ mile radius around each of North Corktowns four community gardens/urban farms. An average adult can walk ½ mile in fifteen minutes (Begum). Having fresh produce readily available is a concern for many residents, particularly because there is not a grocery store within the neighborhood boundaries. During the summer of 2020 at the height of the COVID-19 pandemic, many residents who were immunocompromised or at high-risk for contraction relied on these farms for fresh produce. The CLCT can measure success if 100% of all North Corktown residents have a 15-minute or less walk or public transit ride to fresh produce.

The successful implementation of this CLCT in North Corktown will maintain housing affordability for residents. The affordability outcome is also aligned to Economic Development and Social Justice outcomes. This is a critical measure of success due to the possibility that a CLCT could inadvertently increase the value of properties adjacent to

programmed greenspace. Currently, the neighborhood's median household income is \$24,204 ("North Corktown Demographics and Statistics"). The CLCT must track at least two measurements to ensure housing remains affordable.

According to the City of Detroit Housing and Revitalization Department (HRD), the national standard for housing affordability is 30% of a household's annual income (Labov). The capstone team suggests an analysis of North Corktown's census tract, 5215, be conducted every five years to measure the percentage of residents



FIGURE 109. St. Gall logo (Pomarium et Hortus St. Gall)

(homeowners & renters) paying >30% of income on housing. Depending on the findings, the CLCT could shift priorities from land conservation to housing affordability, if needed. Additionally, if the CLCT has the capacity and the permission from residents, they should ask residents that live directly adjacent from land trust parcels to self-report their income and housing costs on an annual basis. This will help the CLCT better understand if changes in housing affordability are due to greater neighborhood and city trends, or a result of land conservation by the CLCT.



FIGURE 110. Home on Harrison (North Corktown Neighborhood Association)

The successful implementation of this CLCT in North Corktown will result in a model that can be adapted by other communities. A successful model should be ready to share its institutional knowledge to assist other communities in improving its neighborhood connectivity. This outcome is also aligned to Organizational Development and Regional Development. This outcome can be measured in two ways: First, is the development of a toolkit for other communities interested in incorporating a CLCT. This toolkit would have existing research on CLTs and CLCTs and has best practices and results from North Corktown. Interest can be measured in the number of times the toolkit has been downloaded and/or the number of times it has been requested directly from NCNA or the CLCT. The CLCT should also have an educational outreach arm that works to share best practices with interested communities. This outcome can be measured by tracking the number of Implementation Seminar Courses and the attendance at the events. It can also be measured by the number of times the North Corktown CLCT is mentioned in academic publications on land conservation.

PEOPLE-TO-POWER CONNECTIVITY

The implementation of a CLCT designed using the Neighborhood Connectivity Framework should improve the people-to-power connections in North Corktown. People-to-power connectivity is defined as the “ability for residents to shape the vision for their neighborhood and having the resources and tools to manifest that vision for a more just and equitable future for all residents.” The capstone team projects that success would look like a stronger local economy, more resident control over decisions, and a lower unemployment rate.

The successful implementation of this CLCT in North Corktown will result in a stronger local economy. This outcome is also aligned to Economic Development. The capstone team recommends measuring this outcome in two ways. The first is analyzing business preservation and expansion. Urban agriculture makes up a sizable portion of the local economy and the CLCT is looking to admit existing urban farms to the land trust. At minimum, 100% of these agricultural businesses must be preserved. An expansion of urban farms to east North Corktown must be a

priority for the CLCT within the first five years.

Additionally, to the local economic strength, North Corktown should measure the current economic leakage and then analyze any changes on an annual basis. Leakage refers to the amount of money that residents spend outside of their local community (Day et al. 28). Joe Rashid, an UDM MCD alum, calculated the leakage in the East Warren neighborhood to better make a case for commercial viability (Day et al. 29). Measuring the commercial leakage in North Corktown prior to the incorporation of the CLCT will help the CLCT better design its vision and operating plan for when it launches. Measuring the leakage on an annual basis after the CLCT is established, will not only help the CLCT better understand its impact on the local economy, but also help it adjust the land parcels it admits to the trust and the programming it approves for that particular parcel.

The successful implementation of this CLCT in North Corktown will result in a lower unemployment rate. This outcome is aligned to People-to-



FIGURE 111. Alger Theater on E. Warren (Friends of the Alger)

Power outcomes, but also Economic Development. Employment is power and grants residents financial capital to better steer the community to a shared and equitable vision. The capstone team recommends measuring the neighborhood unemployment

rate and analyzing it compared to the rates in greater Detroit and adjacent neighborhoods. There are numerous factors that could impact the unemployment rate, but if the CLCT is able to preserve and expand local businesses, changes in the local unemployment can be compared to the jobs added by new business to better judge to what degree the CLCT impacts employment in North Corktown.

The successful implementation of this CLCT in North Corktown will ensure existing advocacy organizations like NCNA build greater trust with those they represent and expand the number of community members they represent. This outcome is also aligned to Organization Development outcomes. The conservation and preservation of land will support existing and encourage additional programming that builds culture by bringing residents together. This should be measured by publicly tracking and analyzing membership numbers and the attendance at quarterly NCNA community meetings.

Being an official member of the organization requires one to be a neighborhood resident, business owner, or a church-goer in the neighborhood. NCNA and the CLCT will work in close collaboration to ensure that the vision of

neighborhood residents is driving the mission of the CLCT. If unprogrammed greenspace is increasingly being used for what the community desires, NCNA should see an increase in its membership rates as trust in the organization grows. Additionally, NCNA should track and publish quarterly general assembly meeting attendance. There should be an increase in meeting attendance as individuals build stronger connections



FIGURE 112. Christmas in North Corktown (North Corktown Neighborhood Association)

to each other and see value in individual and collective voice.

The successful implementation of this CLCT in North Corktown will result in residents with more control over major decisions in North Corktown. This outcome is also aligned to Organizational Development. As mentioned in the People-to-People outcome measurement section, when land in North Corktown is used in a way the community has envisioned, it will build trust in local advocacy organizations like NCNA. The capstone team predicts a growth in membership. If true, this should result in more residents taking part in the voting process. NCNA is advised to record the number of individual members that vote in quarterly neighborhood meetings. The CLCT can measure changes in local control over decision-making by ensuring that a land acquisition process, that includes a resident or "site manager" parcel application is included in its operating plan. If yes, residents will have direct influence over what land parcels are included in the trust.



FIGURE 113. A land trust being used as a driver for economic development (Young)

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CONCLUSIONS & IMPLICATIONS FOR PRACTICE

North Corktown is a neighborhood with a well-established vision for the future. Residents are passionate about the vast amounts of neighborhood greenspace, the opportunities to be social and build community, and the desire to celebrate the neighborhood's diverse culture. Through the neighborhood's numerous assets, residents have demonstrated they have a blueprint for how greenspace can be used to improve human, organizational, physical, and economic outcomes for residents. However, the threat of impending development is a concern for residents who worry their ability to implement the vision for their neighborhood is fragile.

To address this concern, the capstone team argued it was important to concretize what it means to have a well-connected neighborhood. The development of a Neighborhood Connectivity Framework positions community development practitioners to develop strategies alongside the community that are asset-focused, holistic, and result in more compelling and effective outcomes for all residents. To build this framework, the capstone team completed an historical analysis, an asset map, and a needs assessment of North Corktown. The results suggest that a well-connected neighborhood is one that has the ability to strengthen relationships between people, people to the natural environment, people to resources, and people to power.

CONCLUSIONS

The Neighborhood Connectivity Framework can be used by community development practitioners, local residents, and community leaders to design strategies that maximize time, energy, resources, and capital to have the most comprehensive impact on a neighborhood. There are also potential implications for this framework when used as an assessment tool. This framework could be an approach one applies to an asset mapping or needs assessment project. The framework helps catalogue what strengths, weaknesses, opportunities, and threats are present in a neighborhood and then organizes them in a more targeted and focused manner.

The Neighborhood Connectivity Framework can be employed as a strategy with future capstone teams for their work with a community organization. The framework positions the community as the knowledge holder and allows students to take a listening posture to better understand the strengths and needs of the community. The framework can then be used in concert with a community organization to build out a development strategy that is truly aligned to the neighborhood's unique vision and context.

The capstone team applied this framework when building out the model for a Community Land Conservancy Trust. The framework allowed the team to design a community development strategy that was aligned to the needs and desires of North Corktown, but also robust enough to have a residual impact on the neighborhood's entire connectivity. This model protects and conserves land, places residents in positions of power to impact local decision making, and has anticipated outcomes on all four components of the MCD HOPE model. The capstone team believes this CLCT meets the needs of North Corktown and could serve as a model for other communities looking to address issues of land conservancy and housing affordability.





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Appendix 1: North Corktown Cultural Plan

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I. NORTH CORKTOWN CULTURAL PLAN

The North Corktown (NoCo) neighborhood is located to the northwest of downtown Detroit and generally bounded by Martin Luther King Jr. Blvd, as well as the Lodge, I-75 and I-96. The neighborhood has been the subject of numerous planning efforts over the years and is currently part of the Greater Corktown Framework Plan being led by the City of Detroit.

The effort to seek funding for, and complete this Cultural Plan for the North Corktown neighborhood was led by Heritage Works. Heritage Works is a non-profit agency with roots in the North Corktown neighborhood. Heritage Works promotes youth, family and community development through cultural traditions, arts and education. Their programs encourage personal and artistic excellence by promoting cultural understanding, skill and character development, physical fitness, and cultural fluency.

With funding assistance from The Kresge Foundation and LISC ESPN, Heritage Works engaged the North Corktown community through convening community meetings, canvassing, and organizing a neighborhood-based

Steering Committee in order to develop a process and Cultural Plan that: uses community input to identify and prioritize sustainable cultural projects; develops the prioritized cultural projects with sufficient detail to seek additional funding and/or partnerships to move into implementation; informs current and future development initiatives; elevates regard for North Corktown as a community of choice in Detroit, with engaged residents on a trajectory toward great life outcomes; and uses community-led, recently completed planning and design documents as a solid foundation for recommendations.

As is illustrated, the North Corktown neighborhood generally includes larger scale commercial and entertainment development on the eastern edge, single-family to the west of Trumbull, open space with some single-family and smaller scale commercial west of Rosa Parks, and primarily multi-family in the western portion of the neighborhood.

The western neighborhood, particularly between Rosa Parks and Fountain Court, includes a significant amount of vacant property that is owned

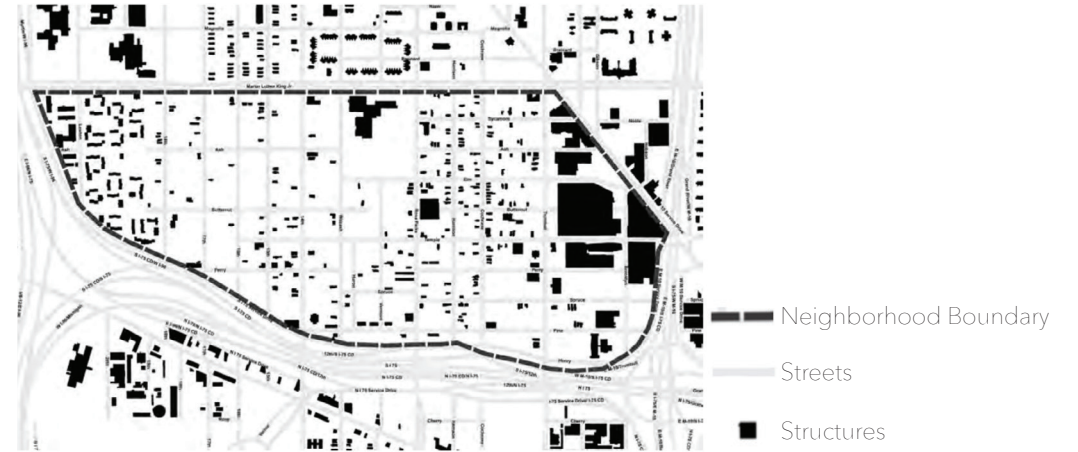


FIGURE A001. Existing Structures in North Corktown

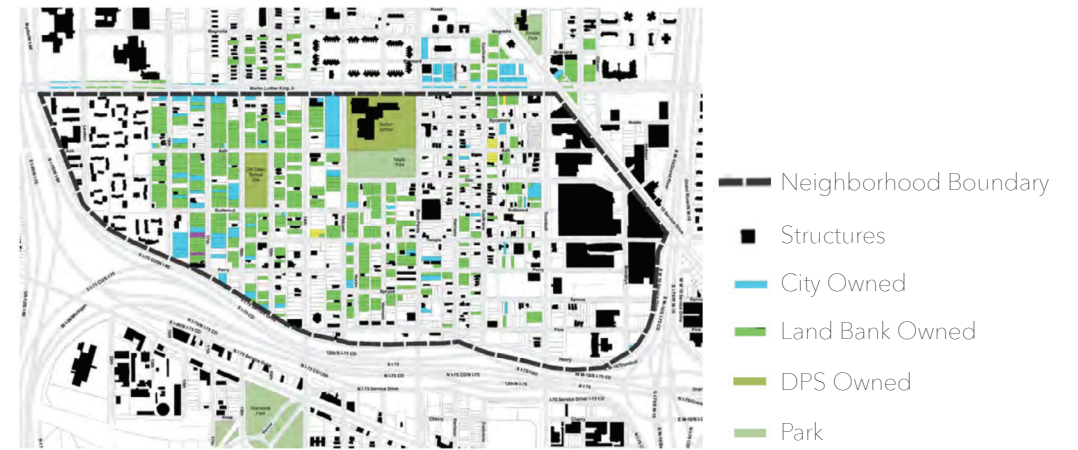


FIGURE A002. Property Ownership in North Corktown

by the City of Detroit or the Detroit Land Bank Authority. The eastern areas are more typically owned by individual property owners or commercial developments.

Over the years, there have been a number of initiatives and studies related to the North Corktown neighborhood. Several of these were reviewed in preparation for this planning effort, with the results built upon and used to confirm ideas and discussions during this Cultural Plan process. In addition to the plans listed, the results to-date of the City's Greater Corktown Framework Plan were reviewed.

Plans and initiatives that were referenced and built upon include: 2019 North Corktown Open/Green Space Project: Sense of Place Guidelines and Urban Design, 2018 Sustainable Development Task Force Plan, 2018 North Corktown Movement Building Feasibility Study, North Corktown Community Priorities Document, City of Detroit North Corktown Charrette: Open Spaces and Defining Edges, North Corktown Neighborhood Association City One Challenge Proposal: North Corktown Green Mobility Corridor.

The development of this Cultural Plan was a 4-month effort. Much of the basis for this Plan was gleaned from a

number of other recent planning efforts and the input/engagement surrounding those efforts. This Cultural Plan utilized additional neighborhood engagement to test and confirm the priorities identified during these previous planning efforts in order to determine five projects and/or initiatives related to the preservation and enhancement of 'culture' in the North Corktown neighborhood. These projects were verified with stakeholders and neighbors to ensure that they were supported by North Corktown residents.

This section documents the planning process as well as the key outcomes and how they support a connected, culture-focused North Corktown.

After securing funding through The Kresge Foundation and LISC ESPN, Heritage Works engaged livingLAB (planning and landscape architecture), Mission Lift (community engagement), and Jerry Sloan (case statement writing) to support different aspects of the project and planning. This Internal Team met a number of times throughout the 4-month process to review progress and coordinate plan development.

Heritage Works convened a neighborhood-based Steering Committee to meet with the team throughout the plan development. The

Steering Committee was invaluable and met on: October 30, 2019, December 12, 2019, January 23, 2020, February 27, 2020. Committee members included: William Cheek, Rhonda Greene, Sarah Hayosh, Jeff Klein, Will McDowell, Jonathan Trey Scott, Detricia Talley, Leslie Wacker.

The desire to engage the neighborhood is and has been a high priority for Heritage Works. While this Cultural Plan used previous, recent studies as a foundation, it also included additional outreach and engagement efforts. In August 2019, outreach and engagement efforts focused on collecting responses to a multi-page survey developed to gather input related to cultural priorities in the neighborhood. The survey was completed by 116 people (neighbors and parents of Burton students) with a significant number of responses gathered via door-to-door canvassing.

In addition to the survey, the Plan was discussed and reviewed at 2 public meetings - the November 2, 2019 North Corktown Neighborhood Association meeting at Spirit of Hope Church, and the February 22, 2020 North Corktown Neighborhood Association meeting at Trinity Episcopal Church Detroit (formerly Spirit of Hope Church).

Over 115 Burton School parents and North Corktown neighborhood residents voiced their opinion via the Cultural Amenities survey. The following summarizes the key principles that they felt should drive the plan as well as the Prioritized Cultural Project Ideas:

Principle 1: Green

Green spaces can have multiple purposes or uses. The following are the top 3 choices people want prioritized for new green space in NoCo (63% of all responses): Flexible Space: Festivals, Performances, Vendor Fairs, Concerts, Farmer's Market (23% of all responses - 55% of all respondents). Recreation (22% of all responses - 53% of all respondents, Performance Venue/Performing Arts Space (18% of all responses - 41% of all respondents).

Principle 2: Recreation

The top two recreation experiences or amenities people recommend for a second NoCo recreation space (24% of all responses - the remaining responses had 10% or less of people indicate): Exercise/Fitness (12% of all responses - 41% of all survey participants) and attend special events (12% of all responses - 41% of all survey participants).

Principle 3: Opportunity

Additional goods and services recommended for North Corktown (56% of all responses): grocery store with healthy food options (18% of all responses - 51% of all respondents, youth clubs/groups (16% of all responses - 44% of all survey participants), lighting (13% of responses - 37% of all respondents), neighborhood watch (13% of responses - 37% of all respondents).

Prioritize Cultural Project Ideas

The following are the top 3 project ideas (44% of all responses): NoCo Cultural Center - multi-use facility with space for community meetings, needed community-identified amenities, creative workforce development for youth (16% of responses - 34% of respondents), events / festivals (15% of responses - 31% of respondents), green space for recreation (13% of responses - 26% of respondents).

Public Art Focus

The following are the types of art people recommend for North Corktown: Community Focused Public Art: 51%, Integrated Public Art: 41%.

Visual & Performing Art Preferences

The following are the types of

visual and performing art people recommend for North Corktown: Murals: 35%, Sculpture: 28%, Plays: 23%, Dance: 22%, Concerts: 19%, Family/ Children's Shows/Performances: 19%.

Prioritized Cultural Projects

Using work from recently completed plans and initiatives, the additional input gathered from the Steering Committee, the results of recent neighborhood surveys and meetings, as well as feasibility factors and potential for funding, the following 5 projects/ initiatives rose to the top as Priority Cultural Projects/Initiatives in North Corktown: Community Cultural Center, Murals & Street Art at Intersections, Green Space & Recreation, Programs & Festivals, Placekeeping: Preserving the spaces that make North Corktown Unique.

A common thread amongst all of the projects/initiatives is the strong desire to preserve and celebrate the culture of the North Corktown community.

The following pages were developed to outline plans for these 5 prioritized projects and/or initiatives in more detail and as pages that can be 'pulled out' of the document and used to further implementation. Some are initiatives or concepts that Heritage Works, the Neighborhood Association and/or other local community

organizations could spearhead. Regardless of which organization is leading the efforts to implement these 5 priorities, City involvement and/ or support for each will continue to be essential for ultimate success.

Within this document, the priority projects are organized by the level of

support received by the community, a supplementary ranking is also included listing the projects in order of level of complexity of complete. While each project has short- and long-term "wins", some require longer term commitment to complete.



FIGURE A003. Properties, Lead Agencies, & Continued Involvement (as ranked by community)

2. CLCT MODEL ONE-PAGER

Two-Tiered Approach: Community Land Conservancy Trust	
<p>I. 2-Tier Sustainable Structure</p> <ul style="list-style-type: none"> a. 501(c)(3) is parent organization <ul style="list-style-type: none"> i. Focus on education, outreach, fundraising, & assessment b. 501(c)(2) is the title holding company <ul style="list-style-type: none"> i. Focus on land & lease/title management, land acquisition, affordability preservation, advocacy c. This model is preferable for the following key reasons: <ul style="list-style-type: none"> i. More financial flexibility on income generated from land owned by the CLCT <ul style="list-style-type: none"> 1. 501(c)(2) transfers income generated from CLCT land to the parent company tax-free to support the mission and vision ii. CLCT can determine buyer selection criteria to meet community goals <ul style="list-style-type: none"> 1. Residency-based criteria 2. Skills-based criteria for farmers 3. Role-based criteria for orgs & businesses iii. Creates a structure that better supports affordability preservation down the road, if needed. d. Resident representation on board e. Resident decision-making power in day-to-day operations 	
North Corktown CLCT 501(c)(2)	Parent Organization 501(c)(3)
<p>II. Resident-Driven Land Acquisition Process</p> <ul style="list-style-type: none"> a. Asset-based approach that prioritizes preservation before creation b. Glide path: Resident - CLCT - City - CLCT - Resident c. MOU between parcel manager & CLCT d. System and Preprocess for Parcel Managers looking to sell <p>III. Affordable Preservation Strategy</p> <ul style="list-style-type: none"> a. Strategy designed to mitigate potential rises in housing costs <p>IV. Advocacy</p> <ul style="list-style-type: none"> a. Relationship with local & state policymakers <ul style="list-style-type: none"> i. Established operating norms, systems, & processes 	<p>V. Education</p> <ul style="list-style-type: none"> a. Develop Sustainability Guidelines b. Offer classes, workshops, & programming for residents, stakeholders, & nearby communities <p>VI. Outreach</p> <ul style="list-style-type: none"> a. Plan to solicit resident voice and incorporate feedback into programming <p>VII. Fundraising</p> <ul style="list-style-type: none"> a. Establish a culture of philanthropy around community ownership of land b. Popularize the bequest of land to the community c. Manage income stream from profits of subsidiary CLCT <p>VIII. Assessment</p> <ul style="list-style-type: none"> a. Social Capital b. MOU/Site Audits c. Housing Affordability

3. BALTIMORE GREEN SPACE CLCT PROCESS NARRATIVE

Preserving Community-Managed Open Spaces: Criteria and Process

Baltimore is fortunate to have more than 150 community gardens, pocket parks, and other open spaces managed by city residents. These community-managed open spaces (CMOSs) bring the city numerous social, environmental, and even economic benefits with little investment by City government. Where neighborhoods have created strong community assets and have the capacity to maintain these sites for the long haul, it is generally appropriate for City government to assist in their preservation, both by selling the land for preservation in a land trust, and by acquiring privately owned land with significant municipal liens for transfer to a land trust.

This document has been prepared to create guidelines for the screening and transfer of community-managed open spaces from City ownership to land trusts. Not every community-managed open space will be appropriate for transfer. This guide creates a clear and open process for

evaluating sites, and a clear structure for disposition.

In December 2009, Baltimore's Board of Estimates passed a policy guiding the disposition of land in use as community-managed open space to land trusts. In essence, the policy allows for the sale of lots at the price of \$1 to qualified land trusts. This guide provides detailed information on how the process works, and what criteria the community-managed open spaces must meet to be eligible for transfer.

There are about 11,000 vacant lots in Baltimore City, and many of them attract dumping, drug use, and other crimes. Vacant lots reduce residents' quality of life and depress property values. Fortunately, throughout the City residents have taken the initiative to turn vacant lots into community assets - community vegetable gardens, pocket parks, and recreational spaces. While some of these spaces prove transient, others become neighborhood institutions that provide social, environmental, and economic benefits.

Economic Benefits

- Community-managed open spaces increase property values of surrounding lots, and thus property tax revenues. A study of New York City community gardens showed an average per-garden increase of nearly \$800,000 in property taxes within a 1,000-foot ring over the course of 20 years. The effect was larger in more disadvantaged neighborhoods, and the better the garden the greater the effect.
- Increases in property values reflect the improved marketability of property in the surrounding area.

Cleaner, Greener, Safer, and Healthier

- Community-managed open spaces replace trashy lots with beauty, and provide visual relief from the built environment.
- There are many anecdotes about how community-managed open spaces reduce crime. For example, the Duncan Street Garden in East Baltimore was once a vacant lot that attracted dumping and violent crimes such as rape; now it is a beautiful garden where people are willing to work alone. The Memory

Garden in Sandtown/Winchester was installed on a corner where there had been a number of shootings; there have been none since.

- Community-managed open spaces provide opportunities for exercise and mental health benefits from contact with nature. They can improve nutrition by providing fresh produce.

Environmental Benefits

- Tilled soil absorbs rainwater, reducing runoff into the Chesapeake Bay. This helps the City meet its EPA Clean Water Act TMDL requirements and Maryland's Chesapeake Bay Program goals.

About Land Trusts

A land trust is a 501(c)(3) nonprofit organization whose mission is to preserve land – either for conservation or, in the case of community land trusts, to provide affordable access to land resources to a community. Baltimore City has a number of land trusts; some own land and some do not. As of December 2009 three of the land trusts hold Cooperative Agreements with the Maryland Environmental Trust (check the Maryland Environmental Trust website for an updated list):

Baltimore Green Space: Founded in 2007, this land trust focuses solely on community-managed open spaces, and serves the entire city. Charm City Land Trusts: Founded in 2003, this land trust focuses on community-managed open space and affordable housing. Mt. Washington Preservation Trust: This land trust focuses on the Mt. Washington area, and uses easements on large residential parcels to preserve the leafy character of Mt. Washington. It is also active in the stewardship of Mt. Washington's community-managed open spaces. The Office of Sustainability will determine whether a Land Trust is qualified to apply for the transfer of land under the procedure set out here. The Land Trust must have: a board of directors, IRS 501(c)(3) determination with all paperwork up to date, an application process that evaluates the Criteria for Eligibility; and the capacity to support the CMOSs it does or will protect.

Eligibility Criteria for Transfer to a Land Trust

Nobody can look into the future to see what will happen at a particular community-managed open space – but we can look at a site's track record and current management to predict its future. Community-managed open spaces must

meet four criteria to demonstrate their eligibility for preservation:

1. The request for preservation must come from people involved with the site, and the proposed site manager is responsible for the completion of an application. (This criterion ensures that it is community members who decide to pursue preservation in a land trust.)
2. The community must demonstrate a capacity for long-term management of the site. This consists of several components:
 - a. Committed, able site manager and involvement of sufficient residents to take care of the site and to provide continuity.
 - b. Involvement of at least one partner organization active in the community (such as a community organization, umbrella organization, religious, service, or social institution, or in some cases a school).
 - c. The community-managed open space must be at least five years old. Under special circumstances, where there is strong evidence of the community's capacity to manage the site, the site can be younger.

3. The community-managed open space must have a strong function in at least one community use, such as active recreation, passive recreation, food production, education, visual relief from the built environment, or gathering space for formal or informal community gatherings. Environmental benefits (such as absorbing rainwater, providing habitat for migratory birds, and reducing “food miles”) and livability benefits (such as elimination of blight or crime reduction) enhance the site’s attractiveness as permanent community-managed open space. (This criterion ensures that the community-managed open space has a public purpose and actively contributes to Baltimore’s sustainability.)

4. The green space must demonstrate a match between identified environmental risks and how the site is used. (City soils may be contaminated with toxins from building materials and industrial uses, as well as lead from gasoline. This criterion requires a good match between how a site is used and the potential risks it poses. For example, a grassy pocket park is a good use for a former truck garage; a vegetable garden would not be.)

The Process, Part I: Steps Taken by a Land Trust

Land Trusts that preserve community-managed open spaces should have careful application and acquisition procedures to ensure that the green spaces they preserve provide a public benefit and are well maintained. This section outlines such a process. When the site includes City-owned properties, the steps in the following section are taken.

Step 1: Pre-screening and Orientation

Applicants should meet with the land trust before completing an application so that the land trust and the potential applicants can assess whether their interests match and how complex the project would be.

Step 2: Application

The proposed site manager completes the application form. This includes questions about the community, the site, the site manager, and also identifies a “partner organization” that is active in the community (such as a community organization, umbrella organization, religious, service, or social institution, or in some cases a school).

Step 3: Vote to Proceed with Research about the Site

The land trust’s Land Transactions committee considers the application and takes it to the land trust board for an initial vote on whether to proceed with research. If the vote is to proceed and the site includes City-owned property, the land trust will ask the City to place a temporary “hold” on the site. If the site includes privately owned land with significant municipal liens, the land trust will inform the City.

Step 4: Research about the Site

At this point, the land trust formalizes its relationship with the site manager and further investigates the site. This investigation includes an environmental assessment and learning about the City’s prospective plans for the site by contacting the Departments of Planning and of Housing and Community Development. If the site includes lots that are not under City control, the land trust will investigate the feasibility of acquiring the site.

Step 5: Board Vote to Acquire or Not

The Land Transaction Committee will bring to the full board a recommendation of whether to proceed with acquisition. If the situation is

complicated, more clarification might be needed. A site manager and community partner who are disappointed by a vote not to acquire may appeal the decision directly to the board.

Step 6: The Transfer

The actual transfer of property from the City or private owners. The land trust will provide a checklist to demonstrate that the property meets the acceptance criteria. Please see the “Application by Land Trust to Baltimore City for the Transfer of City-Owned Land in Use as Community-Managed Open Space (or foreclosure of abandoned properties in use as Community-Managed Open Space)” in the Appendix.

Step 7: Ongoing Stewardship

Once the acquisition is complete, the land trust will enter into a management agreement with the site manager and community partner. The land trust will perform annual site monitoring visits.

The Process, Part II: Steps taken by the City

The City’s involvement in preserving a community-managed open space officially begins when a Land Trust submits an “Application by Land Trust to Baltimore City for the Transfer of

City-Owned Land in Use as Community-Managed Open Space (or foreclosure of abandoned properties in use as Community-Managed Open Space).” However, Land Trusts are wise to check in with the Community Planners in the Department of Planning much earlier in the process.

The Community-Managed Open Space (CMOS) Team

The transfer of a community-managed open space requires coordination among the Office of Sustainability, the Department of Planning, the Department of Housing and Community Development, and others. This work will be coordinated through a CMOS team composed of:

Housing and Community Development: CMOS Liaison

The Department of Housing and Community Development (HCD) will assign a CMOS Liaison from staff. This Liaison coordinates all work at HCD related to the acquisition of tax-foreclosed properties, clearing of liens, and disposition of lots that are part of the community-managed open spaces approved for transfer to a Land Trust.

Baltimore Office of Sustainability: CMOS Liaison

The Baltimore Office of Sustainability (BOS) will assign a CMOS Liaison. This Liaison is the Land Trust’s first point of contact for submitting applications, and ensures that the City’s internal review process retains its focus on social and environmental benefits of the community-managed open space.

Department of Planning, Comprehensive Planning Division

The application for each CMOS will be directed by BOS to the appropriate Community Planner for review to ensure that there are no plans for the site and that the site is not needed for another City purpose. These Planners will be ad hoc members of the CMOS team while sites in their Community are on the CMOS Team’s agenda.

Other Agency Staff as needed

If the site includes land under the control of an agency other than HCD, this agency may be involved in the transfer process.

Land Trust Staff

Staff from a Land Trust with an active application before the CMOS team will be included in CMOS team meetings.

Step 1. Review of Community-Managed Open Space for Sale to Land Trust

The “Application by Land Trust” is to be filled out by the Land Trust and submitted electronically to the relevant Community Planner at the Planning Department. Within two weeks of receiving the application, the Planner should review this application; check with relevant agencies about development plans, utility rights-of-way, etc.; and check with community organizations. As noted on the application, the Planner can recommend that the community-managed open space be transferred to a land trust for preservation on behalf of the neighborhood that cares for it; recommend that the community-managed open space be transferred to a land trust for preservation on behalf of the neighborhood that cares for it once specified conditions are met; or recommend that the community-managed open space not be transferred to a land trust for preservation on behalf of the neighborhood that cares for it because:

- the site does not meet the criteria, and the land trust’s reasoning for waiving one or more criteria does not appear sound.
- there are development plans for this lot

within 5 years, and its use as community-managed open space cannot be accommodated within those plans.

Other situations may arise that preclude the City’s transfer. The site may be part of a utility right of way, or may be needed as part of larger redevelopment plans for the area. The Planner should prepare a cover memo to the Commissioner of Housing for signature by the Director of Planning (a template is included in the Appendix). Note the list of recipients.

Step 2. HCD Takes the Lead to Process Legal Paperwork to Transfer Land to Land Trust

Community-managed open spaces are created where residents see a need for them. This means that they may be on one or more City-owned lots; one or more privately owned lots – or a mix. They may be on lots held in fee simple or lots held in leasehold – or a mix. They may be on lots controlled by various City agencies. The goal is to convey all the lots in any single community-managed open space in one Land Disposition Agreement. If necessary there may be multiple exhibits, to be closed on at different times.

The **first task** for HCD is to determine:

- Whether one or more lots is City-owned, and if so, which agency or agencies control it.
- If one or more lots is privately owned, are there City liens? Can the City foreclose? (If the land is owned privately by an owner who takes responsibility for the land, the owner has not forfeited any rights and the land would not be transferred by the City to a land trust.)
- Whether the lot(s) are subject to a ground rent.
- If the land is City-owned, what is the City's disposition authority?
- If the land is City-owned, are there City liens that need to be abated?

And the solutions:

- If one or more lots are controlled by another agency, HCD will request the transfer of the lot(s) to HCD. However, the Real Estate office within the Comptroller's office will handle its own dispositions.
- If one or more lots are privately owned with City liens, HCD will ensure that the land is not sold at Tax Sale, and will begin foreclosure proceedings.
- If one or more lots is subject to ground rent, the City will convey the land after it extinguishes or merges the ground rent.

- If City liens need to be abated, HCD will begin this process.

An Example:

The City has determined to transfer Garden ABC to a land trust. The garden is on 5 lots: two are fee simple lots owned by the City (one controlled by HCD and one controlled by Recreation and Parks); two are lots with ground rents and are controlled by HCD; and one is privately owned, with City liens of \$15,000. The table on page 11 shows the steps to be taken before the Land Disposition Agreement (LDA) can be prepared. The goal is to accommodate all of the parcels in one LDA. The LDA for Garden ABC will require 3 separate exhibits that will close at different times:

- Exhibit A will include the fee simple parcels A and B, and will close within 60 days of the LDA's approval.
- Exhibit B will include the two leasehold parcels C and D, and will close within 60 days of the City's extinguishment or merger of the ground rent, or sooner at the Land Trust's request.
- Exhibit C will include parcel E, and will close within 180 days after the City has acquired the property through the tax sale foreclosure process and has recorded the deed.

The **second task** for HCD is to request a reassessment of the lot(s) from SDAT. Lots in use as community-managed open space may be considered to be "common use" or "open space." This categorization, which reduces the tax

burden for land trusts, allows the land trusts to protect additional land. In addition, with a low assessment, no appraisal is needed to sell the lot(s).

Parcel	Situation	City Action
A	fee simple under HCD jurisdiction	<ol style="list-style-type: none"> 1. Determine whether there are any municipal liens, and if so begin the abatement process. 2. Determine how the property was acquired, which will determine the disposition authority and any necessary action such as City Council journalization, Commissioner's concurrence under an urban renewal ordinance, or the enactment of a sales ordinance.
B	Fee simple under Rec & Parks jurisdiction	<ol style="list-style-type: none"> 1. Contact Rec & Parks to determine whether there is any opposition to transferring the property to HCD. If not: 2. Place the matter on the Space Utilization Committee agenda for preliminary approval. 3. Once approved, submit matter for Board of Estimates approval. 4. Determine whether there are any municipal liens, and if so begin the abatement process. 5. Determine how the property was acquired, which will determine the disposition authority and any necessary action such as City Council journalization, Commissioner's concurrence under an urban renewal ordinance, or the enactment of a sales ordinance.
C&D	Leasehold under HCD jurisdiction	<ol style="list-style-type: none"> 1. Determine whether there are any municipal liens, and if so begin the abatement process. 2. Determine whether or not ground rents are currently being paid. <ol style="list-style-type: none"> a. if they are, contact GR owner about redeeming ground rent. b. if not, forward to Acquisition office for SDAT redemption. 3. Determine how the property was acquired, which will determine the disposition authority and any necessary action such as City Council journalization, Commissioner's concurrence under an urban renewal ordinance, or the enactment of a sales ordinance.
E	Privately owned with \$15,000 in municipal liens	<ol style="list-style-type: none"> 1. Determine whether the property is in the acquisition pipeline. <ol style="list-style-type: none"> a. if so, confer with Legal about a timeframe for completion. b. if not, contact the Tax Sale office to place a hold on the certificate and refer for acquisition.

FIGURE A004. Properties, Lead Agencies, & Continued Involvement (as ranked by community)

The **third task** for HCD is to move the LDA through all necessary processes. This includes:

- moving the LDA through the Law Department, Real Estate committee, and Board of Estimates; and
 - provide lien sheets and, if necessary, deed preparation to the Land Trust.
- It is expected that all CMOS LDAs will go before the Board of Estimates once annually, but this is not required by the Board of Estimates policy.

Demonstrated Benefits of Community-Managed Open Space

Baltimore's nearly 12,000 vacant lots – 5 percent of all parcels in the city – reduce property residents' quality of life and depress property values. 2 Fortunately, throughout the City, residents have taken the initiative to turn vacant lots into community assets: community vegetable gardens, pocket parks, and recreational spaces. While some prove transient, others become neighborhood institutions that provide social, economic, and environmental benefits.

Social Benefits

When residents work together to turn a vacant lot into a community garden, pocket park, or recreational space,

they do much more than push out blight with beauty – they provide their neighborhood with a wide range of social benefits, from physical and mental health benefits to a reduction in crime.

Crime Reduction: Before the Duncan Street Miracle Garden in East Baltimore was founded in the late 1980s, it was the site of dumping and crime such as rape; now it is a beautiful garden where people are willing to work alone. The Memory Garden in Sandtown/Winchester was planted on a corner where there had been a number of shootings; there have been none since. Drug-related debris, once a mainstay of trash pick-ups at the site of Homestead Harvest, has disappeared. In these and other cases, cared-for open spaces appear to reduce crime. A 2008 study on the "broken windows" theory provides documentation of this effect, showing that "changing the nature of a place had a stronger effect on crime than misdemeanor arrests."³ The study examined the effects of three interventions in police "hot spot" areas in Lowell, Massachusetts: misdemeanor arrests, social services, and reducing physical disorder. Within the study period, modifying the physical environment so that it is more orderly

produced the greatest reduction in police calls.⁴

Enhanced Physical and Mental Health:

A growing literature documents the physical and mental health benefits of greening for various populations. For example, a review of numerous studies of children and nature suggests that "contact with nature is supportive of healthy child development in several domains – cognitive, social, and emotional."⁵ Other studies report on reduced violence in public housing residents with a view of trees; improved behavior in Alzheimer's patients in settings with gardens; and improved healing in surgery patients with a view of greenery instead of a view of a brick wall.⁶ As one social scientist sums it up, "the complete range of findings...point in the same direction, which is that nature is a key component of a healthy human habitat."⁷ A 2007 study notes that "there is increasing evidence that residents of urban neighborhoods with poor living conditions and few environmental amenities for restoration display more symptoms of chronic stress and poor health independent of the individual characteristics of residents."⁸ In contrast, according to this and similar studies,

natural views and settings provide "psychological restoration." These results are particularly pertinent in light of a 2008 Johns Hopkins study showing that residents of some of Baltimore's more violent and impoverished neighborhoods have higher risks of heart attack and stroke.⁹

Improved Nutrition:

According to a 2007 study by the Job Opportunities Task Force, low-wage Baltimore residents pay up to \$704 more in groceries annually than wealthier Baltimoreans.¹⁰ Corner grocery stores, which many poorer residents must depend on, have high prices and little or no fresh produce. Community gardens can help alleviate this disparity. According to a 1999 study by the Ohio State University Extension Service, community gardeners' consumption of produce was about twice the national average (6.3 to 7.5 daily servings compared to 3.4 to 4.3 servings).¹¹

Economic Benefits

Community-managed open spaces increase property values – most likely because they make neighborhoods more desirable by making them cleaner, greener, and more sociable. A 2004 study from the Wharton School of

Business looked at the effect of vacant lots and maintained greened lots in a neighborhood with depressed property values. It estimated that a house on a block with vacant lots loses 4 to 11 percent of its value (\$1,120 to \$4,370), depending on the percentage of vacant lots, and that houses near maintained greened lots rose in value by an average of \$13,000 (more than 13%).¹² A New York University study looked at community gardens in New York City. It found that “the opening of a community garden has a statistically significant positive impact on the sales prices of properties within 1000 feet of the garden, and that the impact increases over time. Higher quality gardens have the greatest positive impact,” and “gardens have the greatest impact in the most disadvantaged neighborhoods.” For New York City, this translates to an additional \$792,000 in property taxes per garden over 20 years.¹³ A study from the Genesee Institute, the outreach and research arm of the Genesee Land Bank in Michigan, emphasizes that “ecosystem values” – such as shade, habitat and stormwater management – can “help to ensure property values for the long-term.”¹⁴ The study suggests that instead of aiming to receive tax revenue from all lots, cities can

increase assessments by increasing neighborhoods’ livability with green space.

Environmental Benefits

Community-managed open spaces help make Baltimore a healthier ecosystem, both by providing habitat for animals such as migratory song birds and by providing “ecosystem services” such as filtering stormwater and helping to balance the “heat island” effect.

Stormwater Management:

Open land, particularly spaces that easily soak up rain such as gardens, turn stormwater from a pollutant to a resource. Rain absorbed into the soil is water that is not washing trash and toxic particles into the sewers and Chesapeake Bay.¹⁵

Air Quality:

Green spaces improve air quality because plants absorb carbon dioxide and release oxygen. Trees are particularly helpful, since they are large and also because their leaves remove toxic particles from the air. Vegetable gardens also improve air quality by reducing the pollutant and carbon dioxide emissions produced in feeding the city.

Excess Heat: Roofs and paved surfaces get very hot in the summer, making cities hotter than surrounding areas. Open spaces help balance this effect. That is, our neighborhoods are more livable if they are not entirely paved.

1. “A Plan to Create the Baltimore City Land Bank” (Baltimore Housing, October 9, 2007), p. 5.

2. Carolyn Y. Johnson, “Breakthrough on ‘Broken Windows,’” Boston.com, Feb. 8, 2009, http://www.boston.com/news/local/massachusetts/articles/2009/02/08/breakthrough_on_broken_windows/?page=1.

3. Anthony A. Braga and Brenda J. Bond, “Policing Crime and Disorder Hot Spots: A Randomized Controlled Trial,” *Criminology* 46:3 (2008), p. 577-607.

4. Andrea Faber Taylor and Frances E. Kuo, “Is Contact with Nature Important for Healthy Child Development? State of the Evidence,” in Christopher Spencer and Mark Blades, *Children and Their Environments: Learning, Using and Designing Spaces* (Cambridge: Cambridge University Press, 2006).

5. Frances E. Kuo and William C. Sullivan, “Aggression and Violence in the Inner City: Effects of Environment via Mental Fatigue,” *Environment and Behavior* 33:4 (July 2001), p. 543-571; and Agnes E. van den Berg, Terry Hartig, and Henk Staats, “Preference for Nature in Urbanized Societies: Stress, Restoration, and the Pursuit of Sustainability,” *Journal of Social Issues* 63:1 (2007), p. 79-96.

6. Frances Kuo quoted in Keith G. Tidball and Marianne Krasny, “Community Greening Scholars Talk Shop: Highlights, Findings, and Future Directions for the Field,” *Community Greening Review* 14 (2009), p. 4-40.

7. Van den Berg et al., “Preferences for Nature,” p. 89.

8. Baltimore Sun, July 17, 2008, p.1. The article reports on Toms Augustin et al., “Neighborhood Psychosocial Hazards and Cardiovascular Disease: The Baltimore Memory Study,” *American Journal of Public Health*, July 2008.

9. Overpriced and Underserved: How the Market is Failing Low-Wage Baltimoreans, Baltimore: Job Opportunities Task Force, 2007, p. 93.

10. Cited in Kate P. Edwards, “Planning an Urban Community Garden,” master’s thesis, Georgia Institute of Technology, p. 9.

11. Susan Wachter, “The Determinants of Neighborhood transformations in Philadelphia – Identification and Analysis: The New Kensington Pilot Study,” Wharton School, 2004.

12. Vicki Been and Ioan Voicu, “The Effect of Community Gardens on Neighboring Property,” forthcoming in *Real Estate Economics*.

13. Joan Iverson Nassauer et al., “Vacant Land as a Natural Asset: Enduring Land Values Created by Care and Ownership,” Genesee Institute, 2008, p.3.

14. Stormwater management goals are included in “Live, Earn, Play, Learn, The City of Baltimore Comprehensive Master Plan: A Business Plan for a World Class City 2007-2012,” Baltimore City Planning Commission, 2006, in LIVE goal 2, objective 5; and PLAY goal 3, objectives 1 and 2.

The Forms

Application by Land Trust to Baltimore City for the Transfer of City-Owned Land in Use as Community-Managed Open Space (or foreclosure of abandoned properties in use as Community-Managed Open Space) (This is to be filled out in a Word document by the Land Trust, then e-mailed to the Office of Sustainability.)
 Cover memo for signature by the Director of Planning to Commissioner of Housing.
 Note the list of additional recipients. Standard text for Land Disposition Agreement

Application by Land Trust to Baltimore City for the Transfer of City-Owned Land in Use as Community-Managed Open Space (or Foreclosure of Abandoned Properties in Use as Community-Managed Open Space)

Basic Information

Name of Land Trust	
Date of Land Trust's Application	
Name of Site	
Address of Site, with block and lot number	
Planning District	
Current Ownership of lots	

Criteria

1. The request for preservation must come from people involved with the site, and the proposed site manager must complete an application.
2. The community must demonstrate a capacity for long-term management of the site.
3. Documented community benefits.
4. Reasonable environmental risk: the green space must demonstrate a match between identified environmental risks and how the site is used.

Information to be provided by the land trust to satisfy the criteria

Name of Site
Year site was founded (Criterion 2)
Site Manager's name and address (Criteria 1 and 2)
Date of application by site manager (Criterion 1)
Number of volunteers listed on MOU between land trust and site for during the application period (Criterion 2)
Land Trust's assessment of Site manager's ability (Criterion 2)
Name of partner organization (Criterion 2)
Organization's role (Criterion 2)
Contact info for liaison at partner organization (Criterion 2)
Land Trust's assessment of partner organization's ability and commitment (Criterion 2)
Land Trust's assessment of community benefits, such as active or passive recreation; food production; education, visual relief from built environment, gathering space. (Criterion 3)

Land Trust's assessment of environmental value, such as wildlife habitat, tree cover, pervious surface. (Criterion 3)
Land Trust's assessment of contribution to neighborhood livability, such as observations on reductions in crime or littering. (Criterion 3)
Land Trust's assessment of environmental risks (Criterion 4)

Additional Planning Considerations

Special Designation	Yes/No	Evaluation: is the community-managed open space consistent with the planned uses?
PUD		
Urban Renewal Ordinance		
Area Master Plan		
Baltimore City Historic District		

Planner's Notes

Planner's Recommendation

- ___ I recommend that this community-managed open space be transferred to a land trust for preservation on behalf of the neighborhood that cares for it.
- ___ I recommend that this community-managed open space be transferred to a land trust for preservation on behalf of the neighborhood that cares for it, once the following conditions are met:
- ___ I recommend that this community-managed open space not be transferred to a land trust for preservation on behalf of the neighborhood that cares for it because:
- ___ the site does not meet the criteria, and the land trust's reasoning for waiving one or more criteria does not appear sound.
 - ___ there are development plans for this lot within 5 years, and its use as community-managed open space cannot be accommodated within those plans

Name
Signature

date

Preserving Community-Managed Open Spaces:
Criteria and Process

SAMPLE COVER MEMO

[name of.] DIRECTOR
DEPARTMENT OF PLANNING
ROOM 800, 417 E. FAYETTE STREET

123 Sesame Street

Commissioner [NAME],
Department of Housing and Community Development

December 30, 2009

The Department of Planning has reviewed the attached application by [name of Land Trust] to acquire the Sesame Street Garden at 123 Sesame Street, block XXXX, lots YYY to ZZZ, and recommends that the site be transferred to [name of Land Trust] on behalf of the neighborhood that carcs for it.

This transfer is in accordance with the Board of Estimates policy on "Disposition of Land in Use as Community-Managed Open Space," passed on Dccember 23, 2009.

We recommend the transfer of these properties to [name of Land Trust] 's ownership on behalf of the Sesame Street gardeners because:

- The lot has been used by the community as an organic vegetable garden for more than 20 years.
- It provides food to the gardeners and a local food bank.
- Sesame Street is an alley street with limited development potential. The use of these sites for agriculture is in keeping with the goals of the Sustainability Plan and land uses that in the long term will be attractive to new residents.

[Name of Land Trust]'s application for the site is attached for your review. Please note that the application is focused on ensuring that the site meets the eligibility criteria.

Please contact [appropriate Community Planner] of my staff with questions, at 396-XXXX.
Please pass this memo on to the appropriate staff.

Cc: Mayor [NAME]
City Council President [NAME]
Comptroller [NAME]
[NAME], City Solicitor
[NAME], Director of Public Works
[NAME], Director of Office of Sustainability
[NAME], HCD CMOS liaison
[Appropriate Staff Person], [name of Land Trust]
[Appropriate Community Planner], Planning Department

Preserving Community-Managed Open Spaces:
Criteria and Process

LAND DISPOSITION AGREEMENT

THIS AGREEMENT, made this ____ day of _____, 2009, (the "Effective Date"), by and between the MAYOR AND CITY COUNCIL OF BALTIMORE, a body corporate and politic, and a political sub-division of the State of Maryland (hereinafter referred to as "City"), acting by and through the Department of Housing and Community Development (hereinafter referred to as "Department"), and Baltimore Green Space (hereinafter referred to as "Land Trust"). The Effective Date is the date the Agreement is approved by the Baltimore City Board of Estimates.

RECITALS

A. City has acquired the properties in the _____ neighborhood, as described in Schedule A (the "City Property") to be developed as hereinafter set forth.

B. In accordance with the procedures set out in Article 13 §2-7, of the Baltimore City Code – 2009 Edition (the "City Code"), which authorizes the City to dispose of the City Property (herein defined); and

C. City is authorized to sell the City Property by virtue of Article 2, Section 15 of the Baltimore City Charter, 2009 Edition (the "Charter Provision"); Article 13, Section 2-2 of the Baltimore City Code – 2009 Edition (the "City Code"), which established the Department pursuant to the Charter Provision.

D. The City owns property in the _____ neighborhood, as described in Schedule A (the "City Property"). The City intends to dispose of the Property in furtherance of a the Mayor's Cleaner Greener initiative, as well as the new Sustainability Plan, which calls on the City to "develop and support a land trust to help communities retain control of appropriate open space upon their commitment to maintain the space."

AGREEMENT

NOW, THEREFORE, for and in consideration of the premises and the mutual obligations of the parties hereto, and other good and valuable consideration, the receipt of which is hereby acknowledged, the City and the Land Trust, for themselves, their successors and assigns, hereby covenant and agree as follows:

Purchase Price. The purchase price, down payment, good faith deposit, and manner of payment for the City Property and the Land Trust Property are set forth in Schedule B.

Purchase of Property. The City does hereby bargain and sell its interest in the City Property unto the Land Trust (the "City Conveyance") subject to the restrictions, covenants, conditions, terms, and provisions hereafter mentioned.

Condition of Property. The City Property has been inspected by the Land Trust prior to the signing of this Agreement and the Land Trust accepts the City Property in its "as is" condition at the time of settlement as provided herein. There are no understandings or agreements as to any repairs, alterations or additions to be now or hereinafter made by the City.

Right of Access. The Land Trust shall permit access to the Properties by the Department, the United States of America, and the City, or any agent thereof, at reasonable times and to the extent necessary to carry out the provisions of this Agreement, provided that any such parties comply with all construction safety measures, and further provided that each such party shall save the Land Trust, its officers and agents, harmless from any and all claims or damages arising from or connected with such party's entry onto the Properties. In no event shall there be any compensation payable or charge made in any form to either party for any such access.

Condition of Title.

A. Title to the City Property shall be good and marketable free and clear of all liens, restrictions, easements and encumbrances other than customary utility easements.

Preserving Community-Managed Open Spaces:
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- B. Within thirty (30) days from the Effective Date, City and Land Trust shall have the right to due diligence including obtaining a title binder (a "Title Binder") or abstract from an approved title company or abstractor as appearing on a list maintained by the Office of Property Acquisition & Relocation. Should one party obtain such information, that party shall provide the other party with a copy of such Title Binder or abstract and notify the other party in writing if there are any material exceptions to title set forth in the applicable Title Binder or abstract. Within ten (10) days thereafter, City or Land Trust, as applicable (the "Notified Party"), shall advise the other party (the "Notifying Party") in writing as to whether it agrees to cure any objectionable title exceptions and of the time period within which such cure will be accomplished. If the Notified Party refuses to do so, the Notifying Party must then advise the Notified Party in writing within ten (10) days thereafter as to whether the Notifying Party elects to: (i) terminate this Agreement, or (ii) waive such objections to title or other matters. The date for Settlement may be postponed for up to sixty (60) days if necessary for the Notified Party to cure any title defects.

Conditions Precedent to Settlement. The Department shall not be obligated to make conveyance of the City Property unless and until the following events have all occurred:

- A. The Land Trust will furnish the Department with a copy of the Standard Operating Procedures, list of board members and interim agreement for the subject City-owned site whose stewards have requested entry into the land trust, 14 days prior to settlement.
- B. The Land Trust has furnished evidence satisfactory to the Department that the Land Trust has the equity capital and/or commitments for the mortgage financing or other financing adequate for the maintenance and continuation of the Property as a community managed open space.
- C. If applicable, the Land Trust has obtained a Building Permit and has paid all application fees in connection therewith, and the Improvements described in the Building Permit are in accordance with the Construction Plans approved by the Department.

Settlement and Conveyance. Settlement shall take place at a time agreed to by the Land Trust and the Department but in any event no later than sixty (60) days from the effective date of this agreement. At Settlement City will convey the City Property to Land Trust.

The Land Trust will pay, with respect to the City Conveyance, all applicable Department and City Law Department fees and charges, transfer taxes, recordation taxes, premiums for any title insurance policies procured, and the full expense of the proper recording of documents among the Land Records of Baltimore City.

At time of settlement of the City Property, the City shall submit to the Land Trust and the Land Trust shall at that time pay a tax equivalency charge on the basis of the current assessment and calculated at the City and State tax rates and prorated for the remainder of the tax year in which settlement is made.

Lien Adjustments. The Department shall pay all taxes, sewer and water charges and other assessments or charges with respect to any period before delivery and conveyance of the City Property to the Land Trust. Taxes, charges or assessments incurred any period after conveyance shall be paid by the Land Trust.

Possession of Property. Possession of the City Property will be given at time of settlement.

Policy Against Speculation. The Land Trust represents and agrees that its purchase of the Property, and its other undertakings pursuant to this Agreement are, and will be used, for the purpose of preserving the Property as a community managed open space. The Land Trust further recognizes that its qualifications and identity are one of several criteria influencing the City to enter into this Agreement and that a transfer of any interest in the Land Trust or any other act involving or resulting in a significant change in identity of the parties in control of the Land Trust or the degree thereof, is of particular concern to the City.

Restrictions Against Transfer of Interests in the Land Trust and/or the Property. For the foregoing reasons, the Land Trust represents and agrees for itself and any successor in interest of itself that except only by way of security for and only for the purpose of obtaining financing necessary to enable the Land Trust or successor in interest to perform its obligations with respect to the continued use of the property

Preserving Community-Managed Open Spaces:
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as a community managed open space under this Agreement, the Land Trust has not made or created, and that it will not make or create, or suffer to be made or created, any total or partial sale, assignment, conveyance or land lease (but excluding space leases to tenants in the Property) or any trust or power, or transfer of ownership in the Land Trust, or any interest therein, (but excluding the initial syndication of limited partnership interests), or any contract or agreement to do any of the same, without the prior written approval of the Department, which approval shall not be unreasonably withheld.

Conditions to the Approval of Assignment or Transfer. With the exception of the acquisition of title to the Property by a Mortgagee through assignment, foreclosure, or deed in lieu of foreclosure, the Department shall be entitled to require, as conditions to the approval required in the paragraph above, that:

- A. In the event the community requests a change in the proposed use of the lot that is not in accordance with the provisions of the Land Trust's mission statement, or not covered in the insurance policy held by the land trust, a written request must be forwarded to the Department by the Land Trust and community representatives for approval. Any proposed transferee shall have the qualifications and financial responsibility, satisfactory to the Department, to fulfill the obligations stipulated in the request for transfer.

As a condition of the approval to transfer the lot for continued community use, the consideration payable for the transfer, by the transferee or on its behalf, shall not exceed the original sale price of One Dollar (\$1.00) to the Land Trust. It being the intent of this provision to preclude assignment of this Agreement or transfer of the Property hereby conveyed, or any part thereof, for profit provided the transfer results in the continued use of the Property as a community managed open space. In the event any such assignment or transfer for profit is made, and is not cancelled, the Department shall be entitled among other remedies to increase the purchase price to the Land Trust of the Property hereby conveyed, or any part thereof, provided in Schedule B of this Agreement, by the amount that the consideration payable by the assignment or transfer is in excess of the amount authorized in this sub-paragraph, and such consideration shall, to the extent it is in excess of the amount so authorized, belong and be paid to the City.

- B. In the event the community no longer wants to manage the open space and the Land Trust is unsuccessful in transferring the daily management of the lot to a new site manager, the land trust can transfer the Property hereby conveyed, or any part thereof, for profit, provided that:
1. The Department be extended right of first refusal and, if accepted, the purchase price shall not exceed the original sale price of One Dollar (\$1.00).
 2. In the event of the Department's refusal, the Property, or any part thereof, can be transferred to an interested purchaser for a purchase price agreed upon by the Land Trust, the Department of Real Estate and the purchaser. The Department shall be entitled to 10% of the sales proceeds. The Land Trust shall receive the balance of the sales proceeds less the Department's entitlement.

Compliance with the Plan. The Land Trust covenants and agrees that the City Property will be developed in accordance with Schedule D.

Compliance with Public Laws. The Land Trust will comply in every respect with any and all Federal, State, and municipal laws, ordinances, rules, regulations, orders and notices which are now or hereafter in force to the extent applicable to any and all of the work or operations performed or to be carried out by Land Trust.

Default by Land Trust. Notwithstanding anything in this Agreement to the contrary, the provisions contained in this paragraph shall only apply during the period subsequent to the conveyance of the City Property, or any part thereof, to the Land Trust. In the event that Land Trust defaults in its obligations with respect to any conditions and covenants contained in this Agreement, including but not limited to maintaining the City Property in accordance with all zoning and Urban Renewal Ordinances or other codes that are applicable, and the cure of any default is not commenced within forty-five (45) days after written demand by City, and continued diligently thereafter, City shall have the right to re-enter the City Property and/or take any and all action necessary to take possession of the City Property and to terminate the estate conveyed to Land Trust. Land Trust shall pay upon demand by City, any and all charges incurred as a

Preserving Community-Managed Open Spaces:
Criteria and Process

result of such default. In the event the estate conveyed to Land Trust be terminated thereby, title to said City Property shall immediately revert in City. That any reversion of title as a result thereof in the City shall always be subject to and limited by, and subordinate to and shall not defeat, render invalid, or limit in any way the lien of any mortgage or deed of trust authorized by this Agreement and executed for the sole purpose of obtaining funds for the acquisition and development of the site or any rights under any other document further securing any mortgage or deed of trust holder sums advanced in accordance with this Agreement, or any rights or interest provided in this Agreement for the protection of the holders of such mortgages or deed of trust. In addition, in the event of any default and the reversion or title hereunder, the City shall have the right to retain the amount paid on account of the purchase price of the City Property and the good faith deposit, if any, as its property without any deduction, offset, or recoupment whatsoever, and the Design Development Plans and/or Construction Plans which have been submitted by the Land Trust to the Department pursuant to this Agreement shall become the sole property of the City, for its use or assignment to others at its sole option.

Ancillary Documents. The Commissioner of the Department of Housing and Community Development is hereby authorized to execute any and all other documentation necessary to effectuate this transaction, provided such documents do not materially alter the relationship of the parties or the principal elements of the Project.

Notice by either party. A notice of communication under this Agreement by either the City or the Department, on the one hand, to the Land Trust, or, on the other, by the Land Trust to the City or the Department, shall be sufficiently given or delivered if dispatched by Certified Mail, postage prepaid, return receipt requested.

(a) In the case of a notice or communication to the Land Trust, if addressed as follows:

Baltimore Green Space
800 Wyman Park Drive, Suite 010
Baltimore MD 21211

(b) In the case of a notice or communication to the City or the Department, if addressed as follows:

Commissioner
Department of Housing and Community Development
417 E. Fayette Street
Baltimore, Maryland 21202
With a copy to:
Office of Property Acquisition and Relocation
Attention: Rashelle Celestin
Department of Housing and Community Development
417 E. Fayette Street, Suite 1001
Baltimore, Maryland 21202

(c) In case such notice or communication is addressed in such other way in respect to any of the foregoing parties as that party may, from time to time designate in writing, dispatched as provided in this paragraph.

Incorporation into Agreement. All exhibits, schedules, and recitals attached hereto form a part of this Agreement and are incorporated herein by reference.

Amendments. Any amendment to this Agreement shall be executed in writing by both parties.

Approvals and Consents. Wherever in this Agreement the approval, certification or consent of any party hereto is required, it is understood and agreed that such approval will not be unreasonably withheld or delayed.

[SIGNATURE PAGE FOLLOWS]

Preserving Community-Managed Open Spaces:
Criteria and Process

IN WITNESS WHEREOF, the City has caused this Agreement to be duly executed in its name and behalf by the Commissioner of Department of Housing and Community Development, and its seal to be hereunto duly affixed and attested by its Custodian of the City Seal, and the Land Trust has executed this Agreement and caused the same to be duly witnessed on the day and year first above written.

ATTEST: MAYOR AND CITY COUNCIL OF BALTIMORE

Custodian of the City (Seal)

BY: _____
Paul T. Graziano, Commissioner
Department of Housing and Community
Development

WITNESS:

BALTIMORE GREEN SPACE

BY: _____
Anne Blumenberg, President

Approved this ____ day of _____, 2009, for form and legal sufficiency.

Chief Solicitor

THIS IS TO CERTIFY, that the Commissioner of Department of Housing and Community Development has approved all the terms and conditions contained in the foregoing Agreement between the MAYOR AND CITY COUNCIL OF BALTIMORE and BALTIMORE GREEN SPACE and recommends that the foregoing Agreement be approved by the Board of Estimates.

DEPARTMENT OF HOUSING AND
COMMUNITY DEVELOPMENT

BY: _____
Paul T. Graziano, Commissioner
Department of Housing and Community
Development

The Board of Estimates, this ____ day of _____, 2009, acting upon the approval and recommendation of the Commissioner of the Department of Housing and Community Development, hereby approves the foregoing Agreement between BALTIMORE GREEN SPACE, and the MAYOR AND CITY COUNCIL OF BALTIMORE.

Preserving Community-Managed Open Spaces:
Criteria and Process

Clerk: _____

STATE OF MARYLAND, to wit:

I HEREBY CERTIFY that on this _____ day of _____, 2009, before the subscriber, a Notary Public of the State of Maryland aforesaid, personally appeared Anne Blumenberg, and acknowledged the foregoing Agreement to be his/ her act and deed of said organization.
AS WITNESS my hand and Notarial Seal.


Notary Public
My Commission Expires: _____

STATE OF MARYLAND, to wit:

I HEREBY CERTIFY that on this _____ day of _____, 2009, before the subscriber, a Notary Public of the State of Maryland, aforesaid, personally appeared Paul T. Graziano, Commissioner of the Department of Housing and Community Development, and he acknowledged the foregoing Agreement to be the corporate act and deed of the Mayor and City Council of Baltimore.
AS WITNESS my hand and Notarial Seal.

Notary Public

My Commission Expires: _____

FROM	NAME & TITLE	Thomas S. Stosur, Director	CITY OF BALTIMORE MEMO	
	AGENCY NAME & ADDRESS	Department of Planning, 417 E. Fayette Street, 8th floor		
	SUBJECT	Disposition of Community Managed Open Spaces		

Honorable President and Members
Of the Board of Estimates
Executive Administrator
409 City Hall
December 10, 2009

Dear Madam President and all Members:

ACTION REQUESTED OF BOARD OF ESTIMATES

The Board is requested to approve a policy relating to the disposition of property in use as community-managed open space.

AMOUNT OF MONEY AND SOURCE OF FUNDS

N/A

BACKGROUND AND EXPLANATION

Community-managed open spaces (CMOSs) represent a cost-effective way to provide neighborhoods with amenities such as community gardens and other beautification and recreational spaces. Through their own labor and investments, as well as outside funding, residents increase property values while creating social and environmental benefits. This policy lays out the criteria and procedures for the transfer of CMOSs to a land trust so that established CMOS's that provide strong benefits to their neighborhoods can be preserved for the long term.

Criteria for CMOS Preservation

The Office of Sustainability, working with the Department of Housing and Community Development, and the Department of Planning, and working with a qualified area land trust as a consultant, has promulgated specific criteria for CMOS preservation eligibility. The Office of Sustainability evaluates the qualifications of local land trusts to preserve CMOS sites.

In order to determine a land trust is qualified, the Office of Sustainability will ensure the land trust:

1. has a board of directors
2. has obtained 501(c)(3) status
3. is in good standing with the State Department of Assessment and Taxation
4. has the capacity to support the CMOS it does or will protect
5. has an application process to evaluates whether a CMOS meets the criteria for preservation

APPROVED BY THE BOARD OF ESTIMATES:

Bernice N. Jaylor
Date DEC 23 2009 Clerk

The criteria for preservation are:

1. The CMOS must be at least five years old.
2. The request for preservation must come from people involved with the site, and the proposed site manager is responsible for the completion of an application.
3. The community must demonstrate a capacity for long-term management of the site.
4. Documentation must be provided of community benefits, such as active recreation, passive recreation, food production, education, visual relief from the built environment, or gathering space for formal or informal community gatherings; environmental benefits and livability benefits (such as evidence of reduced crime) also enhance the site's attractiveness as permanent community-managed open space.
5. The open space must demonstrate a match between identified environmental risks and how the site is used.

Disposition Procedure

A qualified land trust making application to protect a City-owned CMOS must apply to the Department of Planning, which will check that the criteria are satisfied; check that there are no development plans within the next five years in which the CMOS could not be accommodated; and will inform agencies with potential interest in the property.

Once the Department of Planning completes its application evaluation and approves the transfer, the responsible agency will convey the property under a Land Disposition Agreement (LDA) for the subject site(s). In recognition of the site's value to the community and the community's investment to date, appraisals will be waived and the price per lot will be set at \$1.00.

Each LDA will specify the conditions under which the land trust may transfer the CMOS property to another owner. An example of such language is as follows:

Policy Against Speculation. The Land Trust represents and agrees that its purchase of the Property and its other undertakings pursuant to this Agreement are, and will be used, for the purpose of preserving the Property as a community-managed open space. The Land Trust further recognizes that its qualifications and identity are one of several criteria influencing the City to enter into this Agreement and that a transfer of any interest in the Land Trust or any other act involving or resulting in a significant change in identity of the parties in control of the Land Trust or the degree thereof, is of particular concern to the City.

Restrictions Against Transfer of Interests in the Land Trust and/or the Property. For the foregoing reasons, the Land Trust represents and agrees for itself and any successor in interest of itself that except only by way of security for and only for the purpose of obtaining financing necessary to enable the Land Trust or successor in interest to perform its obligations with respect to the continued use of the property as a community managed open space under this Agreement, the Land Trust has not made or created, and that it will not make or create, or suffer to be made or created, any total or partial sale, assignment, conveyance or land lease (but excluding space leases to tenants in the Property) or any trust or power, or transfer

of ownership in the Land Trust, or any interest therein, (but excluding the initial syndication of limited partnership interests), or any contract or agreement to do any of the same, without the prior written approval of the Department, which approval shall not be unreasonably withheld.

Conditions to the Approval of Assignment or Transfer.

With the exception of the acquisition of title to the Property by a Mortgagee through assignment, foreclosure, or deed in lieu of foreclosure, the Department shall be entitled to require, as conditions to the approval required in the paragraph above, that:

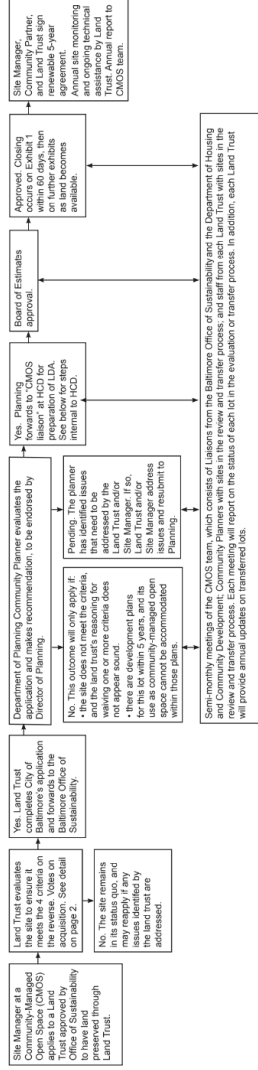
- A. In the event the community requests a change in the proposed use of the lot that is not in accordance with the provisions of the Land Trust's mission statement, or not covered in the insurance policy held by the land trust, such that the Land Trust can no longer maintain ownership of the Property, a written request to transfer the Property to another nonprofit organization to continue a community use must be forwarded to the Department by the Land Trust and community representatives for approval. Any proposed transferee shall have the qualifications and financial responsibility, satisfactory to the Department, to fulfill the obligations stipulated in the request for transfer. As a condition of the approval to transfer the lot for continued community use, the consideration payable for the transfer, by the transferee or on its behalf, shall not exceed the original sale price of One Dollar (\$1.00) to the Land Trust. The intent of this provision is to preclude assignment of this Agreement or transfer of the Property hereby conveyed, or any part thereof, for profit, provided the transfer results in the continued use of the Property as a community-managed open space. In the event any such assignment or transfer for profit is made, and is not cancelled, the Department shall be entitled among other remedies to increase the purchase price to the Land Trust of the Property hereby conveyed, or any part thereof, provided in Schedule B of this Agreement, by the amount that the consideration payable by the assignment or transfer is in excess of the amount authorized in this subparagraph, and such consideration shall, to the extent it is in excess of the amount so authorized, belong and be paid to the City.
- B. In the event the community no longer manages the open space and the Land Trust is unsuccessful in transferring the daily management of the lot to a new site manager, the land trust can transfer the Property hereby conveyed, or any part thereof, for profit, provided that:
 1. The Department be extended right of first refusal and, if accepted, the purchase price shall not exceed the original sale price of One Dollar (\$1.00).
 2. In the event of the Department's refusal, the Property, or any part thereof, can be transferred to an interested purchaser for a purchase price agreed upon by the Land Trust, the Department of Real Estate and the purchaser. The Department shall be entitled to 10% of the sales proceeds. The Land Trust shall receive the balance of the sales proceeds less the Department's entitlement.

Compliance with the Plan. The Land Trust covenants and agrees that the City Property will be developed in accordance with Schedule D.

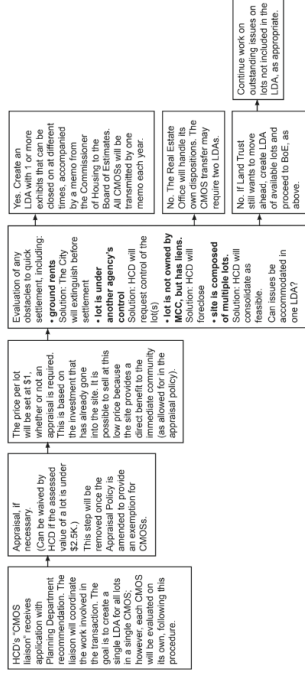
Compliance with Public Laws. The Land Trust will comply in every respect with any and all Federal, State, and municipal laws, ordinances, rules, regulations, orders and notices which are now or hereafter in force to the extent applicable to any and all of the work or operations performed or to be carried out by Land Trust.

Default by Land Trust. Notwithstanding anything in this Agreement to the contrary, the provisions contained in this paragraph shall only apply during the period subsequent to the conveyance of the City Property, or any part thereof, to the Land Trust. In the event that the Land Trust defaults in its obligations with respect to any conditions and covenants contained in this Agreement, including but not limited to maintaining the City Property in accordance with all zoning and Urban Renewal Ordinances or other codes that are applicable, and the cure of any default is not commenced within thirty (30) days after written demand by City, and continued diligently thereafter, City shall have the right to re-enter the City Property and/or take any and all action necessary to take possession of the City Property and to terminate the estate conveyed to Land Trust. Land Trust shall pay upon demand by City, any and all charges incurred as a result of such default. In the event the estate conveyed to Land Trust be terminated thereby, title to said City Property shall immediately revert in City. That any reversion of title as a result thereof in the City shall always be subject to and limited by, and subordinate to and shall not defeat, render invalid, or limit in any way the lien of any mortgage or deed of trust authorized by this Agreement and executed for the sole purpose of obtaining funds for the acquisition and development of the site or any rights under any other document further securing any mortgage or deed of trust holder sums advanced in accordance with this Agreement, or any rights or interest provided in this Agreement for the protection of the holders of such mortgages or deed of trust. In addition, in the event of any default and the reversion or title hereunder, the City shall have the right to retain the amount paid on account of the purchase price of the City Property and the good faith deposit, if any, as its property without any deduction, offset, or recoupment whatsoever; and the Design Development Plans and/or Construction Plans which have been submitted by the Land Trust to the Department pursuant to this Agreement shall become the sole property of the City, for its use or assignment to others at its sole option.

Transfer of Lots in Use as Community-Managed Open Space from Baltimore City to a Land Trust Overview of Acquisition Process per CMOS



Detail of HCD Process



Agency/Staff Roles

CMOS Team
This team will consist of Land Trust staff and the following City of Baltimore members:
HCD/CMOS Liaison
HCD/CMOS Liaison coordinates all work at HCD related to the acquisition of tax-forfeited properties, clearing of liens, and and other actions necessary to transfer to a Land Trust.
Baltimore Office of Sustainability: CMOS Liaison
BOS's CMOS Liaison is the Land Trust's first point of contact for all matters related to the acquisition of tax-forfeited properties. review process relates to focus on social and environmental benefits.
Department of Planning, Comprehensive Planning Division
The Department of Planning's Comprehensive Planning Division appropriate Community Planner for review. These Community Planners are "ad hoc" members of the CMOS team while sales in their areas are on the CMOS team's agenda.

Dancing Rabbit Ecovillage interview continued from page 124:

Q: Do you know of other ways?

DR: Our neighboring community, Red Earth Farms, also set up a private land trust but in a simpler way. They set up a mutual-benefit nonprofit corporation with the state, but never applied for a federal status. You do not need a federal tax status for this corporation. This means that if they make a profit, they will have to pay taxes, but they set things up so that they generally break even and it's not a big problem. They have board members from outside the community, but they are not required to (that is a federal requirement for 501c3s - not a state requirement-- at least in Missouri). You could sell the land to that nonprofit for whatever price you think is fair, and do it as an owner financed sale so that this new nonprofit has a mortgage with the seller (this way you are honoring the equity the seller has put into the land). You can set interest and payment terms as you like (i.e. from none to like a regular mortgage). You should secure right of first refusal so that if the nonprofit ever decides to sell the land (i.e. if the community dissolves) you could buy it back.

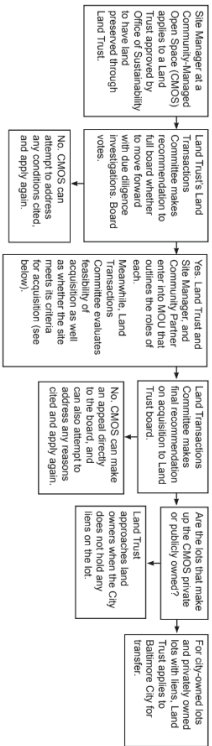
Q: Are their downsides?

DR: The unfortunate thing about setting up a legal structure is you have to go through this process of considering all the possible bad outcomes and making sure your structure will handle these okay. This is what contract lawyers do all the time. So, you have to consider: What happens if the community dissolves, what happens if person X dies, what happens if everyone just leaves, what happens if you no longer want it to be a community and just want your land back - Are you willing to give up that right?, what if you want to leave the community someday, what if you are asked to leave the community? These are not happy scenarios but that is part of what your legal structure needs to address (as well as what happens when things are going smoothly). I hope this helps.

Q: What is your experience dealing with local planning authorities?

DR: We chose to bypass that issue by settling in a place that does not have zoning or building codes. We did not want to spend years in the planning process, having to fight the system before we could get started. Some communities successfully navigate the planning process and some have failed to do so. It depends on your plans and how much the planning department will care about what you are doing. You have to be prepared to make

Transfer of Lots in Use as Community-Managed Open Space from Baltimore City to a Land Trust Detail of Land Trust Process



- Criteria for Acquisition of CMOS by Land Trust**
1. The request for preservation must come from people involved with the site, and the proposed site manager is responsible for the completion of an application.
 2. The community must demonstrate a capacity for long-term management of the site. This consists of several components:
 - a. Committed, able site manager and involvement of sufficient residents to take care of the site and to provide continuity.
 - b. Involvement of at least one partner organization active in the community (such as a community organization, umbrella organization, religious, service, or social institution), or in some cases a school)
 - c. The community-managed open space must be at least five years old. Under special circumstances, where there is other strong evidence of the community's capacity to manage the site, the site can be younger.
 3. The community-managed open space must have a strong function in at least one community use, such as active recreation, passive recreation, food production, education, visual relief from the built environment, or gathering space for formal or informal community gatherings. Environmental benefits and livability benefits enhance the site's attractiveness as permanent community-managed open space.
 4. The green space must demonstrate a match between identified environmental risks and how the site is used.

compromises or do something that fits into the locale's boxes, otherwise you have to hide your project from local authorities, which is quite a risk. Small communities generally have an easier time fitting into the system.

Q: When and if we decide to follow through with this, does Dancing Rabbit offer any sort of onsite field training?

DR: DR does not provide this service directly, but we can put you in touch with some of our connections who do provide this kind of consulting. We would be happy to have you visit us and learn from our experience. We offer a 2-week visitor program where you can learn about many of the components of our ecovillage. You might also consider northeast Missouri as a great location to start a community. We are developing quite a community scene here in our area (2 other intentional communities very close by) and would love to have more communities in the area. We also offer a service where you can do a video call with two or three knowledgeable Dancing Rabbit members and ask questions/discuss beginnings.

Q: Thank you so much.

DR: Cheers

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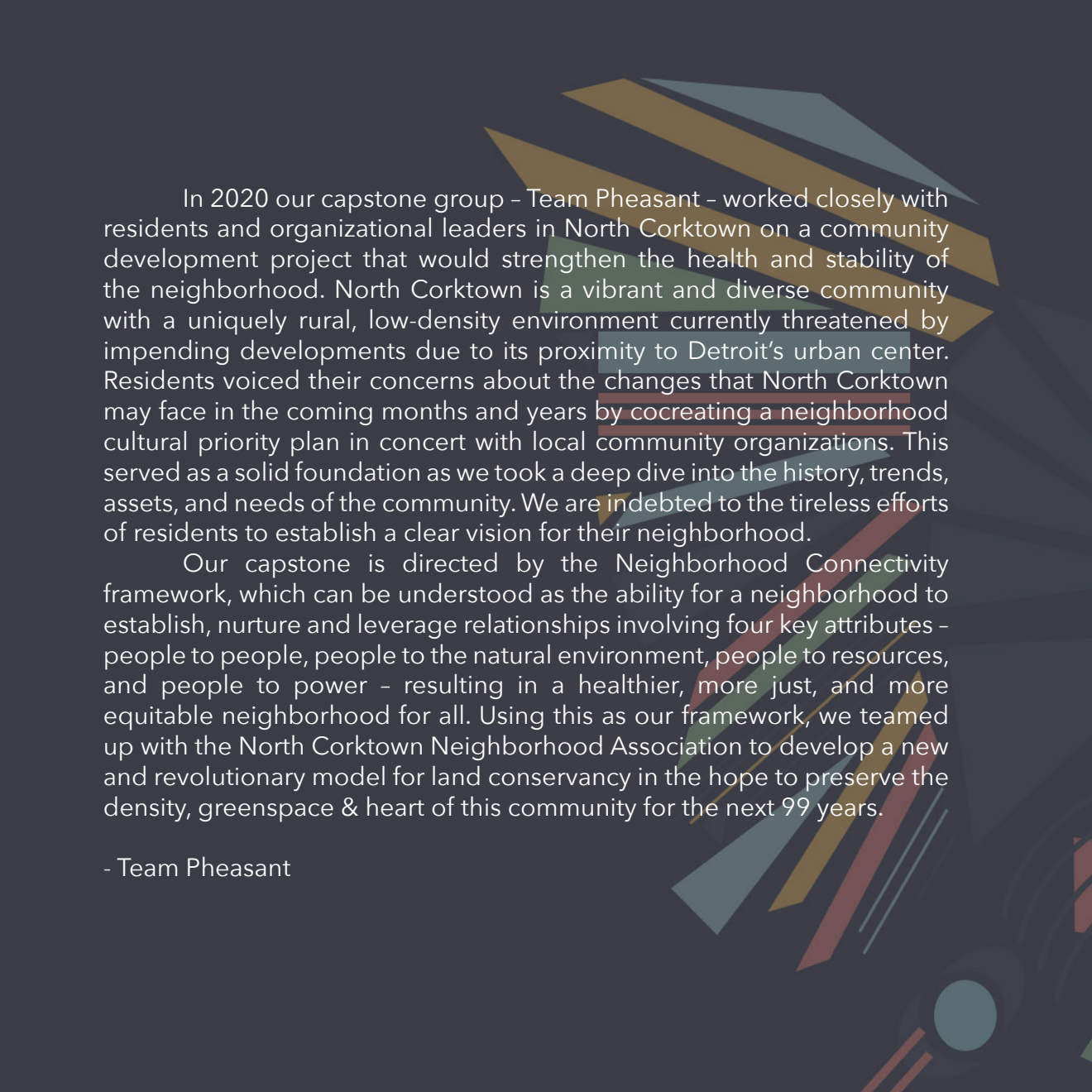


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In 2020 our capstone group - Team Pheasant - worked closely with residents and organizational leaders in North Corktown on a community development project that would strengthen the health and stability of the neighborhood. North Corktown is a vibrant and diverse community with a uniquely rural, low-density environment currently threatened by impending developments due to its proximity to Detroit's urban center. Residents voiced their concerns about the changes that North Corktown may face in the coming months and years by cocreating a neighborhood cultural priority plan in concert with local community organizations. This served as a solid foundation as we took a deep dive into the history, trends, assets, and needs of the community. We are indebted to the tireless efforts of residents to establish a clear vision for their neighborhood.

Our capstone is directed by the Neighborhood Connectivity framework, which can be understood as the ability for a neighborhood to establish, nurture and leverage relationships involving four key attributes - people to people, people to the natural environment, people to resources, and people to power - resulting in a healthier, more just, and more equitable neighborhood for all. Using this as our framework, we teamed up with the North Corktown Neighborhood Association to develop a new and revolutionary model for land conservancy in the hope to preserve the density, greenspace & heart of this community for the next 99 years.

- Team Pheasant