

# ROSA PARKS - CLAIRMOUNT

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## Neighborhood Framework + Land Stewardship Plan

Planning + Development Department  
City of Detroit August 2019





NEIGHBORHOOD REVITALIZATION FRAMEWORK + LAND STEWARDSHIP PLAN

# **ROSA PARKS - CLAIRMOUNT**

**CITY OF DETROIT**

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**AUGUST 2019**





# ACKNOWLEDGMENTS

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Housing & Revitalization Department (HRD)

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Mayor's Office, Jobs & Economy Team (JET)

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Herman Kiefer Development (HKD)

HKD Neighborhood Advisory Council

Central Detroit Christian CDC

Brothers Always Together

Detroit Historical Society

Gladstone Block Club

Piety Hill Block Club

Virginia Park Block Club

J. Walker Williams Recreation Center

Virginia Park Community Plaza

Henry Ford Health Systems

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## CONSULTING PARTNERS

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# CONTENTS

1	EXECUTIVE SUMMARY	1
2	VISION + MISSION	11
3	FRAMEWORK GOALS	13
4	COMMUNITY INPUT	15
5	EXISTING CONDITIONS	25
6	NEAR-TERM ACTIONS + IMPLEMENTATION	55
7	LONG-TERM VISION	85
8	CONCLUSION	113







# EXECUTIVE SUMMARY

## INTRODUCTION

The Rosa Parks-Clairmount Framework addresses a community with a rich legacy and a promising future. Residents value their neighbors and the history of their neighborhood but feel challenged by the prevalence of vacant land in the area and its effect on safety, walkability, and cohesion.

This framework, in alignment with corresponding efforts being pursued by the City of Detroit, seeks to: showcase community identity in the physical environment through historically-informed urban design; build continuity through innovative low-cost land stewardship; stabilize neighborhoods through targeted housing improvements and redevelopment; and increase walkability and connectivity through enhanced pedestrian and cycling networks. It does so through three strategies: Landscape, Mobility, and Housing + Economic Development.

The aim of this framework is defined by the following guiding principles:

**BUILD ON STRENGTH.** *GROW WITH WHO + WHAT IS ALREADY PRESENT.*

**HONOR COMMUNITY LEGACY, PAST + PRESENT.** *RESPECT THE STORIES OF RESIDENTS + THEIR COMMUNITY.*

**MAKE VACANT LOTS WORK FOR RESIDENTS.** *EMPOWER RESIDENTS TO TRANSFORM VACANCY INTO OPPORTUNITY.*

**CULTIVATE FRONT DOOR ACCESS TO COMMUNITY ASSETS.** *LOCATE GOODS + SERVICES WITHIN WALKING DISTANCE.*



CONCEPTUAL RENDERING OF PROPOSED VIRGINIA PARK COMMUNITY PLAZA PROMENADE

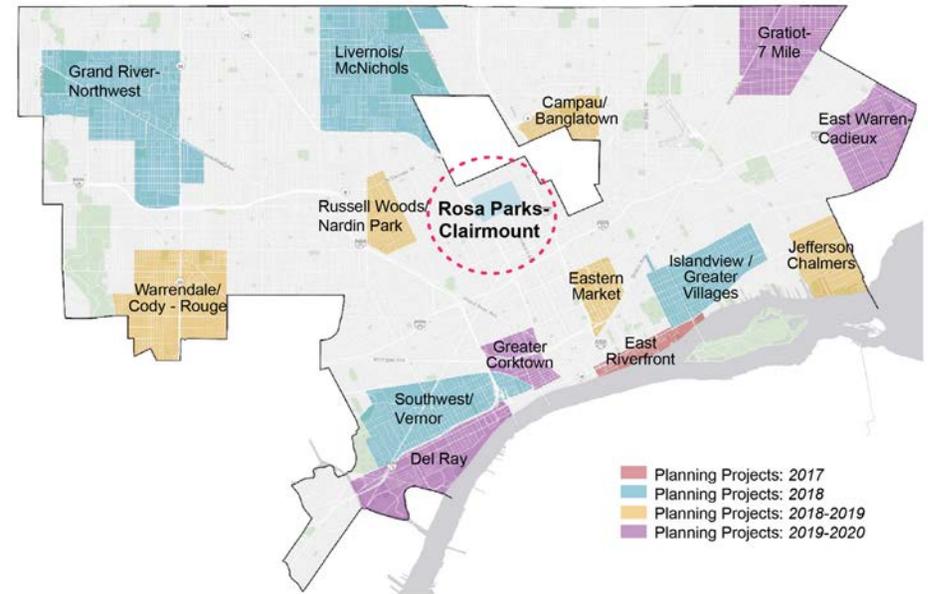
## THE NEIGHBORHOOD FRAMEWORK AREA

This framework encompasses a Neighborhood Framework Area of 385 acres north of New Center, approximately bound by Clairmount Avenue to the north, Virginia Park Street to the south, Woodward Avenue to the east, and Rosa Parks Boulevard to the west. The Neighborhood Framework Area sits 4 miles from downtown, about a 10 minute drive via the M-10 freeway that bisects it.

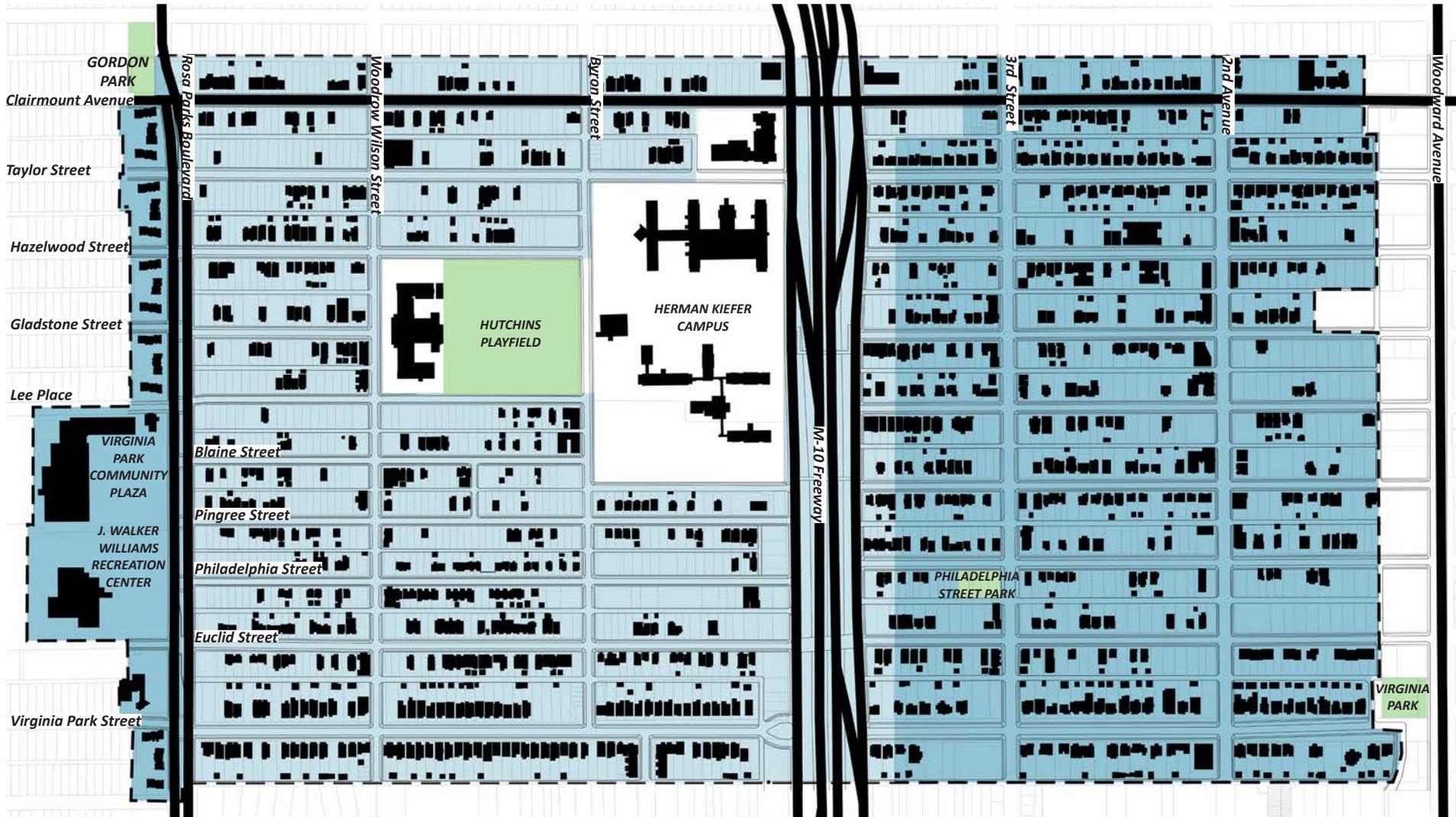
The Neighborhood Framework Area is structured by Rosa Parks Boulevard, Clairmount Avenue, and Woodward Avenue, linking two commercial corridors across the M-10 freeway. Rosa Parks Boulevard has historic significance as the site of the former 12th Street corridor. Gordon Park sits at the corner of Rosa Parks Boulevard and Clairmount Avenue, marking where the 1967 Uprising began.

Within the Neighborhood Framework Area sits the 38 acre Herman Kiefer campus, composed of nine structures situated on a larger site of lawn and surface parking. The campus is currently under redevelopment by Herman Kiefer Development, LLC. Also within the Neighborhood Framework Area is a superblock adjacent to Rosa Parks Boulevard hosting the Virginia Park Community Plaza shopping center, the J. Walker Williams Recreation Center, Virginia Park Medical Center, and the Virginia Park Meadows senior apartments.

The Neighborhood Framework Area contains the Land Stewardship Area, roughly the portion between Rosa Parks Boulevard and the M-10 freeway. The Land Stewardship Area represents Herman Kiefer Development's scope of obligations arising from the Community Benefits Ordinance (CBO) process.



NEIGHBORHOOD FRAMEWORK PLAN PIPELINE 2017-2020



NEIGHBORHOOD FRAMEWORK AREA
  LAND STEWARDSHIP AREA

ROSA PARKS - CLAIRMOUNT NEIGHBORHOOD FRAMEWORK AREA

## WHY THIS PLACE?

The Neighborhood Framework Area hosts a variety of assets within its bounds:

- The community's traditions of business excellence, civil rights advocacy, and resident organizing;
- The work of committed block clubs;
- The resident-owned Virginia Park Community Plaza and the City's J. Walker Williams Recreation Center;
- Over 110 structures that may be rehabbed in its housing stock; and
- The forthcoming Herman Kiefer campus redevelopment and its related investments.

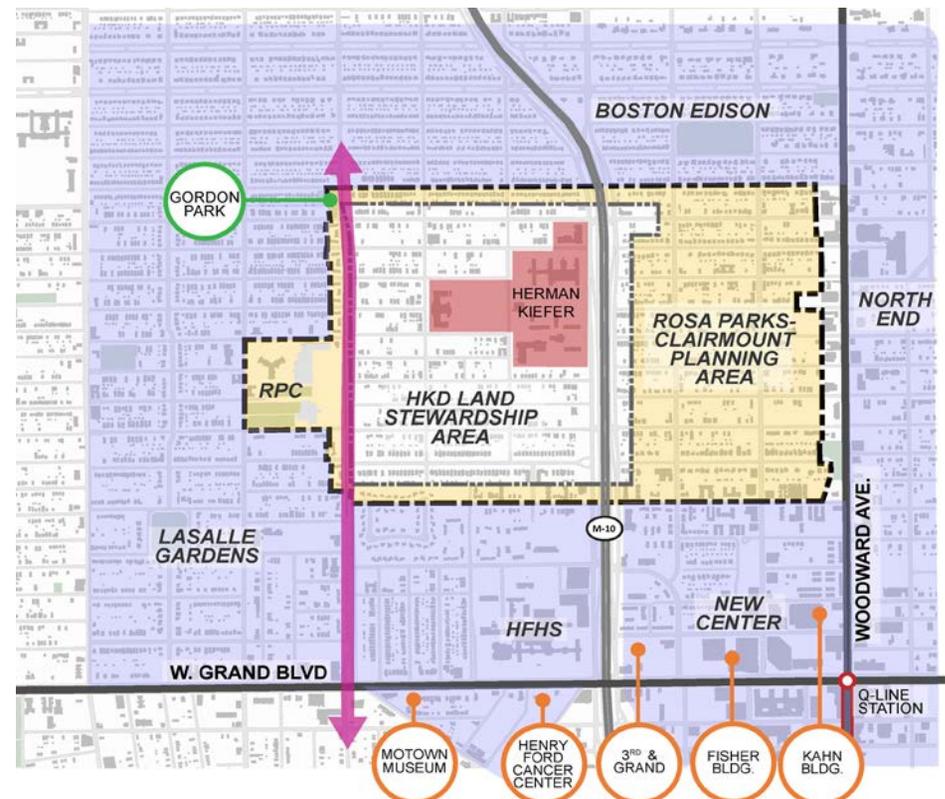
Additionally, the Neighborhood Framework Area overlaps with or is proximate to many outlying assets, including:

- The historic Boston Edison and Virginia Park neighborhoods;
- The Woodward Transit Corridor and Q-Line;
- The Henry Ford Health System campus; and
- New Center.

In consideration of the location and proximity of these assets, this framework lays out the area's potential for improved residential conditions and population growth as the rationale for the City's investment and support.



CONCEPTUAL RENDERING OF THE HERMAN KIEFER CAMPUS REDEVELOPMENT (SOURCE: HKD)



MAP OF COMMUNITY ASSETS WITHIN OR PROXIMATE TO THE NEIGHBORHOOD FRAMEWORK AREA

## WHAT WE HEARD: COMMUNITY INPUT

The City of Detroit and its consultant partners hosted a passionate group of residents and stakeholders through four community forums to create a shared understanding of existing conditions and possible futures for the area. Participants gave insight on local history and identity, spoke to priorities and needs, and helped surface potential solutions. These forums, in addition to meetings with block clubs and weekly office hours, were crucial in the delineation of the framework's three strategies.

This process ran simultaneously to a newly-implemented CBO process, the City's first, between Herman Kiefer Development and residents via a Neighborhood Advisory Council (NAC). The resulting agreement, the Neighborhood Benefits Provision (NBP), includes commitments by Herman Kiefer Development to rehabilitate vacant structures, maintain lots, engage residents in workforce development initiatives, and provide community programming.

Takeaways from these processes include:

### PAST

- The intertwined histories of **12th Street** and **Rosa Parks Boulevard** should be commemorated.
- The **historic architecture** of the area should be maintained.

### PRESENT

- **Residents value their neighbors.**
- **Safety** is a major concern and should be a top priority.
- **J. Walker Williams Recreation Center + Virginia Park Community Plaza** are community anchors that could host a future civic node.
- **Hutchins Playfield** should serve as space for recreation while acknowledging its history.

### FUTURE

- Future development should be managed equitably to ensure **resident preservation** and **development without displacement**.
- **Retail** is desired along Rosa Parks Boulevard to have goods and services available close to home.
- More **walkable destinations** are desired.
- The community needs development for **children** and **seniors**.



RESIDENTS ENGAGED IN A VARIETY OF VISIONING ACTIVITIES OVER FOUR FORUMS

## LANDSCAPE STRATEGY



CONCEPTUAL RENDERING OF LOW-MOW LOT STRATEGIES

The Landscape Strategy builds cohesion by restructuring open space, facilitates safe passage of residents to assets and employment centers from the north to the south, elevates and beautifies vacant lots with land-based ventures, and celebrates community identity through historical markers and commemorative sites.

The strategy has three priority areas:

- **Parks + Open Space** -- public space improvements along key north-south streets from Clairmount Avenue to Virginia Park Street;
- **Land Stewardship Plan** -- activations of vacant lots for land-based ventures, safety, and visual legibility across the landscape; and
- **The Legacy Loop** -- a pedestrian-friendly circuit linking historic markers and community assets from Rosa Parks Boulevard to Woodward Avenue.

# MOBILITY STRATEGY

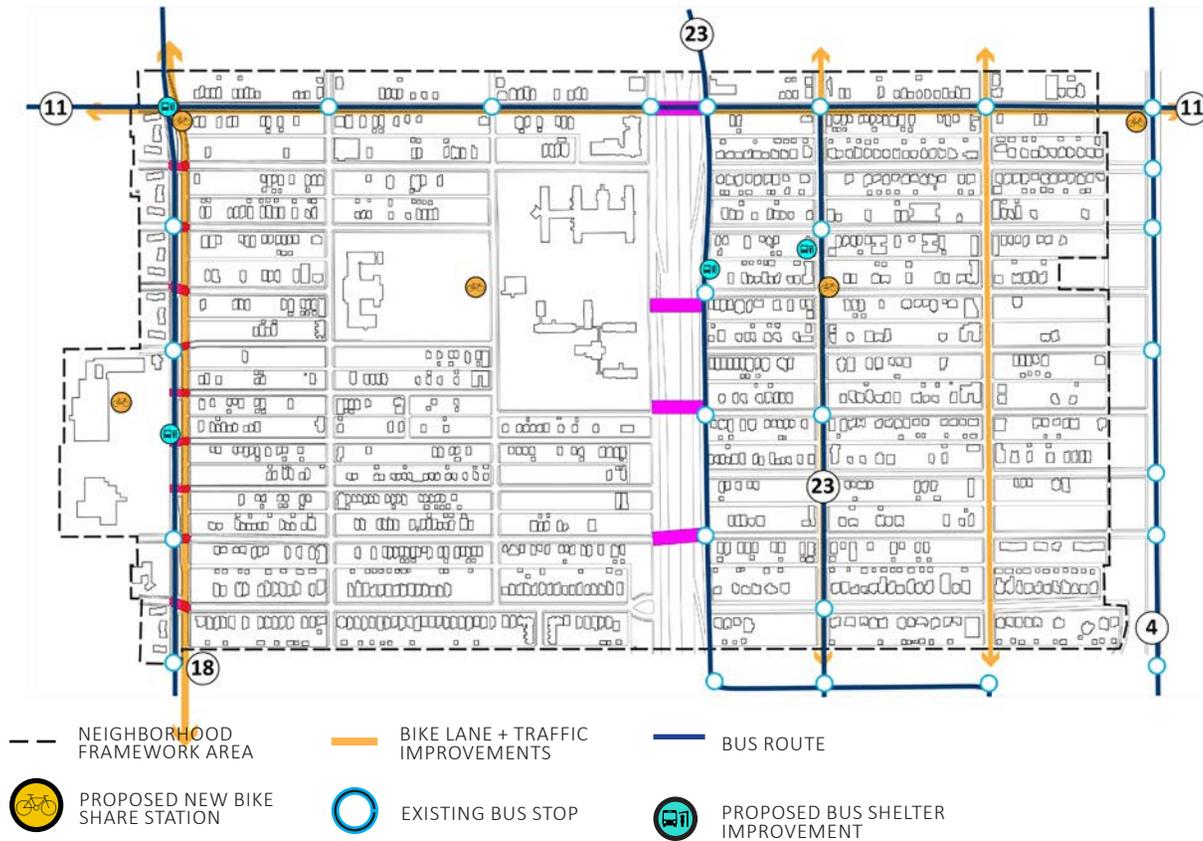


DIAGRAM OF MOBILITY STRATEGY IMPROVEMENTS

The Mobility Strategy improves residents' connections to employment centers, goods and services, and amenities through the area and improves capacity and safety for travelers on foot, bike, and bus.

This strategy has four priority areas:

- **North-to-South Connections** -- streetscape improvements to improve access to Grand Boulevard and New Center along Rosa Parks Boulevard, 2nd Avenue, and 3rd Street
- **East-West Connections** -- streetscape improvements to link community assets at Virginia Park Community Plaza, the Herman Kiefer campus, and Woodward Avenue;
- **Capacity + Safety** -- expansion of cyclist and transit infrastructure along key corridors and sidewalk and street tree improvements throughout; and
- **Grand Boulevard Intersection** -- realignment of Rosa Parks Boulevard at Grand Boulevard to open community to two-way travel and create bus routes to the south.

## HOUSING + ECONOMIC DEVELOPMENT STRATEGY



CONCEPTUAL VIEW OF RUTH ELLIS CENTER ON CLAIMOUNT AVENUE OPPORTUNITY SITE

The Housing + Economic Development Strategy stabilizes existing housing stock to retain and attract residents, aligns with the redevelopment of the Herman Kiefer campus, strategically focuses redevelopment efforts at and along key sites and corridors, and facilitates opportunities for retail and land-based ventures in the area.



CONCEPTUAL VIEW OF MULTI-FAMILY HOUSING ON 801 VIRGINIA PARK STREET OPPORTUNITY SITE

The strategy has four priority areas:

- **Housing Rehabilitation** -- stabilization and preservation of publicly-owned structures and redevelopment support for privately-owned structures;
- **Herman Kiefer Development** -- alignment Herman Kiefer Development's neighborhood revitalization efforts;
- **Opportunity Sites** -- support for development at Clairmount Avenue and Virginia Park Street Opportunity Sites; and
- **Commercial Opportunities** -- Zoning support for land-based ventures on vacant lots and development support for retail in Virginia Park Community Plaza.

# OVERVIEW OF RECOMMENDATIONS

PRIORITY AREA	NEAR-TERM	LONG-TERM
<b>LANDSCAPE STRATEGY</b>		
<b>Parks + Open Space</b>	<ul style="list-style-type: none"> <li>Connect neighborhood across Rosa Parks Boulevard to J. Walker Williams Recreation Center and Virginia Park Community Plaza with new Virginia Park Community Plaza Promenade</li> <li>Restore Gordon Park, 3rd Street and Philadelphia Street Park, and Hutchins Playfield, and expand MLK Plaza</li> </ul>	<ul style="list-style-type: none"> <li>Design and build gateways at Rosa Parks Boulevard and Clairmount Avenue, Rosa Parks Boulevard and Pingree Street, and Rosa Parks Boulevard and Grand Boulevard</li> <li>Study prospects for a linear park or development on parcels along the eastern side of Rosa Parks Boulevard.</li> </ul>
<b>Land Stewardship Plan</b>	<ul style="list-style-type: none"> <li>Implement low mow regime</li> <li>Establish pilot tree nurseries</li> </ul>	<ul style="list-style-type: none"> <li>Expand tree nurseries as appropriate</li> <li>Connect nursery trees to neighborhood and city projects</li> <li>Establish long-term planting design strategies</li> </ul>
<b>Legacy Loop</b>	<ul style="list-style-type: none"> <li>Add 12th Street signage to Rosa Parks Boulevard</li> <li>Design and build protected bicycle lanes, landscaped medians, and enhanced crosswalks to Rosa Parks Boulevard</li> <li>Support community-led activations of outdoor program spaces on vacant lots</li> </ul>	<ul style="list-style-type: none"> <li>Explore possibilities of public art, art houses, and community houses</li> <li>Uncover historic Virginia Park Street brick pavers</li> <li>Redesign park with historic Algiers Motel footprint</li> </ul>
<b>MOBILITY STRATEGY</b>		
<b>North-to-South Connections</b>	<ul style="list-style-type: none"> <li>Add protected bike lanes to Rosa Parks Boulevard</li> <li>Reconfigure Rosa Parks Boulevard at Grand Boulevard into a two-way intersection</li> <li>Reconfigure Rosa Parks Boulevard south of Grand Boulevard into a two-way street</li> </ul>	<ul style="list-style-type: none"> <li>Explore closure of northbound Rosa Parks Boulevard lanes for potential linear park or development on parcels across from Virginia Park Community Plaza</li> <li>Convert 2nd Avenue and 3rd Street to two-way traffic, adding bicycle lanes and implementing streetscape improvements</li> </ul>
<b>East-West Connections</b>	<ul style="list-style-type: none"> <li>Implement crosswalk improvements across Rosa Parks Boulevard at Blaine Street, Pingree Street, and Euclid Street</li> <li>Replace sidewalks and plant street trees to support Herman Kiefer campus connection to Rosa Parks Boulevard and Clairmount Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Bring Clairmount Avenue to Complete Street standards with protected bike lanes and sidewalks</li> <li>Implement pedestrian bridge improvements across the M-10 Freeway at Clairmount Avenue, Gladstone Avenue, Pingree Street, and Euclid Street</li> </ul>
<b>Capacity + Safety</b>	<ul style="list-style-type: none"> <li>Expand bike share system to add stations at Virginia Park Community Plaza, Rosa Parks Boulevard at Clairmount Avenue, Peaches and Greens, Woodward at Clairmount, and Herman Kiefer campus</li> <li>Improve bus shelters at Virginia Park Community Plaza, Rosa Parks Boulevard at Clairmount Avenue, and M-10 Service Drive on both sides of the M-10 Freeway</li> </ul>	<ul style="list-style-type: none"> <li>Explore feasibility and implementation partner for regional microtransit system</li> <li>Streamline and consolidate bus transit routes to match streetscape improvements</li> <li>Complete comprehensive sidewalk repair and replacement program</li> </ul>
<b>HOUSING + ECONOMIC DEVELOPMENT STRATEGY</b>		
<b>Housing Rehabilitation</b>	<ul style="list-style-type: none"> <li>Conduct targeted board-up and rehabilitation of single-family homes and duplexes</li> <li>Assess feasibility of rehabilitation for priority multi-family structures, engage private owners</li> </ul>	<ul style="list-style-type: none"> <li>Release targeted RFP for rehabilitation of publicly-owned multi-family structures</li> <li>Focus code enforcement tools towards redevelopment of privately-owned multi-family structures</li> </ul>
<b>Herman Kiefer Development</b>	<ul style="list-style-type: none"> <li>Assist HKD efforts to improve neighborhood spaces and infrastructure</li> <li>Support HKD efforts for brokering an operator and activating the Herman Kiefer campus</li> </ul>	<ul style="list-style-type: none"> <li>Focus new mixed-use development efforts on connecting Herman Kiefer campus to Rosa Parks Boulevard and Clairmount Avenue</li> </ul>
<b>Opportunity Sites</b>	<ul style="list-style-type: none"> <li>Support ongoing development on Clairmount Avenue site</li> <li>Release RFP for development on Virginia Park Street site</li> </ul>	
<b>Commercial Opportunities</b>	<ul style="list-style-type: none"> <li>Engage Virginia Park Community Plaza to increase retail mix</li> <li>Market Virginia Park Community Plaza for enhanced retail and community center activities</li> <li>Prepare land-based ventures for conditional use applications</li> </ul>	<ul style="list-style-type: none"> <li>Add outlot development in Virginia Park Community Plaza's Rosa Parks Boulevard frontage</li> <li>Reconfigure Virginia Park Community Plaza parking lot to replace impervious surfaces, add trees and landscaping, and support outdoor pop-up markets</li> <li>Explore infill commercial development opportunities throughout community</li> </ul>

2

**VISION +  
MISSION**

## BUILD ON STRENGTH.

*GROW WITH WHO + WHAT IS ALREADY PRESENT.* Resources should be focused on interventions that connect the Herman Kiefer campus to the existing retail and recreation center of the neighborhood, the Virginia Park Community Plaza and the J. Walker Williams Recreation Center. Development decisions should be made to facilitate mutual benefit with residents and address community needs.

## HONOR COMMUNITY LEGACY, PAST + PRESENT.

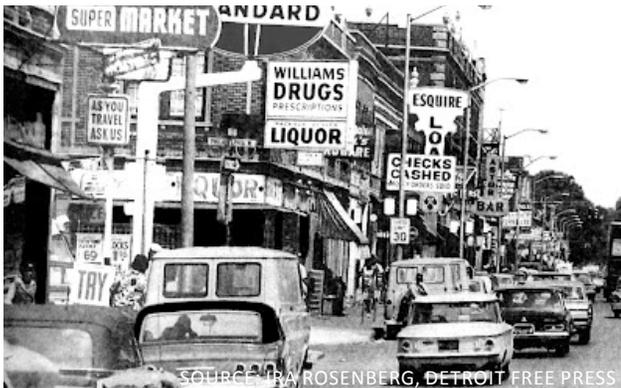
*RESPECT THE STORIES OF RESIDENTS + THEIR COMMUNITY.* Resident experiences should be elevated, commemorated, and celebrated, including: connections to the schools and hospital on the Herman Kiefer campus; the vibrancy of historic 12th Street; civil rights struggles leading up to and following the 1967 Uprising; urban renewal turning 12th Street into Rosa Parks Boulevard; and other stories of perseverance and tradition in the face of disinvestment.

## MAKE VACANT LOTS WORK FOR RESIDENTS.

*EMPOWER RESIDENTS TO TRANSFORM VACANCY INTO OPPORTUNITY.* Investment should be steered to support land-based ventures that activate vacant lots, redevelop abandoned homes, and add beauty and visual cohesion to the landscape. Land stewardship strategies should be implemented that promote community safety through continued management and maintenance of vacant lots and properties.

## CULTIVATE FRONT DOOR ACCESS TO COMMUNITY ASSETS.

*LOCATE GOODS + SERVICES WITHIN WALKING DISTANCE.* Resources should be provided to further develop retail in Virginia Park Community Plaza and market opportunity sites on Clairmount Avenue and Woodward Avenue. Pedestrian and cyclist access should be enhanced both north-to-south and east-west to assets and employment centers in surrounding communities.



SOURCE: IAN ROSENBERG, DETROIT FREE PRESS



**3**

**FRAMEWORK  
GOALS**

## FRAMEWORK GOAL:

This framework seeks to **RESPECT AND HONOR THE RESIDENTS** who participated by making their experiences central to its recommendations and to **REVITALIZE THE COMMUNITY** by leveraging the momentum of the Herman Kiefer campus redevelopment.



## LANDSCAPE STRATEGY GOAL:

This framework seeks to **BEAUTIFY OPEN SPACE** and **SHOWCASE COMMUNITY IDENTITY** through responsive land stewardship and design while **CREATING OPPORTUNITY** through land-based ventures.



## MOBILITY STRATEGY GOAL:

This framework seeks to **IMPROVE WALKABILITY AND PEDESTRIAN SAFETY** within neighborhoods and **CREATE CYCLIST AND TRANSIT INFRASTRUCTURE** along key corridors connecting to regional assets.



## HOUSING + ECONOMIC DEVELOPMENT STRATEGY GOAL:

This framework seeks to **REHABILITATE EXISTING HOUSING STOCK** through collaboration with Herman Kiefer Development, **IDENTIFY DEVELOPMENT OPPORTUNITY SITES**, and **IMPROVE NEIGHBORHOOD RETAIL** in Virginia Park Community Plaza.





# COMMUNITY INPUT

## INTRODUCTION

The Rosa Parks–Clairmount Framework elaborates on the products of an open dialogue between residents, area stakeholders, consultants, and city agencies. This collaborative planning process provides space for residents and stakeholders to take ownership in the framework and define a comprehensive vision for their community.

The planning team facilitated resident and stakeholder engagement for the framework in the spring of 2017. Residents shared their perspectives and knowledge on existing conditions and possible futures for the community through four public forums. These forums were supplemented with meetings with block clubs and weekly office hours at the J. Walker Williams Recreation Center. The public forums consisted of formal presentations and updates by the City and consultant team, breakout activities to source input and workshop ideas, and a resources open house with representatives from various City departments. Residents contributed their input through facilitated storytelling, one-on-one interviews, surveys, and charrette activities to inform the planning team of challenges and opportunities to the community’s wellbeing. These exercises also surfaced important knowledge on the community’s history and identity.

This outreach coincided with a newly-implemented Community Benefits Ordinance (CBO) process, the city’s first, between Herman Kiefer Development and the residents via the Neighborhood Advisory Council. This process culminated in a Neighborhood Benefits Provision (NBP) for Herman Kiefer Development to secure, board, and maintain vacant structures and lots in a designated Land Stewardship Area within the Neighborhood Framework Area, as well as to assist with workforce development and community programming. Both the collaborative planning process and the CBO process informed the strategies and recommendations implemented in this framework.



FORUM 1: INTRODUCTIONS TO THE PLANNING PROCESS

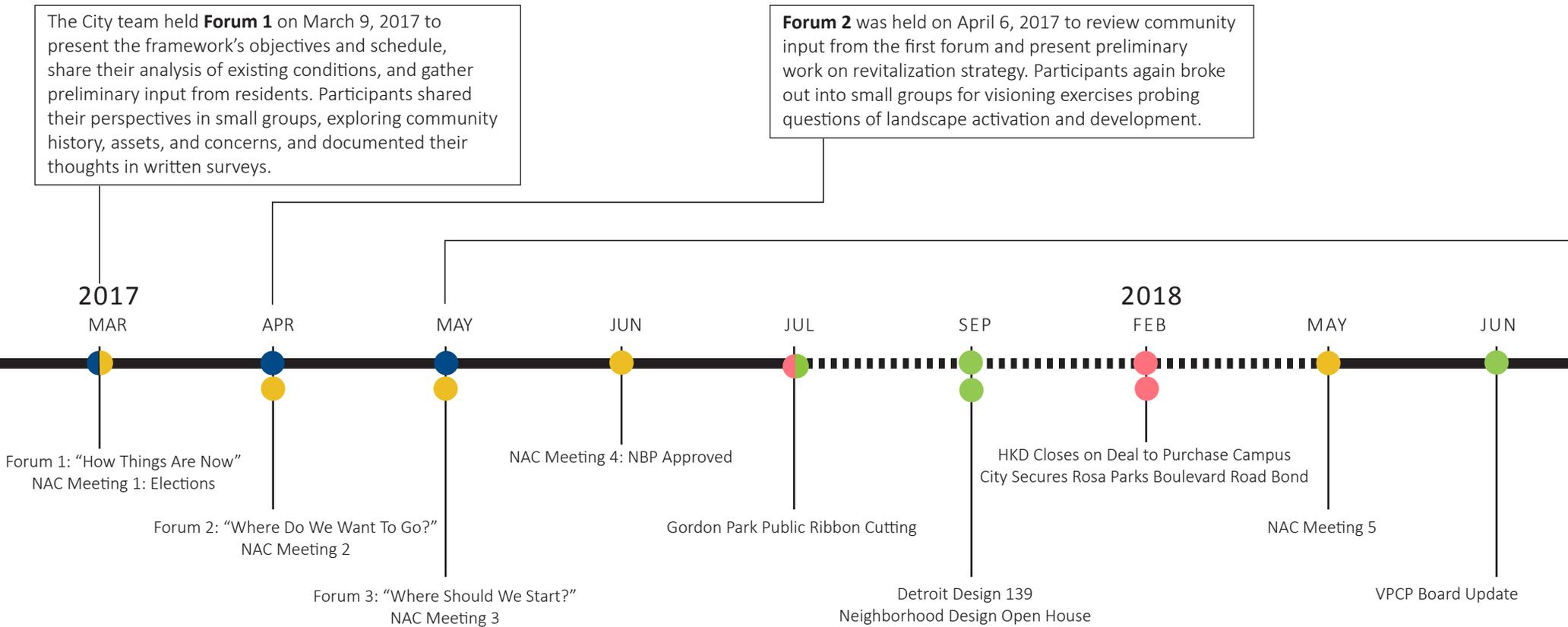


FORUM 2: VISIONING COMMUNITY FUTURES



FORUM 3: BUILDING SHARED NARRATIVES

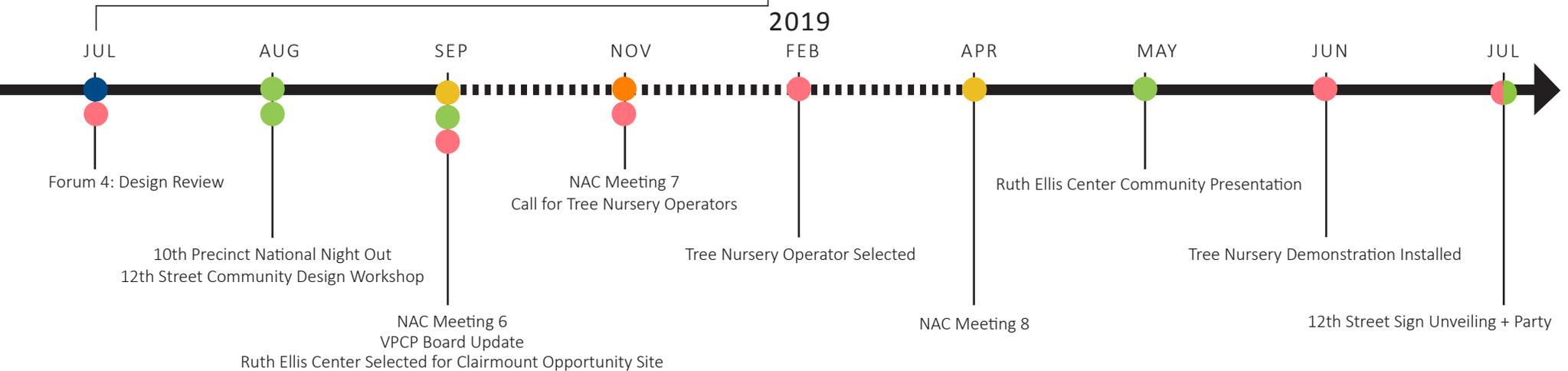
# COLLABORATIVE PLANNING PROCESS + RELATED TIMELINES



**Forum 3** was held on May 11, 2017 to discuss the process to date and present ongoing work. Residents led a storytelling session, recounting their experiences in the community and sharing their hopes for the future.

**Forum 4** was held on July 11, 2018 to present the results of the collaborative planning process and plans for immediate improvements on Rosa Parks Boulevard. Residents received a Citizen’s Guide handbook and provided feedback on the Rosa Parks Boulevard plans. Clairmount opportunity site marketed for development proposals.

- FRAMEWORK PROCESS
- CBO PROCESS
- COMMUNITY EVENT
- IMPLEMENTATION



## STORYTELLING + NARRATIVE BUILDING

Rather than restricting the community to solely review ongoing work, the collaborative planning process allowed the City to source narratives driving the framework's recommendations from the residents themselves. Through one-on-one interviews and facilitated storytelling sessions, the planning team and consultant partners gave residents the floor and listened to their stories of growing up and living in the community.

In the absence of targeted planning work in the area over the past several decades, these exercises gave residents the power to frame the process according to their experiences, situating the challenges they face in the context of their community's history. From these stories, the planning team and consultant partners were better suited to facilitate group explorations in later forums and identify planning tools to address the community's challenges with precision and empathy.



EXCERPTS FROM COMMUNITY INTERVIEWS

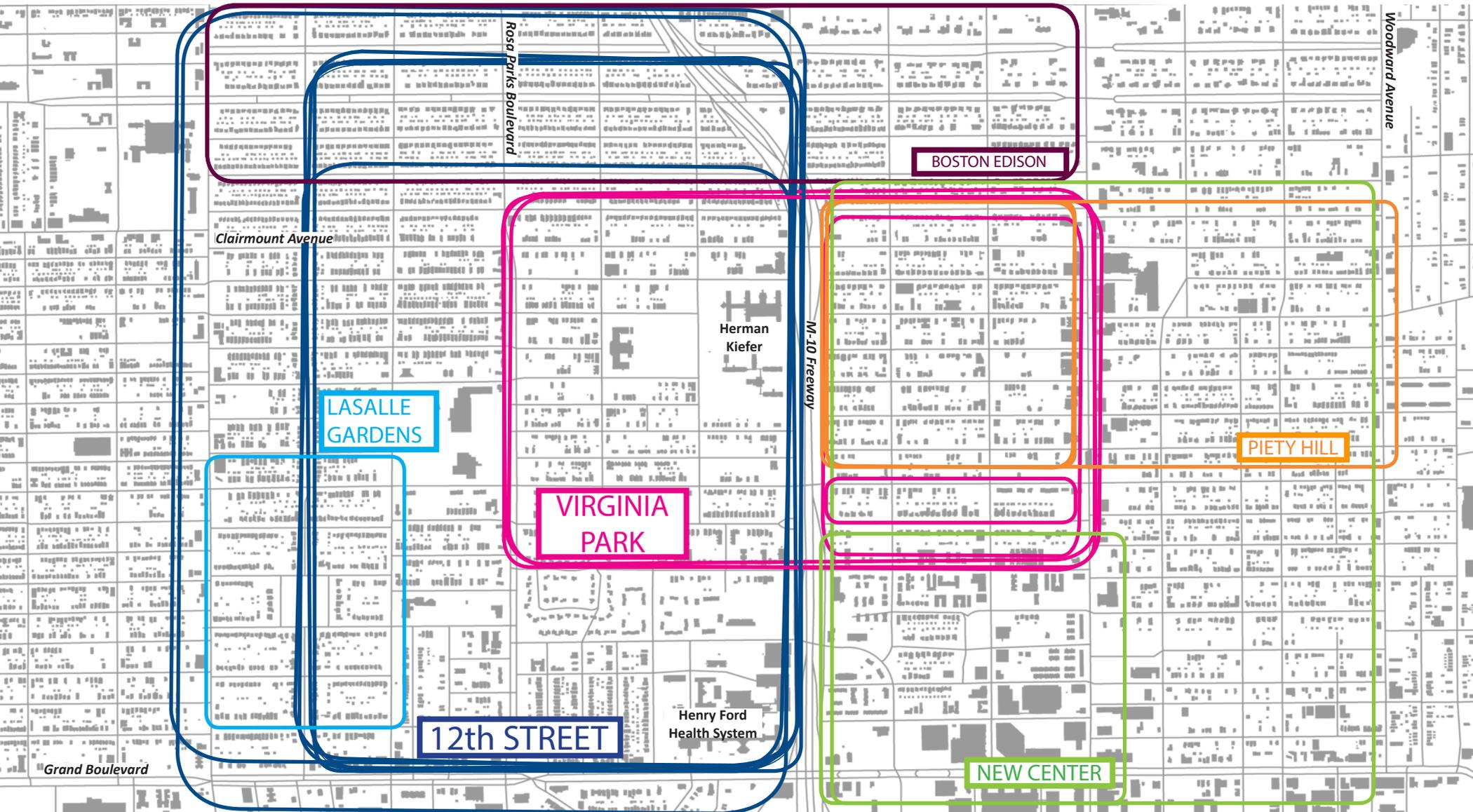


## NEIGHBORHOOD IDENTITY

One crucial insight surfaced in resident interviews and storytelling sessions was the importance of historic 12th Street to the community's identity. While City maps often acknowledge the Boston Edison, Virginia Park, and New Center neighborhoods, the area adjacent to Rosa Parks Boulevard is rarely perceived to be its own neighborhood. Despite this, residents spoke consistently of the community that developed around 12th Street, their memories of the businesses along the corridor, and the loss that came with its destruction.

The City team prepared an exercise in which participants would identify the name and boundaries of their neighborhood on a base map of the Neighborhood Framework Area. Of the responses collected, while Boston Edison, Virginia Park, LaSalle Gardens, Piety Hill, and New Center showed strong clarity in their neighborhood boundaries, 12th Street was the most common reported neighborhood name. Significantly, respondents clearly marked 12th Street as the area west of the M-10 freeway, overlapping substantially with the Virginia Park, Boston Edison, and LaSalle Gardens neighborhood boundaries.

This exercise revealed not solely the strong community identity connected to historic 12th Street, but also the residents' proclaimed desire to reestablish their lost commercial corridor. With the neighborhood delineated west of the M-10 freeway, the City team and consultant partners shifted their focus to not just consider the need to connect the neighborhoods across the M-10 freeway but also those to the north and south with Rosa Parks Boulevard as the key corridor connecting them.

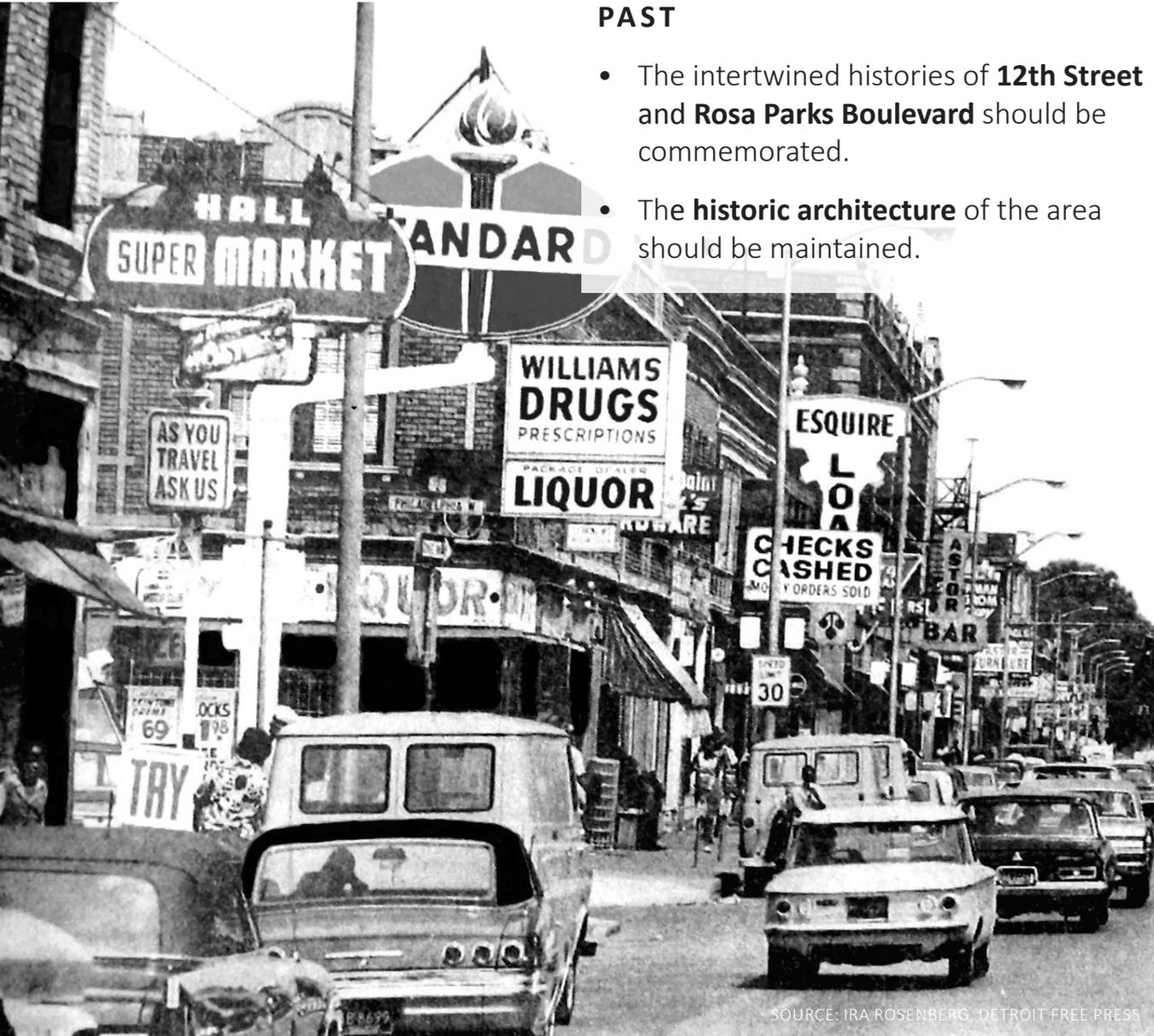


SYNTHESIZED RESULTS OF THE NEIGHBORHOOD IDENTITY EXERCISE

## MAJOR TAKEAWAYS

### PAST

- The intertwined histories of **12th Street** and **Rosa Parks Boulevard** should be commemorated.
- The **historic architecture** of the area should be maintained.



SOURCE: IRA ROSENBERG, DETROIT FREE PRESS



## PRESENT

- **Residents value their neighbors.**
- **Safety** is a major concern and should be a top priority.
- **J. Walker Williams Recreation Center + Virginia Park Community Plaza** are community anchors that could host a future civic node.
- **Hutchins Playfield** should serve as space for recreation while acknowledging its history.



## FUTURE

- Future development should be managed equitably to ensure **resident preservation** and **development without displacement**.
- **Retail** is desired along Rosa Parks Boulevard to have necessities available close to home.
- More **walkable destinations** are desired.
- The community needs development for **children** and **seniors**.



IMAGE COURTESY OF  
HERMAN KIEFER DEVELOPMENT

**5**

**EXISTING  
CONDITIONS**

# INTRODUCTION

Within 385-acre the Neighborhood Framework Area, spans various neighborhoods, housing typologies, and land uses. Flanked by the commercial corridors of Rosa Parks Boulevard and Woodward Avenue and bisected by the sunken M-10 freeway, the area is segmented by strong north-to-south axes. These axes frame and divide a mosaic of occupied and vacant lots and the homes to 3,500 people.

This mosaic of property is overlaid by a set of historical, socio-economic, and ecological characteristics. The planning team investigated these characteristics by studying: neighborhood history; the development of urban form; demographic indicators; a site inventory at the parcel-scale; and conditions across the framework's three strategies, Landscape, Mobility, and Housing + Economic Development.



AERIAL VIEW OF NEIGHBORHOOD FRAMEWORK AREA, LOOKING NORTHWEST

# HISTORY AT A GLANCE

## 1893: VIRGINIA PARK LAID OUT

The Virginia Park neighborhood is laid out on the edge of the city in 1893 by developers John W. Leggett, Frank E. Snow, and Joseph C. Hough. Built in the style of an early suburb, the development is aimed at the city's new professional middle class.

## 1911: HERMAN KIEFER CAMPUS OPENS

The Herman Kiefer Hospital dates back to 1893, when it opens as an isolated outpost to treat outbreaks of infectious diseases such as smallpox. The first two buildings, designed by George Mason, open in 1911.

## 1930s-1960s: THE COMMUNITY MATURES

A Jewish community arrives to replace the Catholic community as it leaves. 12th Street develops as a commercial corridor with many Jewish-owned businesses serving the needs of the community around them.

## 1950s-1980s: HERMAN KIEFER ADAPTS

The Herman Kiefer Hospital opens the Rehabilitation Institute in 1951 to address the city's polio epidemic. The hospital is the main treatment center for the disease in Detroit until 1958, when the Rehabilitation Institute moves to the Detroit Medical Center. As the rise in antibiotics use leads to a decline in cases of infectious diseases, the hospital shifts its focus to general care and drug abuse treatment.

## 1890s-1930s: THE COMMUNITY GROWS

The auto industry booms, and the city responds in population and development. The Virginia Park area first is home to a predominantly Catholic community. As the city grows, it annexes peripheral land, and soon the Virginia Park neighborhood is centrally located within the city limits.

## 1928: HERMAN KIEFER EXPANDS

To meet the demands of the city's growing population, the hospital hires Albert Kahn to design a main structure and several new pavilions for the Hospital. By 1932 it holds 1,200 beds and serves the general population.

## 1951: DEMOLITIONS BEGIN IN BLACK BOTTOM

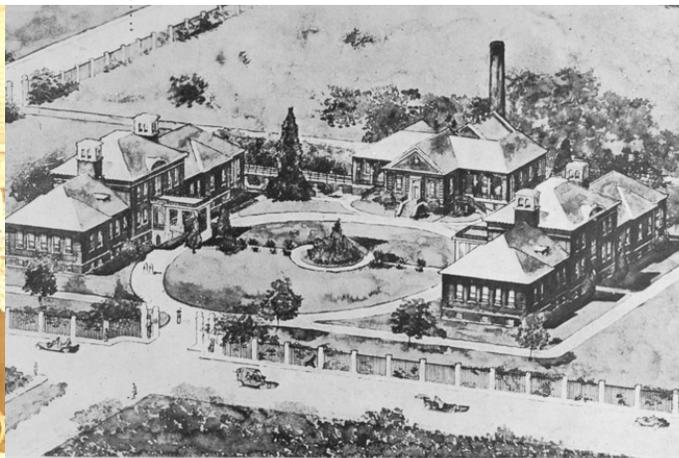
Black Bottom, the predominantly African-American community east of downtown, is razed over the decade following the passage of the 1949 National Housing Act. The urban renewal project also destroys Paradise Valley, the city's premier African-American business district, to build Interstate 75. Many of the residents of Black Bottom move to the Virginia Park area as the Jewish community moves northwest.

## 1957: M-10 FREEWAY OPENS

The M-10 Freeway, previously named for John C. Lodge and now named after Aretha Franklin, is built over top of Hamilton Street, dividing the Virginia Park area in half and separating 12th Street from New Center. Hearing rumors of a the City developing an urban renewal project for Virginia Park, residents form the Virginia Park Rehabilitation Citizens Committee (VPRCC) and the Virginia Park Citizens Service Corporation (VPCSC) in 1966.



(SOURCE: LEONARD N. SIMON JEWISH COMMUNITY ARCHIVES)



(SOURCE: DETROIT PUBLIC LIBRARY)



(SOURCE: DETROITURBEX.COM)

**1967: 12TH STREET UPRISING**

On July 23, 1967, City Police raid an unlicensed bar on 12th Street, arresting the patrons inside. A large crowd gathers in protest then clashes with the police. Over the next five days, looting and arson damage property along 12th Street as the protests spread from the Virginia Park area to other African-American neighborhoods throughout the city. Both Michigan National Guardsmen and federal Army troops are ordered into the city, resulting in 7,000 arrests, many unlawful. By the end of the uprising, over 1,000 structures are destroyed and 43 people are dead.

**1977: GM NEW CENTER REVITALIZATION**

General Motors, seeking to attract business interest in New Center, spends \$1.25 billion on beautification in the area in 1977, including lighting, street trees, and parks. In 1978, General Motors joins 14 limited partners in the New Center Commons project, which involved stabilization of existing single-family housing stock and construction of new multi-family housing for employees. The project is built to the northwest of the GM Headquarters at a cost of approximately \$30 million.

**2013: MICHIGAN DECLARES STATE OF FINANCIAL EMERGENCY**

Following decades of fiscal stress caused by a declining tax base, growing pension costs, and extensive borrowing, the State of Michigan places the City under the direction of Emergency Manager Kevyn Orr in February 2013. The City files for Chapter 9 bankruptcy in July 2013 and emerges in December 2014, restoring control of finances from Orr back to the City.

**1960s-1970s: THE COMMUNITY REBUILDS**

After the uprising, the City creates Citizens District Councils across its neighborhoods. The Virginia Park Citizens District Council (VPCDC) is mostly filled by members of the VPRCC, though notable contention persists between members from the West Grand Boulevard-Clairmount Association and the 12th Street Civic League. Over the course of a decade, these groups work with local, state, and federal government officials to clear damaged property, renovate housing, and develop new retail. 12th Street is widened in 1973 and renamed to Rosa Parks Boulevard in 1976.

**1970s-1990s: THE COMMUNITY HUB DEVELOPS**

VPCDC secure funds to build a recreation center in 1976, ultimately becoming the J. Walker Williams Recreation Center. After the widening of 12th Street into Rosa Parks Boulevard, the Virginia Park Town Homes are built south of Clairmount Avenue in 1978. The Members of the VPCDC form the Virginia Park Community Investment Associates (VPCIA) to organize and develop commercial properties. This group spearheads efforts to develop the nation's first community-owned shopping center on Rosa Parks Boulevard, opening as the Virginia Park Community Plaza in 1982. Later that decade, the senior housing project Virginia Park Meadows opens behind the plaza in 1990.

**2016: ROSA PARKS-CLAIRMOUNT FRAMEWORK ANNOUNCED**

The City Council approves \$1.6 million in contracts for community-driven framework plans in four neighborhoods, including the Rosa Parks-Clairmount area, in December 2016. The Department of Planning and Development begins outreach and hosts three community forums through the Spring of 2017, coinciding with the creation of a Neighborhood Benefits Provision between residents and Herman Kiefer Development for the redevelopment of the Herman Kiefer campus.



(SOURCE: BENTLEY HISTORICAL LIBRARY)

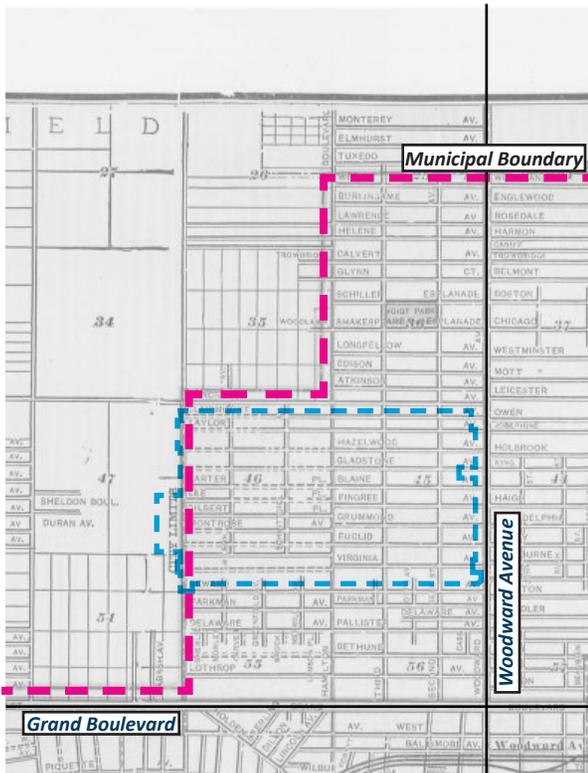


(SOURCE: AFP/GETTY IMAGES)

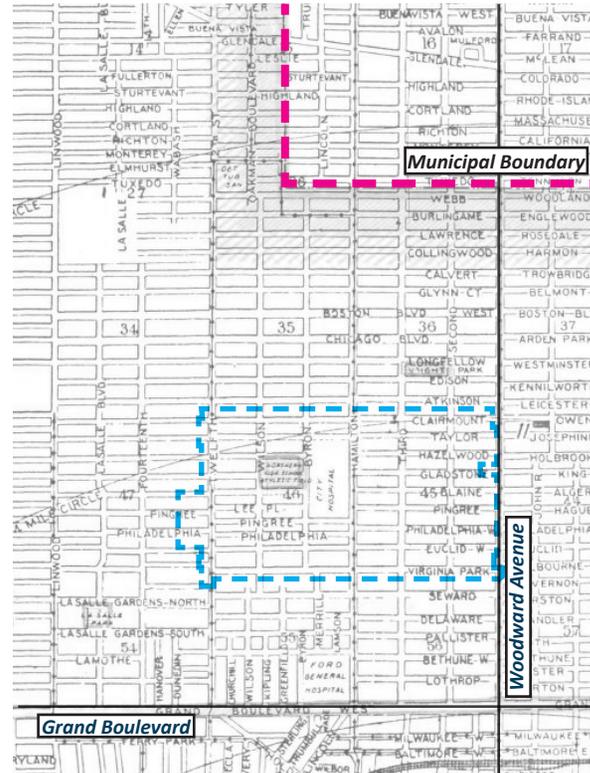


(SOURCE: HERSCHEL L. RICHEY)

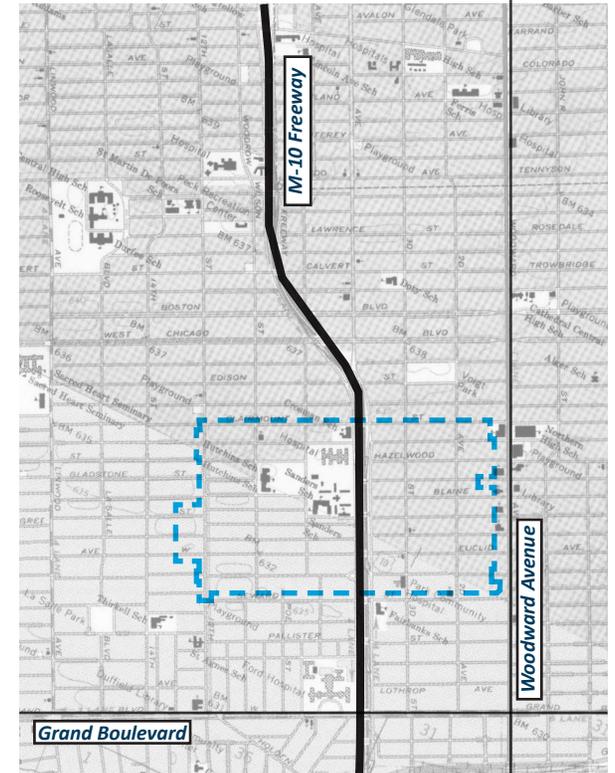
## HISTORICAL DEVELOPMENT OF URBAN FORM



AREA MAP IN 1906



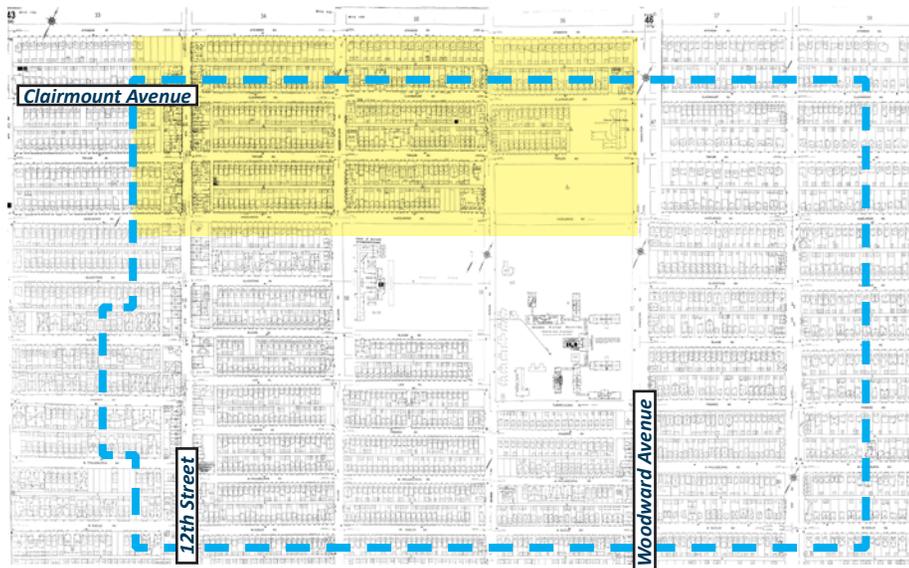
AREA MAP IN 1923



AREA MAP IN 1968

The Neighborhood Framework Area first developed its familiar residential grid at the edge of Detroit's municipal boundary in the late-nineteenth century. The city's expansion coincided with the subdivision of larger parcels into residential lots. As the city annexed surrounding land through the early-twentieth century, the area's grid formalized, with the Herman Kiefer hospital forming a large campus off Hamilton Street. Streetcars linked major arterials like Woodward Avenue and Grand Boulevard, with coach service accessing neighborhoods.

The city's geographic expansion ended with its last annexation in 1926. By the mid-century, freeway construction began reshaping the city grid. In the Neighborhood Framework Area, the construction of the M-10 Freeway over Hamilton Street separated the grid into a western portion, contiguous with 12th Street, and an eastern portion, contiguous with Woodward Avenue.



MAP OF THE STUDY AREA IN 1925 (SOURCE: SANBORN MAP, 1925, VOL. 9)

Over the late-twentieth century, disinvestment, demolition, and urban renewal left a dramatic imprint on the area's built environment. The abandonment of businesses on 12th Street after the uprising of 1967 led to widespread demolitions, both piecemeal and later as part of the Virginia Park Rehabilitation Plan. Building density also fell with population density, leaving 48 acres of land vacant by 2017. The overall effect was a notable loss of street structure and an increase in open space.

This period also brought new variety to the architectural character of the area. The Virginia Park Community Plaza, J. Walker Williams Recreation Center, and Virginia Park Town Homes added contemporary form to the historic housing stock along Rosa Parks Boulevard, establishing a trend of structures set back off the street. This new urban form, with its decrease in building density and increase in setbacks and road widths, establishes the conditions in which this framework seeks to respond.

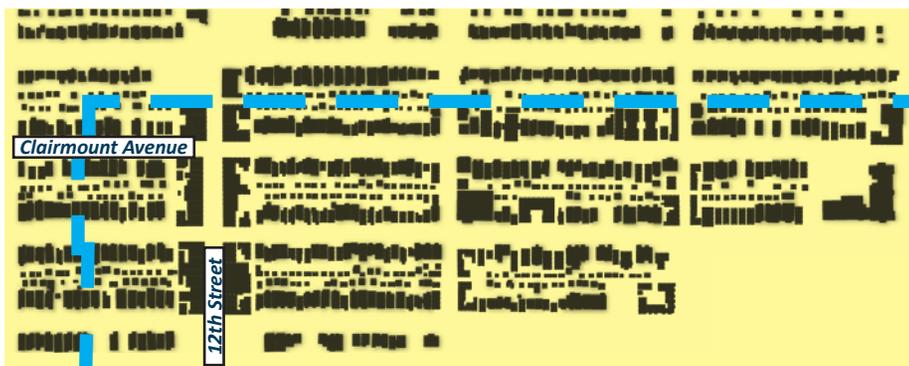


FIGURE-GROUND CALL-OUT: 1925

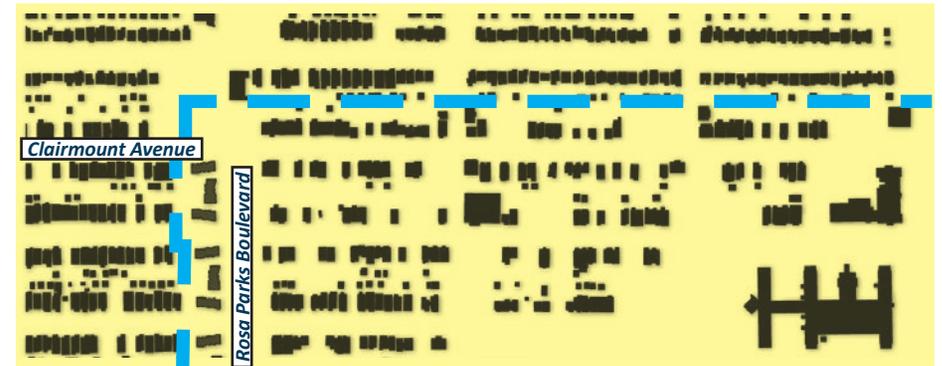
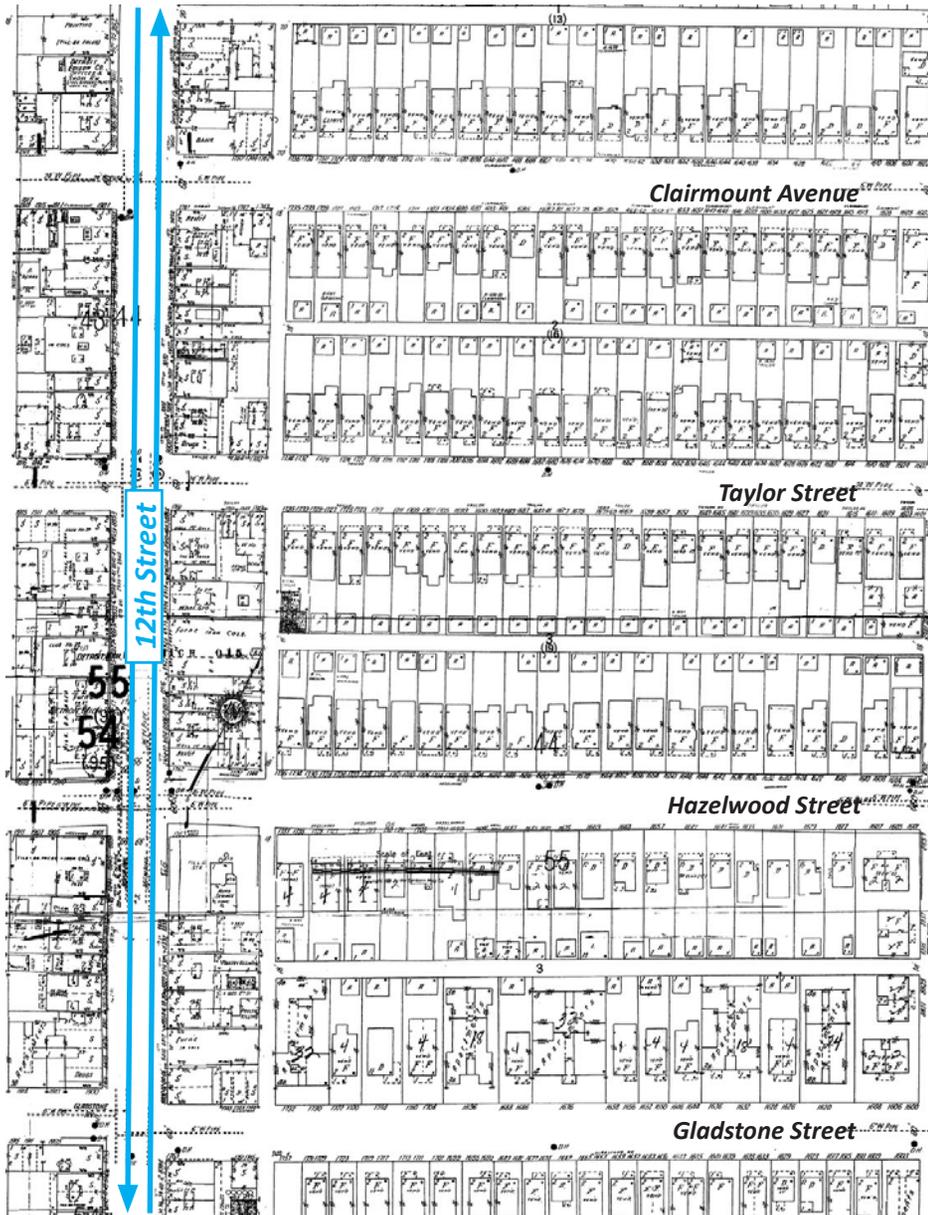
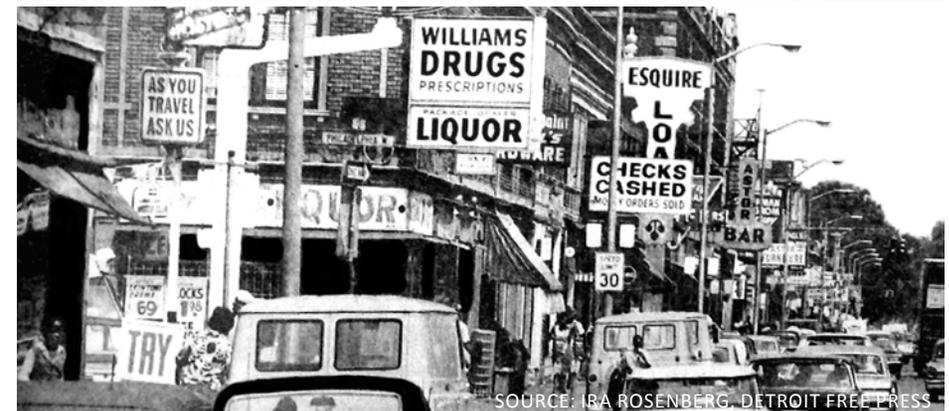


FIGURE-GROUND CALL-OUT: 2017

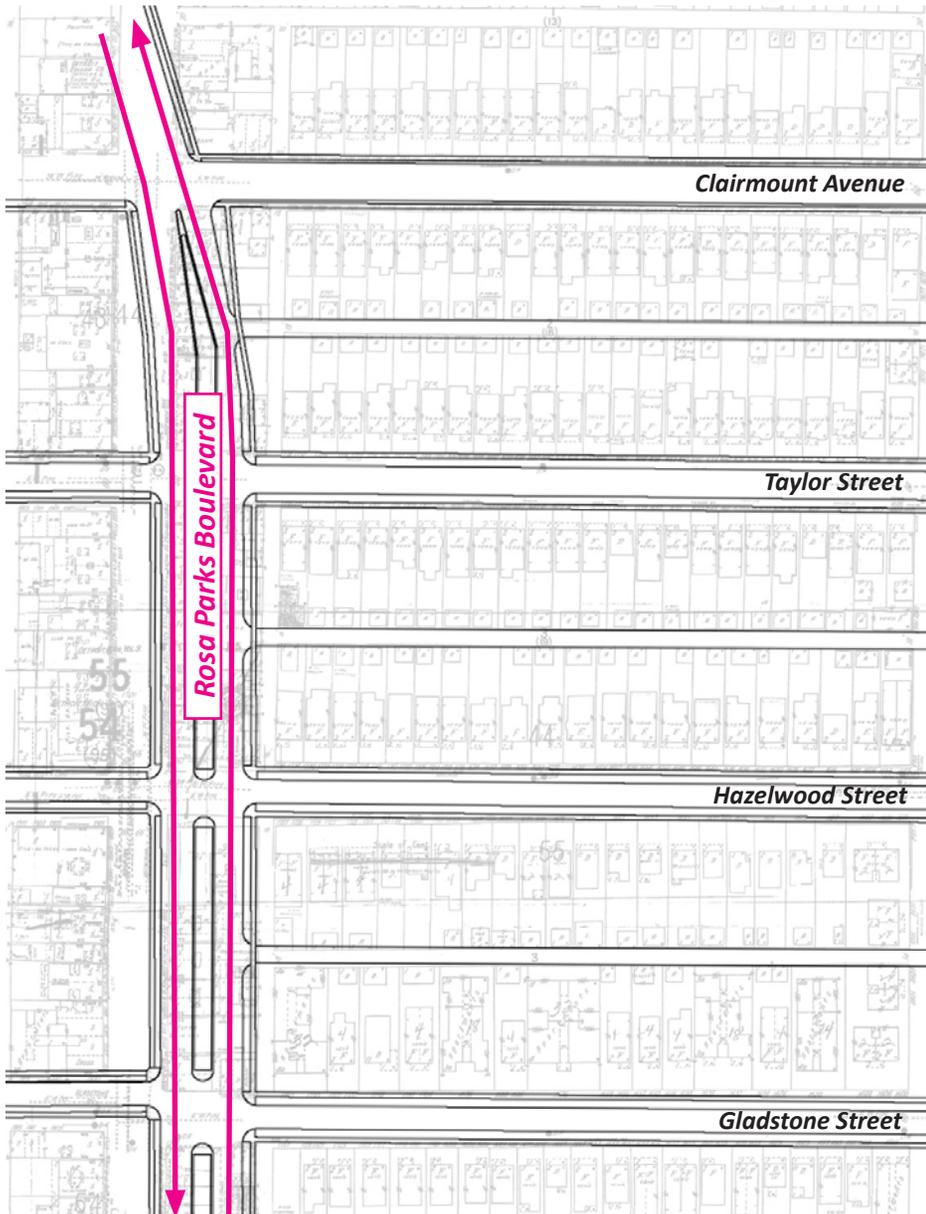
# 12TH STREET'S LEGACY



12th Street first developed as a commercial corridor serving the area's Jewish community in the early-twentieth century, becoming the heart of Jewish and African American business and retail in the city as the community's demographics shifted mid-century. Throughout the planning process, residents spoke frequently of their memories of 12th Street and the loss of community amenities that came along with its demolition. While the commercial corridor was lost, demand for these amenities remain in the community today.



## ERASURE OF 12TH STREET



Looting and arson coinciding with the 1967 uprising resulted in significant property damage across the city. On 12th Street, structures both damaged in the uprising and deemed substandard were demolished in the decade following as part of the Virginia Park community's urban renewal plans. The widening of 12th Street into Rosa Parks Boulevard paved over many lots that previously held commercial structures. Today, the J. Walker Williams Recreation Center, the Virginia Park Community Plaza, and the Virginia Park Town Homes are set back from the street, leaving little trace of 12th Street's lively store fronts.



SOURCE: TONY SPINA, DETROIT FREE PRESS

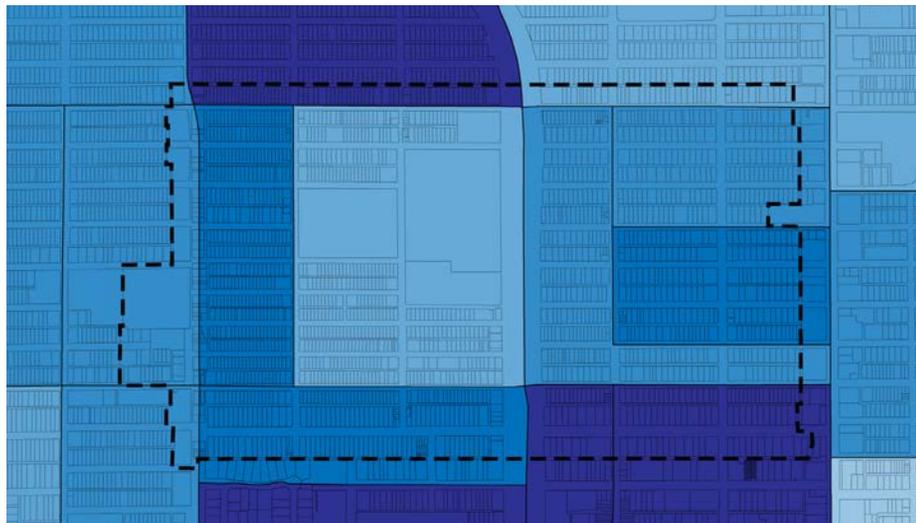


## COMMUNITY DEMOGRAPHICS

The planning team compared demographic data for the Neighborhood Framework Area to that of the city as a whole. Neighborhood data was derived from 2019 Esri annual estimates, while City of Detroit data was derived from 2018 Census and American Community Survey annual and five-year estimates.

### POPULATION + DENSITY

The Neighborhood Framework Area encompasses approximately 3,500 people, 94% of whom are black, 4% whom are white, and 2% whom are mixed-race. Twenty-two percent of the population is under the age of 19, compared to 29% for the city as a whole, while 15% of the population is over the age of 65, equal to that for the city as a whole. The census blocks comprising the Land Stewardship Area are significantly less dense in population than the city average, while the census blocks to the north and south are among the city's most dense.



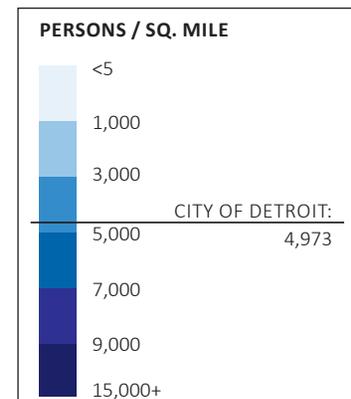
2015 POPULATION DENSITY BY CENSUS BLOCK (SOURCE: 2015 ACS 5-YEAR ESTIMATES)

### JOBS + INCOME

Fifty-seven percent of households in the Neighborhood Framework Area earn less than \$25,000 a year, compared to 43% for the city as a whole. Median household income in the Neighborhood Framework Area is \$19,150. The unemployment rate is 10.9% in the Neighborhood Framework Area, compared to 8.8% city-wide.

### HOUSEHOLDS + HOUSING

The average household size in the Neighborhood Framework Area is 2.1 people, and 77% of units are renter-occupied while 23% are owner-occupied. The median home value in the Neighborhood Framework Area is \$72,881, and the median contract rent is \$491.



## POPULATION + DENSITY

**POPULATION**  
**3,500** Neighborhood Framework Area (NFA)  
**672,662** City of Detroit

**AGE**  
**6%** NFA  
 (City-Wide: 7%)  
**< 5**

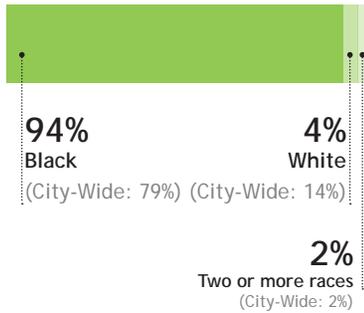
**16%** NFA  
 (City-Wide: 21%)  
**5-19**

**21%** NFA  
 (City-Wide: 22%)  
**20-34**

**43%** NFA  
 (City-Wide: 36%)  
**35-64**

**15%** NFA  
 (City-Wide: 15%)  
**65+**

### RACE/ETHNICITY

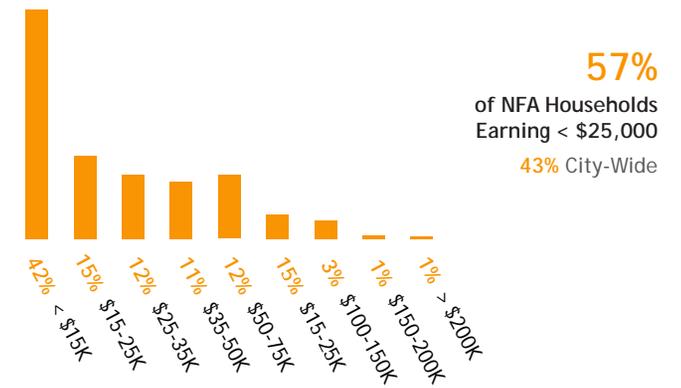


## JOBS + INCOME

### UNEMPLOYMENT RATE



### MEDIAN HOUSEHOLD INCOME

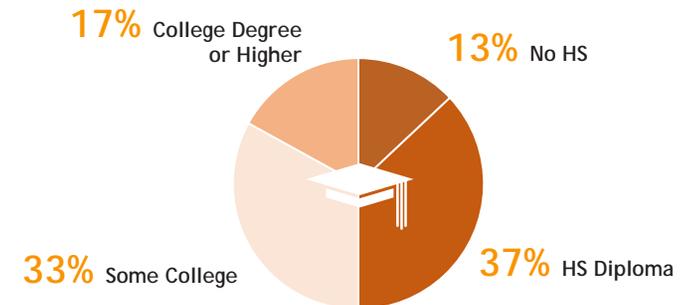


**HOUSEHOLDS + HOUSING**  
**\$19,150** NFA  
**\$27,838** City-Wide

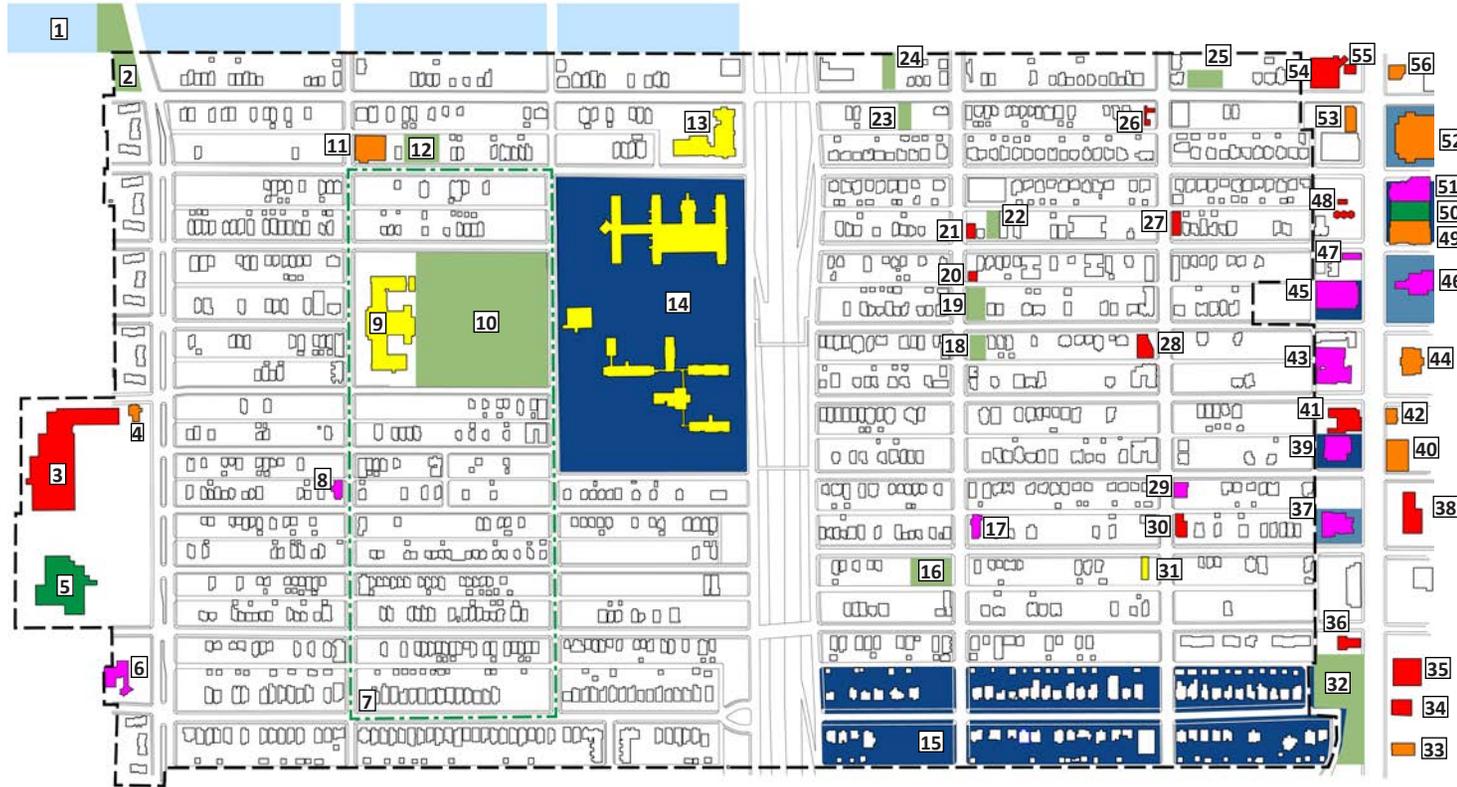


**77%** Renters  
**23%** Homeowners  
 (City-Wide: 58% Renters, 42% Homeowners)

### EDUCATION



# SITE INVENTORY



## KEY

1. ATKINSON STREET HISTORIC DISTRICT
2. GORDON PARK
3. VIRGINIA PARK COMMUNITY PLAZA
4. COMERICA BANK
5. J. WALKER WILLIAMS RECREATION CENTER
6. GRACE EPISCOPAL CHURCH
7. INFORMAL WALKING CIRCUIT
8. NEW ST PETER BAPTIST CHURCH
9. HUTCHINS SCHOOL
10. HUTCHINS PLAYFIELD
11. CENTRAL DETROIT CHRISTIAN CDC
12. COMMUNITY GARDEN
13. CROSSMAN SCHOOL
14. HERMAN KIEFER CAMPUS
15. VIRGINIA PARK STREET HISTORIC DISTRICT
16. 3RD + PHILADELPHIA COMMUNITY PARK
17. REDEEMED MISSIONARY BAPTIST CHURCH
18. COMMUNITY PARK
19. COMMUNITY PARK
20. PEACHES & GREENS
21. SAM'S LIQUOR
22. MALENA MARKS PARK
23. COMMUNITY GARDEN
24. COMMUNITY GARDEN
25. SCULPTURE PARK
26. JET DETAIL SPA & SWEET TOOTH GRILL
27. CAFE SUNSHINE
28. FIT & FOLD LAUNDROMAT
29. NEW PROSPERITY BAPTIST CHURCH
30. FARM & FISHERY
31. GARDEN FLORA
32. VIRGINIA PARK
33. DMC URGENT CARE
34. THE TURKEY GRILL
35. IGNITION KEY REPLACEMENT DETROIT
36. CITGO GAS STATION
37. WOODWARD AVENUE PRESBYTERIAN CHURCH
38. FAMILY DOLLAR + METRO T-MOBILE
39. PEOPLE'S COMMUNITY CHURCH
40. NSO LIFE CHOICES
41. CELEBRITY CAR WASH & DETAIL
42. CCIH INNER CITY CLUBHOUSE
43. ST JOHN'S C.M.E. CHURCH
44. LITTLE SCHOLARS
45. BREAKERS COVENANT CHURCH INTERNATIONAL
46. ST MATTHEW'S & ST JOSEPH'S EPISCOPAL CHURCH
47. LITTLE ROCK BAPTIST CHURCH COMMUNITY ANNEX
48. MARATHON GAS STATION
49. CLEARY UNIVERSITY CULINARY ACADEMY
50. CONSIDINE - LITTLE ROCK FAMILY LIFE CENTER
51. LITTLE ROCK BAPTIST CHURCH
52. DETROIT INTERNATIONAL ACADEMY
53. INSTITUTE FOR POPULATION HEALTH
54. KING COLE FOODS
55. AML GAS STATION
56. LIBERTY BANK DETROIT

## ASSET MAPPING

### PARKS + OPEN SPACE

The Neighborhood Framework Area west of the M-10 Freeway has three substantial park spaces, with Gordon Park and the J. Walker Williams Recreation Center on Rosa Parks Boulevard and Hutchins Playfield along Byron Street. A community walking circuit loops Hutchins Playfield and reaches down to Virginia Park Street. East of the freeway, several park spaces fill lots along 3rd Street. Several community gardens and a sculpture garden line Clairmount Avenue and Taylor Street near Central Detroit Christian CDC, and a variety of training machines are scattered throughout the area as part of an exercise trail.

### HISTORIC STRUCTURES

A majority of homes in the area were built before 1920. Historic structures listed in the National Register or locally designated are limited to Woodward Avenue and the local historic districts along Atkinson Street and Virginia Park Street. The Herman Kiefer campus received both national and local historic designation, while Hutchins School and Crossman School are not designated but have been identified as eligible.

### DEVELOPMENT

Central Detroit Christian CDC has developed lots along Second Avenues and Third Street with retail and has 100 units of housing in the pipeline east of the freeway. Motor City Match candidates add the potential for 15,000 square feet of new commercial space. The redevelopment of the Herman Kiefer campus will likely draw significant development attention to the neighborhood.

### FAITH-BASED INSTITUTIONS

A cluster of churches sit to the Neighborhood Framework Area's east on Woodward Avenue, while several are located along the residential streets on both sides of the freeway. The Grace Episcopal Church on Rosa Parks Boulevard dates prior to the 1967 uprising on 12th Street. The former Tried Stone Baptist Church on Taylor Street now houses the headquarters of Central Detroit Christian CDC and a community center with neighborhood services.



SOURCE: STEVE KOSS

CENTRAL DETROIT CHRISTIAN CDC



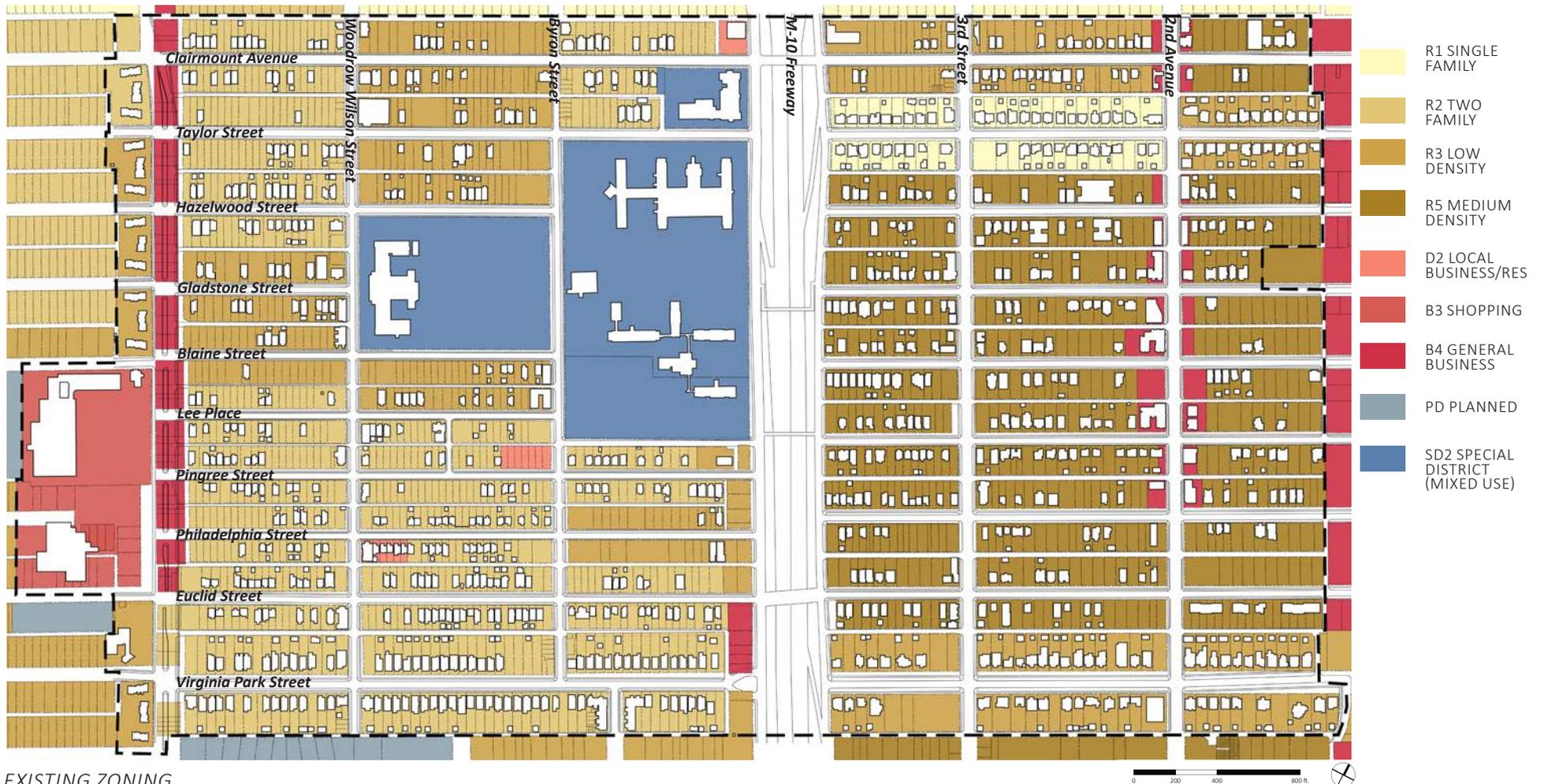
SCULPTURE GARDEN ON CLAIRMOUNT AVENUE



COMMUNITY GARDEN ON TAYLOR STREET

## ZONING

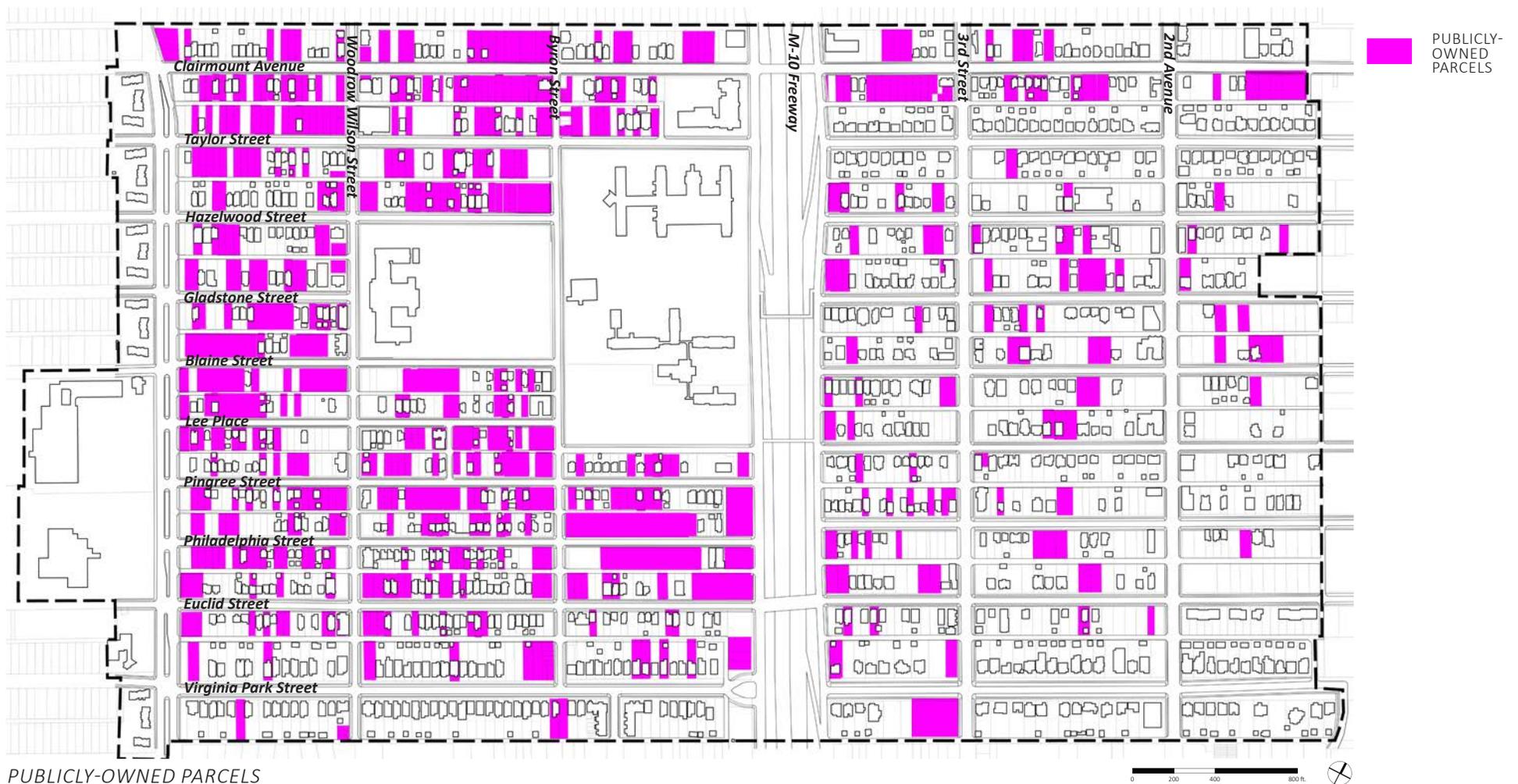
Existing zoning supports commercial development along Rosa Parks Boulevard but conflicts with potential commercial uses along Clairmount Avenue, 3rd Avenue, and adjacent to the Herman Kiefer campus. The existing zoning also limits possible residential density upzoning throughout the area.



EXISTING ZONING

## PUBLIC OWNERSHIP

The Neighborhood Framework Area holds approximately 53 acres of publicly-owned parcels, mostly located to the west of the M-10 Freeway. Approximately 32% of these parcels still have structures remaining.



PUBLICLY-OWNED PARCELS

## HOUSING

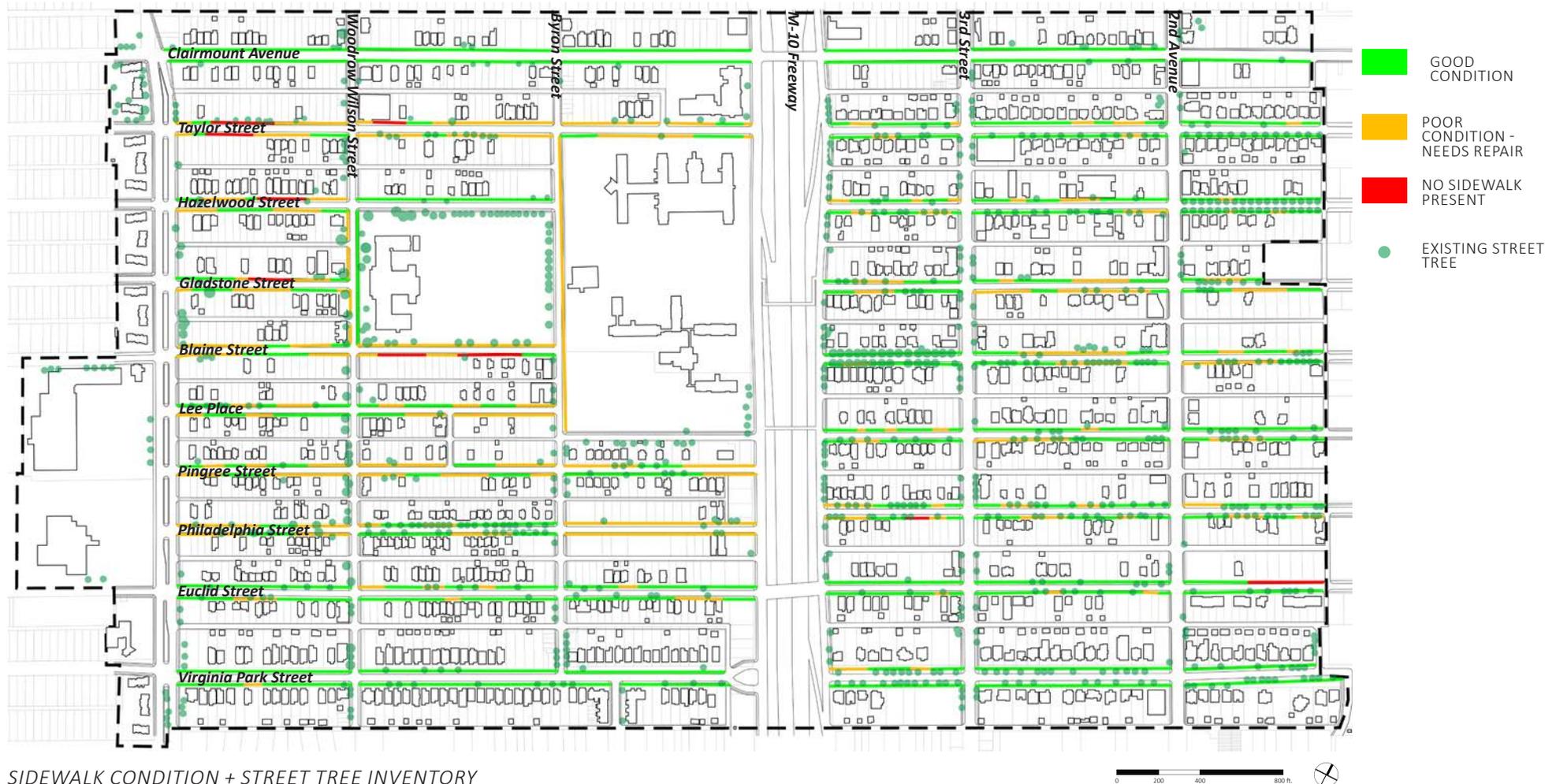
Single-family houses and duplexes comprise the majority of housing units in the area. Nearly 70% of structures were built between 1910 and 1920. The oldest remaining structures were built in the 1890s.



HOUSING INVENTORY

## SIDEWALKS + STREET TREES

Approximately 30,600 feet of sidewalk in the Neighborhood Framework Area is either missing entirely or in poor repair. Although there are pockets of mature street trees, coverage is sporadic or limited along most residential streets.



SIDEWALK CONDITION + STREET TREE INVENTORY

## LANDSCAPE CONDITIONS



### ECOTYPES & LOT SUCCESSION

As structures were demolished and lots left vacant through the late-twentieth century, the ecological character of the area changed and diversified. Cleared lots gathered wild seeds, developing into long grasses. Unmaintained, these lots developed meadow conditions, with a hierarchy of shrubs, grasses, and eventually hardwood stands forming and encroaching on adjacent mowed lots. Varied wildlife occupies these grassy spaces, including pheasants, a community favorite.

Today, each of the residential lots in Rosa Parks expresses one of these five ecotypes: cleared lot, mowed lot, wild grasses, shrubs and hardwood stands. Additionally, asphalt lots represent a significant proportion of the ground conditions of the landscape. Stormwater retention and drainage is not a significant problem, in part due to the extensive open space serving as pervious surface for stormwater to drain.



- ASPHALT LOT
- WILD GRASSES
- HARDWOOD STANDS
- MOWED LOT
- SHRUBS
- STREET TREES

*INVENTORY OF ECOTYPES*

**LOT INVENTORY**

ELEMENT	AREA (ACRES)	COVERAGE (% OF TOTAL SITE)
<b>ECOTYPES</b>		
ASPHALT LOT	28.5	7.5%
MOWED LOT	132.0	34.5%
WILD GRASSES	22.2	6.7%
SHRUBS	31.5	8.3%
HARDWOOD STANDS	41.0	10.7%
<b>TREE CANOPY</b>	<b>265</b>	<b>69%</b>
HARDWOOD STANDS	41	11%
STREET TREES	224 ACRES (55%)	55%
PERVIOUS SURFACE	200.0	52%
IMPERVIOUS SURFACE	184.8	42%

## PATTERNS + OPPORTUNITIES

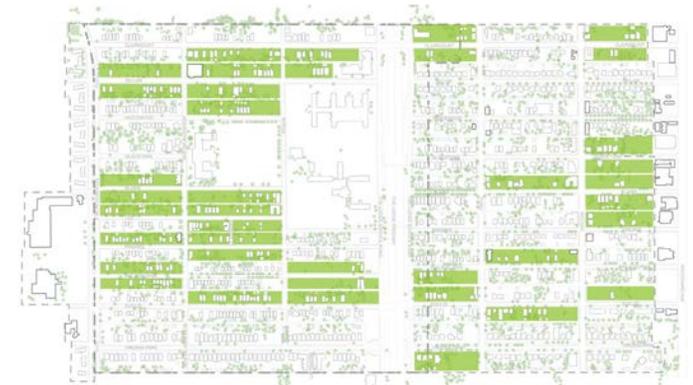
### GREEN STREETSCAPES

Vacant open space in the Neighborhood Framework Area offers the potential for three broad patterns in land activation strategies, as driven by community input and market conditions. North-south corridors touch adjacent lots of various sizes and potential uses. Grafting these lots along the “spine” of these corridors provides greater connectivity between Boston Edison to the north and New Center to the south. The streetscape activations along these corridors also offer opportunity for day-lighting stormwater treatment in the form of rain gardens, bioretention systems, and natural planting areas. Within the street right-of-way, opportunities for infrastructure improvements include two-way street conversion, protected bike lanes, and tree-canopied sidewalks.



### NEIGHBORHOOD COMMONS

Front porches and yards of the neighborhood’s homes face the east-west corridors creating an important public face and opportunities for neighborhood interaction that can be negatively impacted by vacant lots. Revitalizing the public edge along these vacant lots however, can spur development of pocket parks, public commons, or land-based ventures with a public interface. This strategy is best used where populations are still present to give these public spaces vitality and opportunity for neighborhood interaction.



### NATURAL HABITATS & LAND-BASED VENTURES

Assembling vacant lots into larger tracts can lead to ease of management and create opportunities for transitioning vacancy into new landscape strategies. These can take the form of natural habitats, such as groves of trees, meadows and wetlands or the combination of these into savannahs; or the creation of land-based ventures such as urban farms, or tree nurseries planted across a variety of conditions that balance productivity, aesthetics and space for community programming. Assisting the operator with conditional use applications for the lots will allow for near-term implementation of these strategies without changes to the zoning code.





# MOBILITY CONDITIONS

## MODE SHARE

From 2000 to 2015, the Neighborhood Framework Area’s residential population fell from 8,600 people to 4,200. In that time, the percentage of residents driving to work decreased while those using transit, walking, and biking increased. Today, only 42% of households in the area own personal vehicles, and 67% of workers are able to reach their workplace in thirty minutes or less.

The following observations guide the planning process and recommendations in this plan:

- People depend on car-free mobility-- walking, biking and transit are essential for day-to-day activity.
- Capacity opportunities exist to enhance car-free mobility-- there is less traffic demand with the same amount of capacity.
- Close, but not there-- people are close to amenities, but not quite able to access them conveniently.

## PEDESTRIAN NETWORK

Understanding which amenities are within walking distance of the Neighborhood Framework Area is important for strategically designing transit, bike, and walk improvements. The maps on the following page show a 5, 10, and 15 minute walking distance from the terminal Q-Line stop, the J. Walker Williams Recreation Center, employment centers on Grand Boulevard, and nearby bus stops (as of 2017).



CHANGE IN MODE SHARE

42.5% of households own personal vehicles

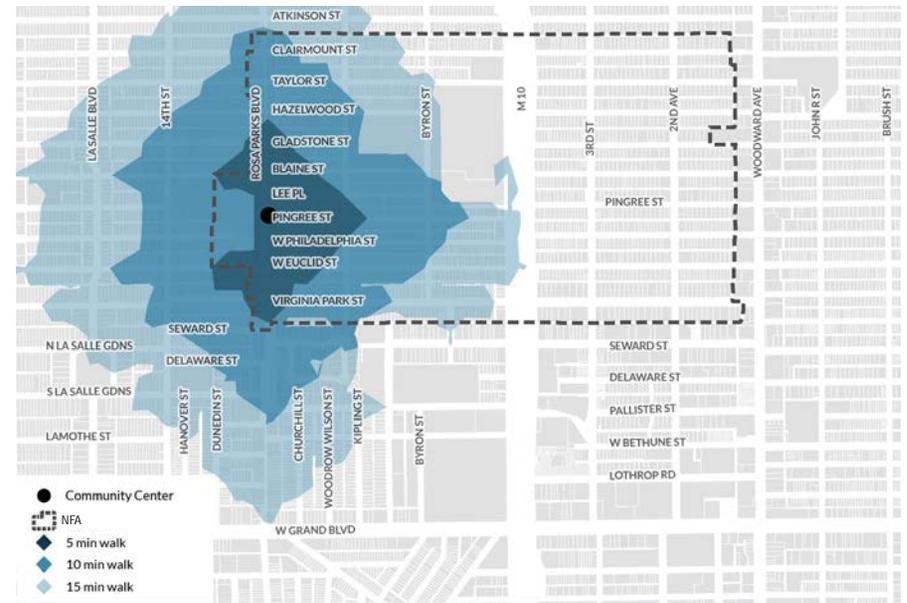


TRAVEL TIME TO WORK

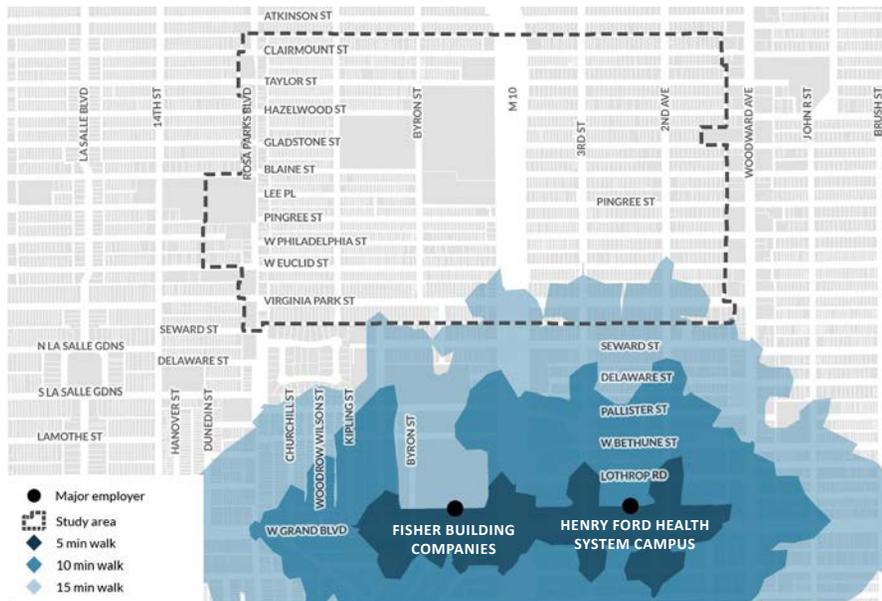
(SOURCE: US CENSUS BUREAU, AMERICAN COMMUNITY SURVEY FIVE-YEAR ESTIMATES, 2011-2015)



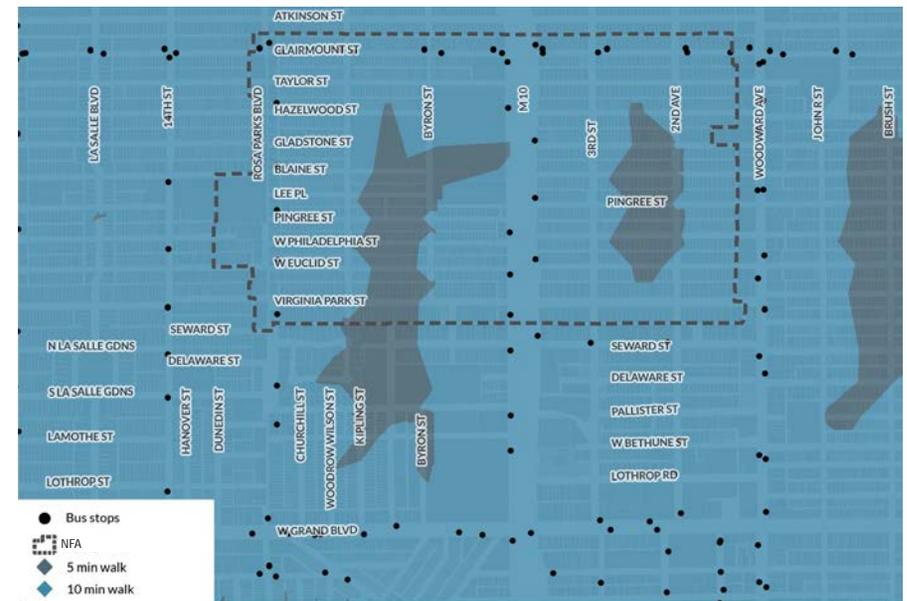
WALKABILITY FROM Q-LINE STATION



WALKABILITY FROM J. WALKER WILLIAMS RECREATION CENTER



WALKABILITY FROM MAJOR EMPLOYERS

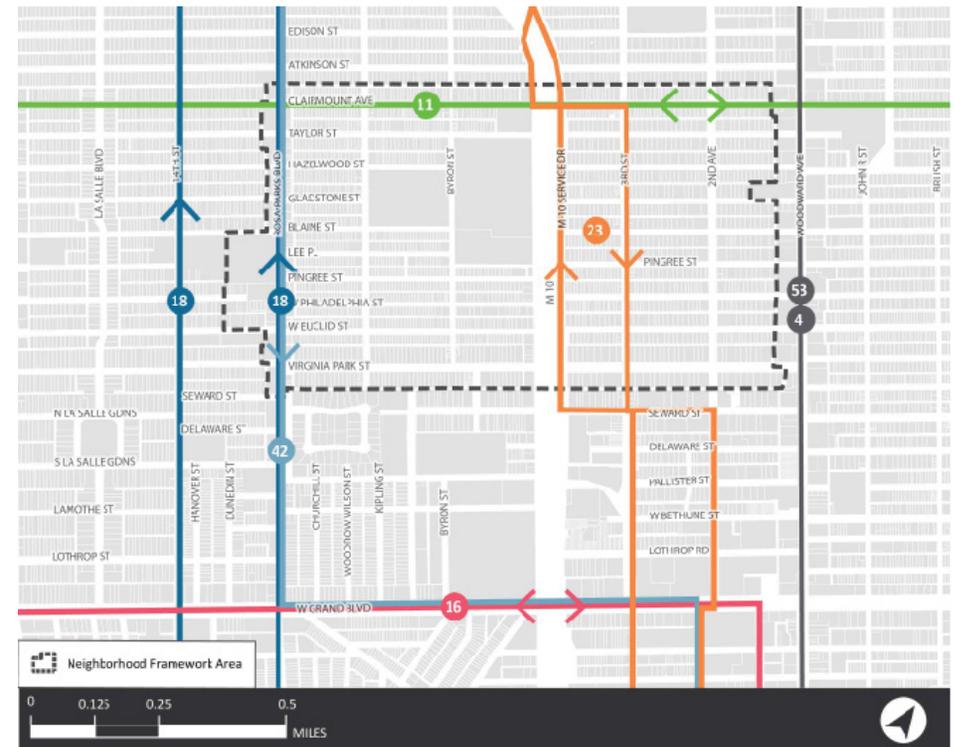


WALKABILITY FROM BUS STOPS (2017)

## TRANSIT NETWORK

Public bus transit service in the Neighborhood Framework Area includes two north-south corridors, on Rosa Parks Boulevard and on the M-10 Service Drive/3rd Street, and one east-west corridor, on Clairmount Avenue. One corridor on Woodward Avenue sits just outside of the Neighborhood Framework Area's bounds. Route 42 operates as a single-direction loop providing connections to routes 14, 15, 53 (now route 4), among others.

Route 23 operates via the 3rd Street corridor and M-10 Service Drive, but DDOT has plans to re-route a portion of the route operating on the M-10 Service Drive to 3rd Street. Reconfiguring 3rd Street from a one-way street to a two-way street would allow this route to be further streamlined by operating on 3rd Street only between Martin Luther King Jr. Drive and Clairmount Avenue.



EXISTING DDOT BUS ROUTES IN NEIGHBORHOOD FRAMEWORK AREA (SOURCE: DDOT, 2017)

## BICYCLE NETWORK

There are currently no bike lanes within the bounds of the Neighborhood Framework Area, though there are painted bike lanes south of the area on Grand Boulevard. The Five Year Vision in the city's Bicycle Network Plan proposes protected bike lanes along Rosa Parks Boulevard, 2nd Avenue, and 3rd Street, as well as painted bike lanes on Clairmount Avenue.

Existing traffic volumes on streets in the Neighborhood Framework Area demonstrate that there is capacity for modifications to rights-of-way to increase non-motorized capacity:

### Rosa Parks Boulevard (2017)

NORTHBOUND= 3,790 AADT (ANNUAL AVERAGE DAILY TRAFFIC)

SOUTHBOUND= 1,630 AADT

### Clairmount Avenue (2015)

EASTBOUND= 3,180 AADT (EAST OF 14TH STREET)

WESTBOUND= 2,160 AADT (WEST OF SECOND AVENUE)

### 2nd Avenue (2015)

2,220 AADT (SOUTH OF CLAIRMOUNT AVENUE)

### 3rd Street (2015)

TRAFFIC VOLUMES= 2,790 AADT (NORTH OF PALLISTER)



"GRID CONNECTORS" IN THE ROSA PARKS CLAIRMOUNT AREA (SOURCE: PDD)



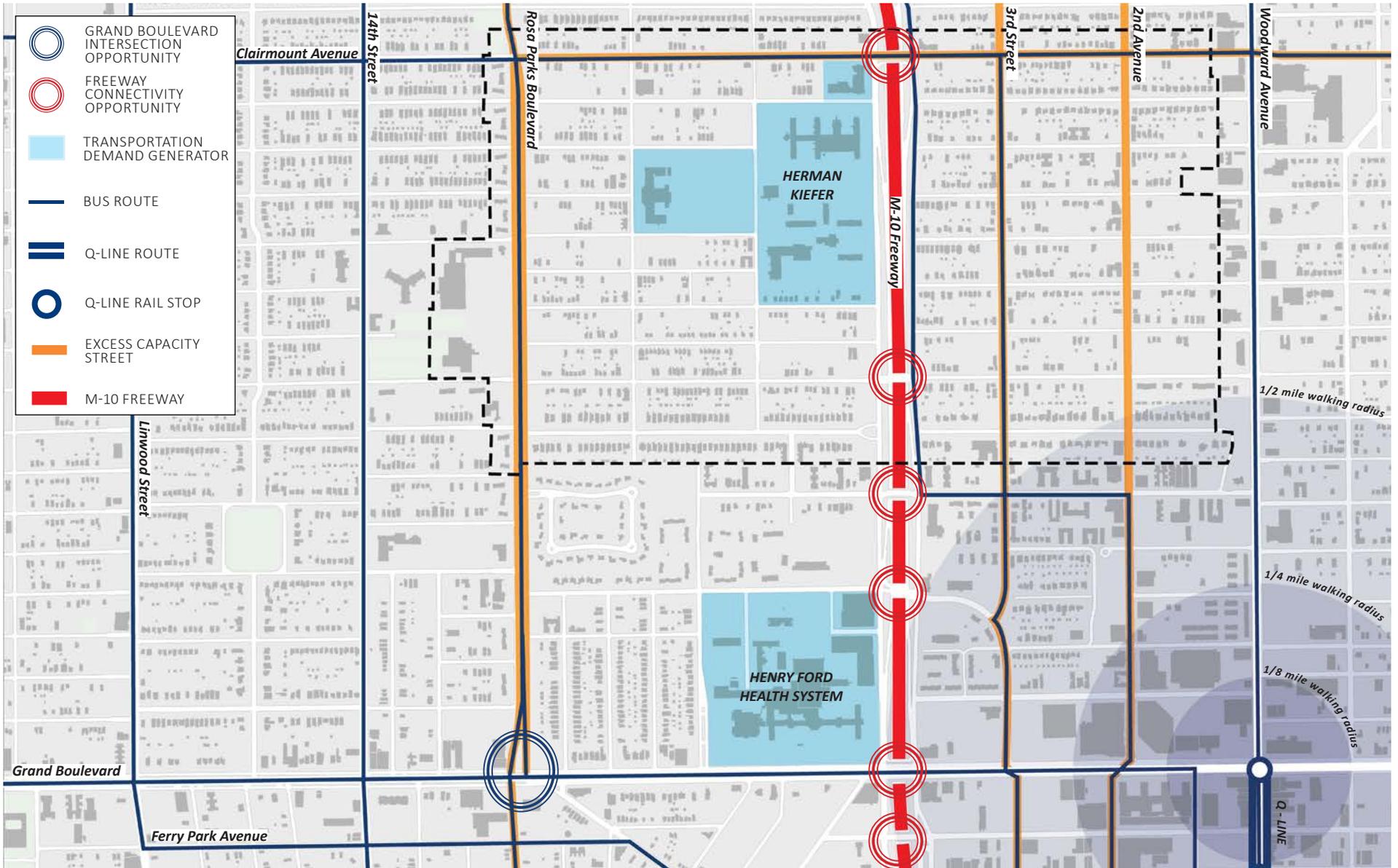
"PROPOSED FIVE YEAR VISION" IN THE ROSA PARKS CLAIRMOUNT AREA (SOURCE: PDD)



EXISTING RIGHT-OF-WAY ON ROSA PARKS BOULEVARD

## PATTERNS + OPPORTUNITIES

- Wide streets with more capacity for vehicles than demand → Reconfigure right-of-way to provide space for streetscape improvements like bike lanes and pedestrian amenities
- M-10 Freeway limits connectivity between residential areas and commercial corridors → Build hierarchy of streets centered on those with existing freeway crossings becoming dominant east-west multi-modal corridors
- Disparate bus routes and nonexistent bicycle infrastructure → Consolidate bus routes and provide bike lanes on key north-south streets to establish dominant north-south multi-modal corridors
- Grand Boulevard intersection blocks two-way access onto Rosa Parks Boulevard → Convert Rosa Parks Boulevard into a two-way street south of Grand Boulevard to streamline intersection and create connection from Joe Louis Greenway to West Riverfront Park



# HOUSING + ECONOMIC DEVELOPMENT CONDITIONS

## HOUSING STOCK TYPOLOGIES

Single-family homes and duplexes make up 41% and 45%, respectively, of the Neighborhood Framework Area’s housing stock. They also represent 188 of the area’s 252 publicly-owned buildings.

Although single-family homes and duplexes together make up 74% of vacant structures in the area, the majority of vacant units in the Neighborhood Framework Area are located in mid-rise multi-family structures.

**TYPE 1:  
SINGLE-FAMILY**



# BUILDINGS	400
# UNITS	400
AREA (SF)	850,000
VACANT BLDGS	44
VACANT UNITS	11.0%
PUBLICLY-OWNED BUILDINGS	76
PUBLICLY-OWNED UNITS	19.0%

**TYPE 2:  
DUPLEX**



# BUILDINGS	436
# UNITS	872
AREA (SF)	1,170,000
VACANT BLDGS	90
VACANT UNITS	20.6%
PUBLICLY-OWNED BUILDINGS	112
PUBLICLY-OWNED UNITS	25.7%

**TYPE 3:  
ROWHOUSE**



# BUILDINGS	20
# UNITS	98
AREA (SF)	120,000
VACANT BLDGS	1
VACANT UNITS	6.7%
PUBLICLY-OWNED BUILDINGS	0
PUBLICLY-OWNED UNITS	0.0%

**TYPE 4: LOW-RISE  
MULTI-FAMILY**



# BUILDINGS	95
# UNITS	399
AREA (SF)	1,1420,000
VACANT BLDGS	31
VACANT UNITS	32.6%
PUBLICLY-OWNED BUILDINGS	62
PUBLICLY-OWNED UNITS	15.5%

**TYPE 4: MID-RISE  
MULTI-FAMILY**



# BUILDINGS	23
# UNITS	634
AREA (SF)	550,000
VACANT BLDGS	16
VACANT UNITS	74.3%
PUBLICLY-OWNED BUILDINGS	2
PUBLICLY-OWNED UNITS	3.5%

## EXISTING RETAIL

As of 2018, Virginia Park Community Plaza is the main retail center in the Neighborhood Framework Area, with 74,000 square feet of Class B retail space at 93% occupancy. The center is anchored by Family Foods Super Store, a locally-owned independent grocer.

While the plaza houses the only retail in the Neighborhood Framework Area west of the Lodge, several standalone establishments line 2nd Avenue and 3rd Street to the east, including the Peaches & Greens grocer, Detroit ReMade, and Fit & Fold Laundromat, among others.

Further east, Woodward Avenue has a variety of commercial and retail establishments, including the King Cole grocer just outside of the bounds of the Neighborhood Framework Area.

## RETAIL CONDITIONS

A 2018 Detroit Retail Opportunity Study by Streetsense describes greater demand than supply for Neighborhood Goods and Services (NG&S) and Food & Beverage (F&B) in the area. Specifically, the study estimates that the community has 55,070 square feet of unmet demand for NG&S and 16,374 square feet of unmet demand for F&B.

With an estimated total generated retail demand within the area of almost \$42 million, this suggests that there is money lost to establishments outside of the neighborhood that could be captured by local businesses. Streetsense notes that this may be in part due to difficulty in accessing Virginia Park Community Plaza via foot or bike.

## SUPPORTABLE SPACE BY CATEGORY

CATEGORY	TOTAL CAPTURED EXPENDITURES	DEMAND
 Food At Home	\$13,406,795	54,654
 Alcohol at Home	\$565,901	1,654
 Personal/Household Care Goods and Services	\$17,778,381	59,709
 Pet Food & Services	\$401,220	1,982
<b>NG&amp;S SUBTOTAL</b>	<b>\$32,173,375</b>	<b>118,070</b>
 Full-Service	\$3,400,893	9,746
 Fast Food	\$3,203,954	7,906
 Alcohol Away from Home	\$213,716	419
 Snacks & Non-Alcoholic Beverages	\$151,894	413
<b>F&amp;B SUBTOTAL</b>	<b>\$7,079,701</b>	<b>18,774</b>
 Home Furnishings	\$446,737	2,268
 Apparel	\$1,079,040	4,569
 Electronics	\$401,670	497
 Sports Equipment	\$156,850	792
 Books, Music & Other	\$159,025	983
 Pet Supplies	\$38,656	199
 Automotive Equipment	\$46,517	255
<b>GAFO SUBTOTAL</b>	<b>\$2,444,272</b>	<b>9,924</b>
<b>TOTAL GENERATED RETAIL DEMAND:</b>	<b>\$41,697,347</b>	<b>146,767</b>

Streetsense, US Postal Services, US Department of Housing and Urban Development, Sitewise, Nielsen, US Census Bureau, US Bureau of Labor Statistics (2017), International Council of Shopping Centers (ICSC), STR, Hotels.com, Detroit Convention & Visitors Bureau (2017)



SOURCE: STEVE KOSS



SOURCE: ERIN EINHORN



SOURCE: CARLOS OSORIO/AP



# NEAR-TERM ACTIONS + IMPLEMENTATION

## INTRODUCTION

This framework proposes near-term recommendations and documents ongoing work across all three of its strategies: Landscape, Mobility, and Housing + Economic Development. These actions address pressing issues raised in the community input process, including vacancy, safety, and opportunity related to the Herman Kiefer campus redevelopment. Selected for their feasibility of near-term implementation, these recommendations also create the basis for long-term initiatives as described in the next chapter.



## NEAR-TERM LANDSCAPE

Near-term recommendations for Landscape involve all three of the strategy's priority areas: Parks and Open Spaces, the Land Stewardship Plan, and the Legacy Loop. They include:

- **Parks and Open Space** -- construct the Virginia Park Community Plaza Promenade, restore Gordon Park, 3rd Street and Philadelphia Street Park, and Hutchins Playfield and expand MLK Plaza;
- **The Land Stewardship Plan** -- establish pilot tree nurseries and implement a low-mow maintenance regime; and
- **The Legacy Loop** -- restore the 12th Street name to Rosa Parks Boulevard through commemorative signage, design and build protected bike lanes, landscaped medians, and enhanced crosswalks on Rosa Parks Boulevard, and support local community-led outdoor program spaces in vacant lots.







**PARKS + OPEN SPACE**  
**VIRGINIA PARK COMMUNITY PLAZA**  
**PROMENADE**

The Virginia Park Community Plaza Promenade will connect the neighborhoods east of Rosa Parks Boulevard to the Virginia Park Community Plaza and J. Walker Williams Recreation Center. An open space will host community programming, structured by brick pavers arranged in the historic footprints of 12th Street buildings. An allee of trees will meet the painted crosswalk at Pingree Street to form a pedestrian axis crossing Rosa Parks Boulevard.

**PARK IMPROVEMENTS**

Restoring Gordon Park, 3rd Street and Philadelphia Street Park, and Hutchins Playfield enhances opportunities for gathering and recreation. HKD owns Hutchins Playfield and has restored the space for public use. Central Detroit Christian CDC has restored 3rd Avenue and Philadelphia Street Park and assisted with its transition to a city park. Expanding MLK Plaza on Grand Boulevard through the reconfiguration of its intersection with Rosa Parks Boulevard creates a gateway open space into the community.



GORDON PARK PLAYGROUND - BEFORE



GORDON PARK PLAYGROUND - AFTER



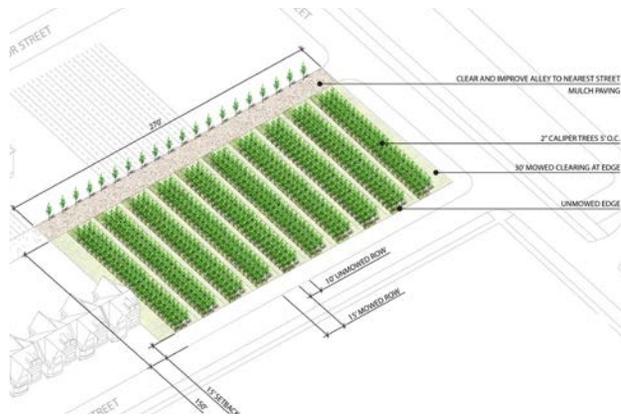
CONCEPTUAL RENDERING OF PROPOSED VIRGINIA PARK COMMUNITY PLAZA PROMENADE



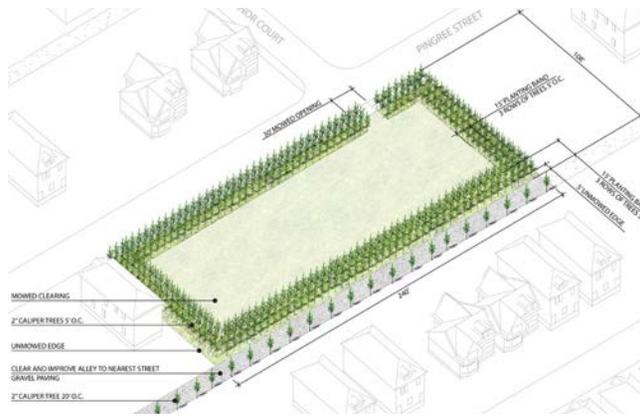
## LAND STEWARDSHIP PLAN

### TREE NURSERIES

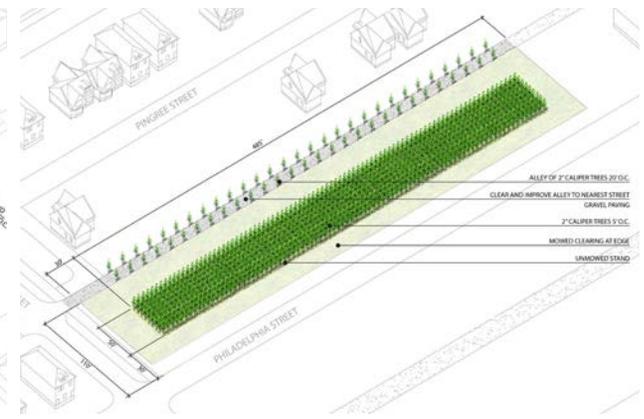
As part of the HKD Land Stewardship Plan, tree nurseries will serve as demonstrative lot activations to show how open space can be a resource for land-based ventures while enhancing safety and visual legibility for the community. Different typologies can create a variety of possible conditions that balance productivity, aesthetics, and space for community programming.



**ROWS** -- ARRANGING TREES IN LINES, CREATING VISUAL RHYTHM AND ACCESS BETWEEN BANDS



**BORDERS** -- ARRANGING TREES AROUND LOT EDGES, CREATING AN INTERIOR OPEN SPACE



**WOODS** -- ARRANGING TREES IN A CENTRAL GROVE WRAPPED BY A LAWN BAND, CREATING OPEN SPACE ALONG ADJACENT SIDEWALKS AND ALLEYS



CONCEPTUAL RENDERING OF PROPOSED TREE NURSERY SITE

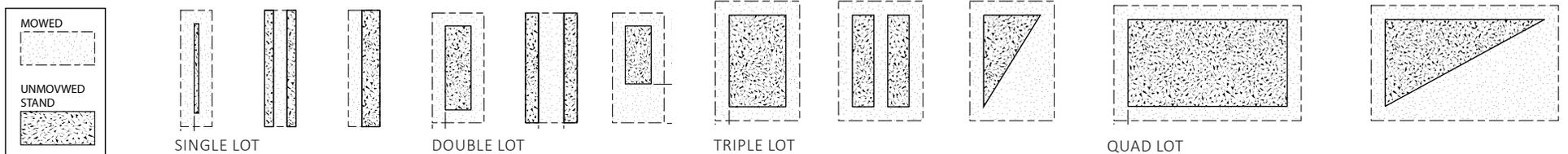


**LOW-MOW REGIME**

Mowing vacant lots in strategic patterns will provide visual interest in open space through the community while limiting maintenance burden. These patterns will also balance capacity for ecological diversity with space for community programming and safety. The typologies shown here demonstrate how a patchwork of patterns can respond to block-level conditions in the Neighborhood Framework Area.



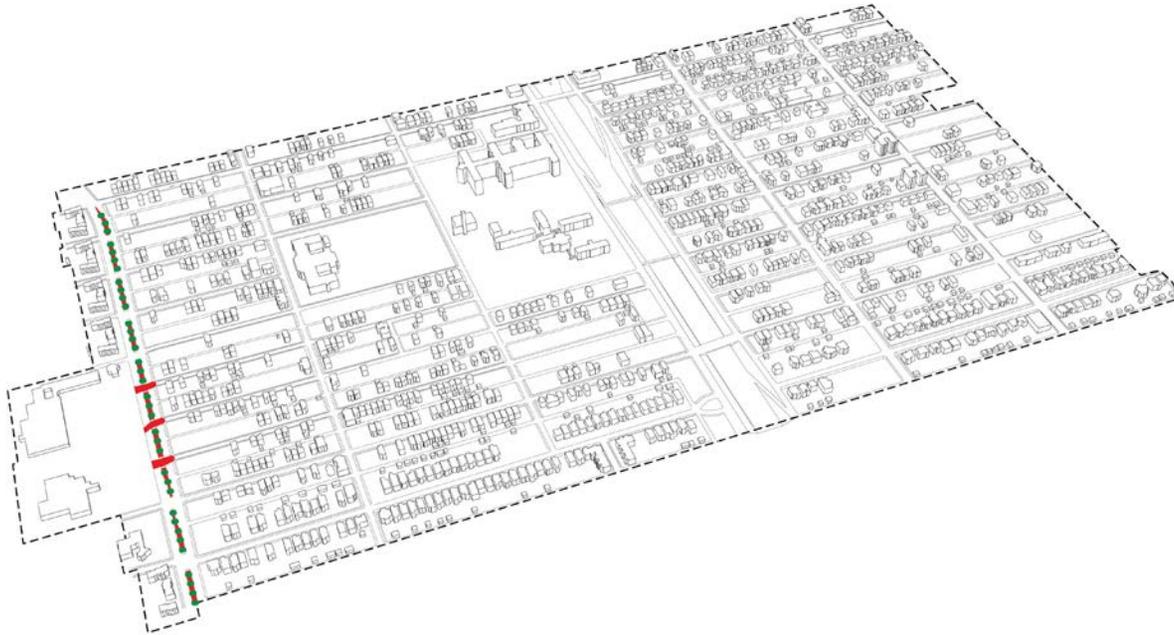
LOW-MOW PATTERN TESTING



RECOMMENDED LOW-MOW TYPOLOGIES



CONCEPTUAL RENDERING OF PROPOSED LOW-MOW LOT



## LEGACY LOOP

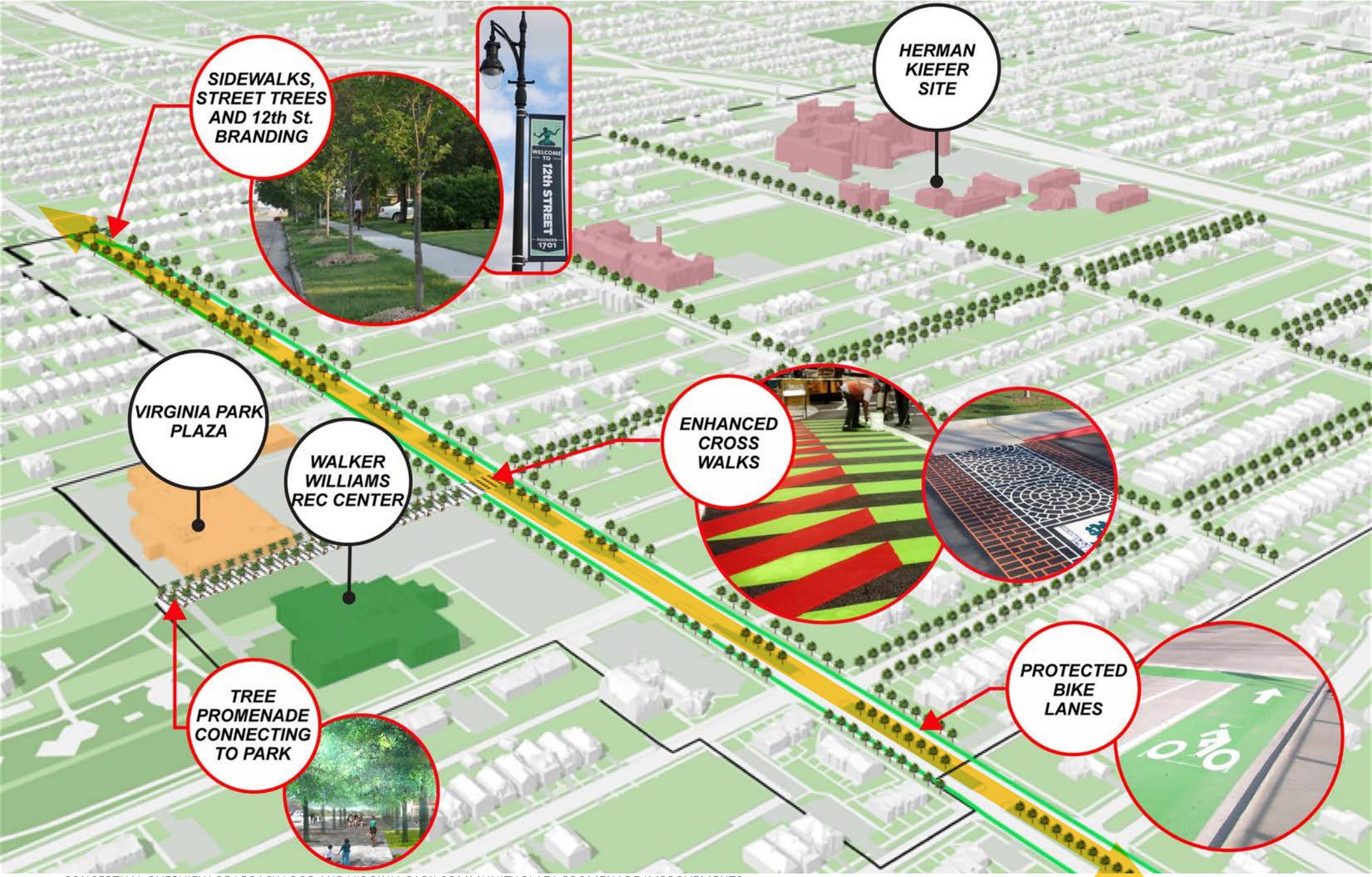
### 12TH STREET

Adding 12th Street signage along Rosa Parks Boulevard pays respect to the importance of the street's history in the community's identity, and with the planting of landscaped garden medians within the public right-of-way will develop a corresponding aesthetic identity for the corridor.

### STREET ACTIVATIONS

Crosswalk and median activations across Rosa Parks Boulevard at Blaine Street, Pingree Street, and Euclid Street will improve pedestrian safety while establishing visual continuity from Virginia Park Street to Clairmount Avenue.

Open spaces along Rosa Parks Boulevard can play host to neighborhood festivals and events that activate the street from Gordon Park to MLK Plaza.

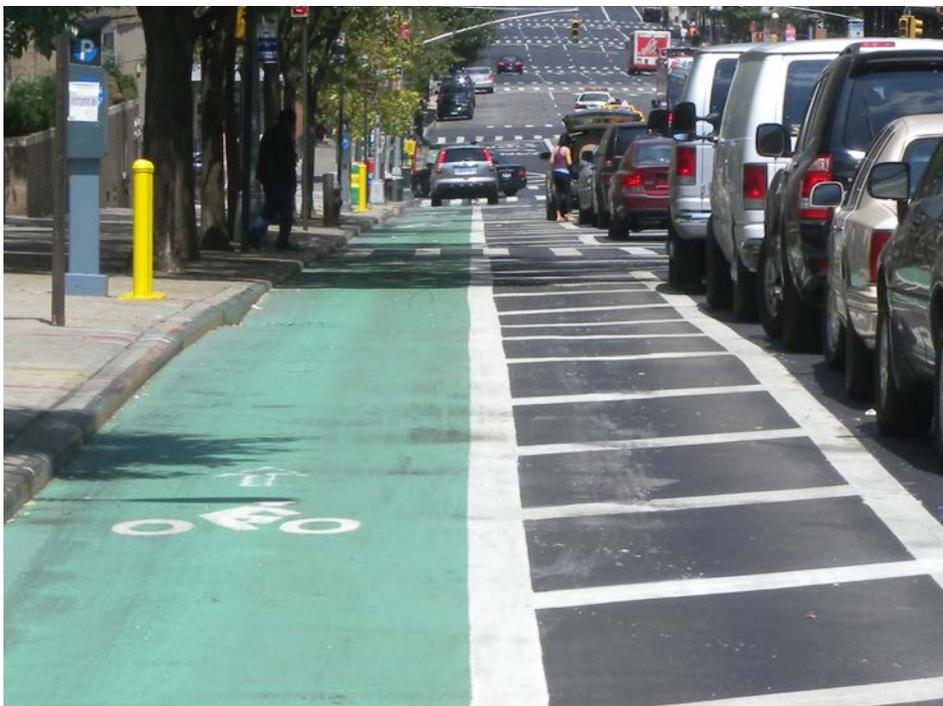


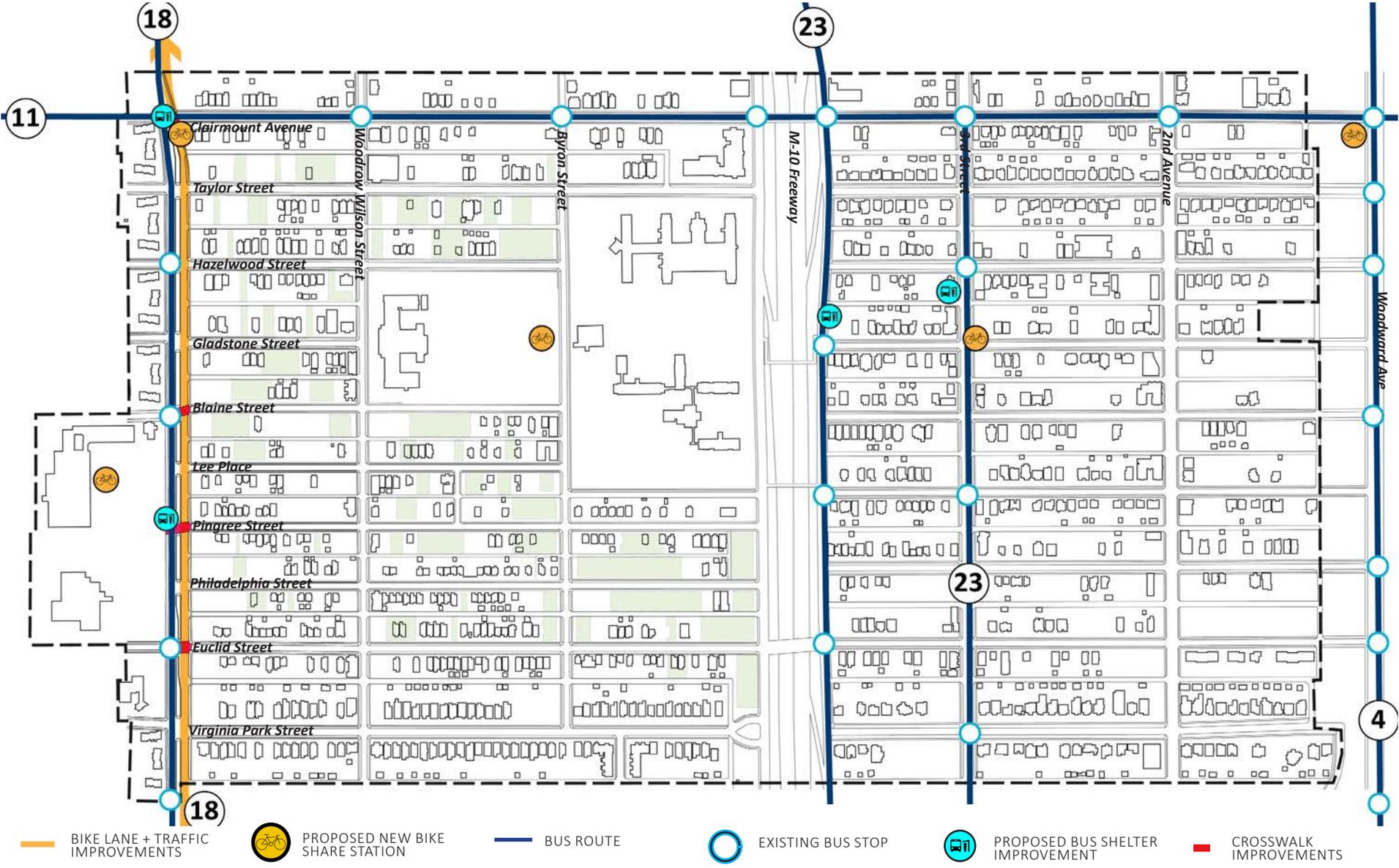
CONCEPTUAL OVERVIEW OF LEGACY LOOP AND VIRGINIA PARK COMMUNITY PLAZA PROMENADE IMPROVEMENTS

## NEAR-TERM MOBILITY

Near-term recommendations for Mobility involve all four of the strategy's priority areas. They include:

- **North-to-South Connections** -- add protected bike lanes on Rosa Parks Boulevard from Clairmount Avenue to Grand Boulevard;
- **Grand Boulevard Intersection** -- reconfigure Rosa Parks Boulevard into a two-way intersection at Grand Boulevard and into a two-way street south of Grand Boulevard.
- **East-West Connections** -- implement crosswalk improvements across Rosa Parks Boulevard at Blaine Street, Pingree Street, and Euclid Street, and replace sidewalks and planting street trees to connect the Herman Kiefer campus and Rosa Parks Boulevard and Clairmount Avenue;
- **Capacity + Safety** -- add bike share stations at Virginia Park Community Plaza, Rosa Parks Boulevard at Clairmount Avenue, Peaches and Greens, Woodward Avenue at Clairmount Avenue, and the Herman Kiefer campus, and improve bus shelters at Virginia Park Community Plaza, Rosa Parks Boulevard at Clairmount Avenue, and throughout neighborhood east of the Lodge Freeway.





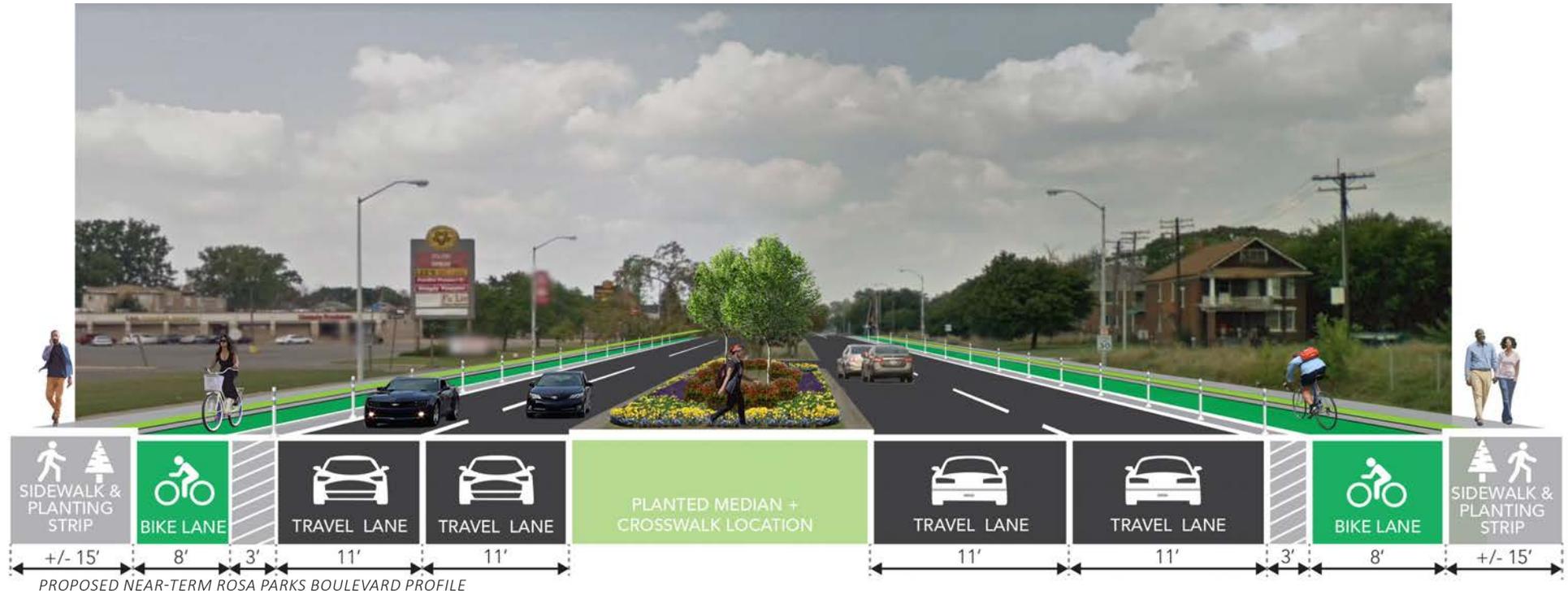
## NORTH-TO-SOUTH CONNECTIONS

### BIKE LANES

With low traffic volumes, Rosa Parks Boulevard has more capacity than demand, leaving potential for non-motorized uses. Adding protected bike lanes will slow traffic and protect both cyclists traveling north-south along Rosa Parks Boulevard and pedestrians crossing at Blaine Street, Pingree Street, and Euclid Street.



EXAMPLE OF PROTECTED BIKE LANE, CASS AVENUE



## GRAND BOULEVARD INTERSECTION

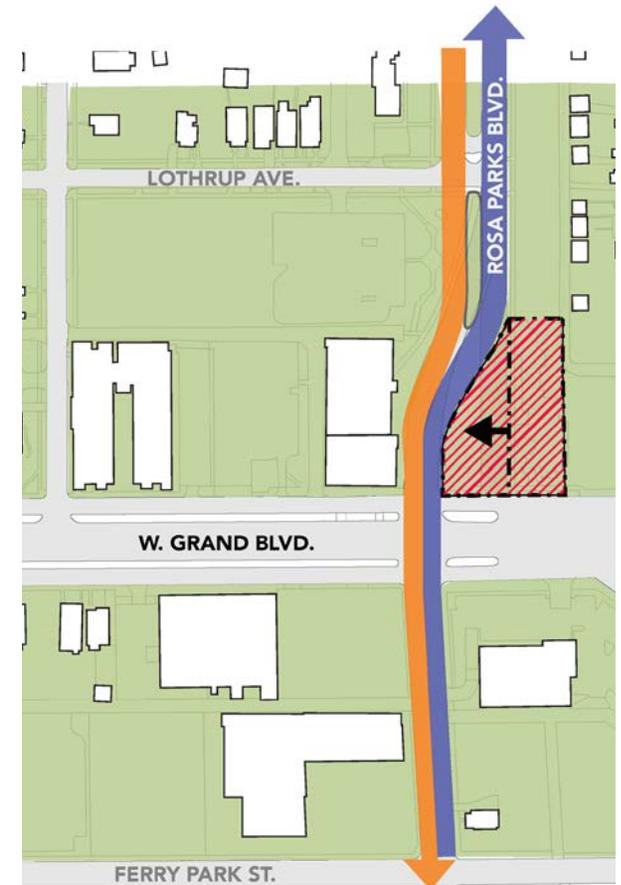
### ROSA PARKS RECONFIGURATION

Reconfiguring Rosa Parks Boulevard into a two-way street at the intersection and south of Grand Boulevard will strengthen the street's regional importance and open Virginia Park Community Plaza to thoroughfare traffic and improve the city bus access. The improved configuration and crossing will connect this neighborhood to the Ralph C. Wilson, Jr. Centennial Park (West Riverfront Park) on the Detroit River with both motorized and cyclist access.

The new traffic pattern will free space previously occupied by the northbound lanes and median of Rosa Parks Boulevard. This shift allows for the expansion of MLK Park at the intersection's northeastern corner, coinciding with plans for general improvements to the park noted in the Near-Term Landscape section.



EXISTING GRAND BOULEVARD INTERSECTION



PROPOSED GRAND BOULEVARD INTERSECTION

## EAST-WEST CONNECTIONS

### ROSA PARKS BOULEVARD CROSSWALKS

Implementing painted crosswalks across Rosa Parks Boulevard at Blaine Street, Pingree Street, and Euclid Street (noted in near-term recommendations for the Legacy Loop) will help bridge the physical divide between the Virginia Park Community Plaza and the neighborhoods to the east.

### SIDEWALKS + STREET TREES

Replacing sidewalks and adding street trees throughout the Neighborhood Framework Area will improve walkability and beautifies the public right-of-way. Focusing on connections between the Herman Kiefer campus and Rosa Parks Boulevard and Clairmount Avenue will fortify key corridors both physically and aesthetically.



SIDEWALK AND STREET TREE IMPROVEMENTS AT EUCLID STREET AND BYRON STREET, BEFORE (TOP) AND AFTER (BOTTOM)

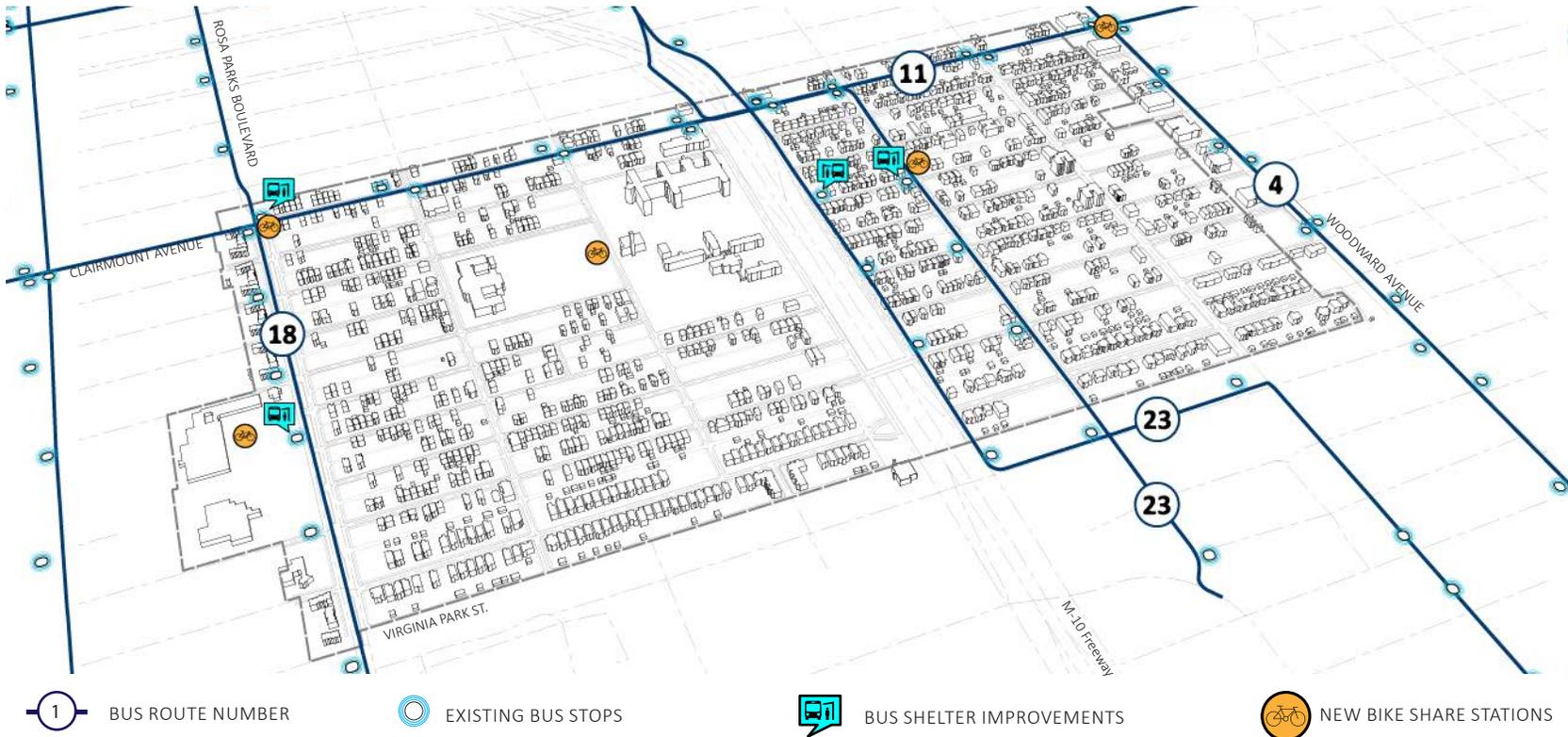
### CAPACITY + SAFETY

#### BIKE SHARE

Adding stations at Virginia Park Community Plaza, Rosa Parks Boulevard at Clairmount Avenue, Peaches and Greens, Woodward Avenue at Clairmount Avenue, and the Herman Kiefer campus will link planned bicycle corridors with neighborhood services and amenities.

#### BUS SYSTEM

Improving routes with community input and locating bus shelters at Virginia Park Community Plaza, Rosa Parks Boulevard, Clairmount Avenue, the M-10 Service Drive east of the Lodge and 3rd Street will enhance trip quality across the neighborhood and emphasize key transit corridors.



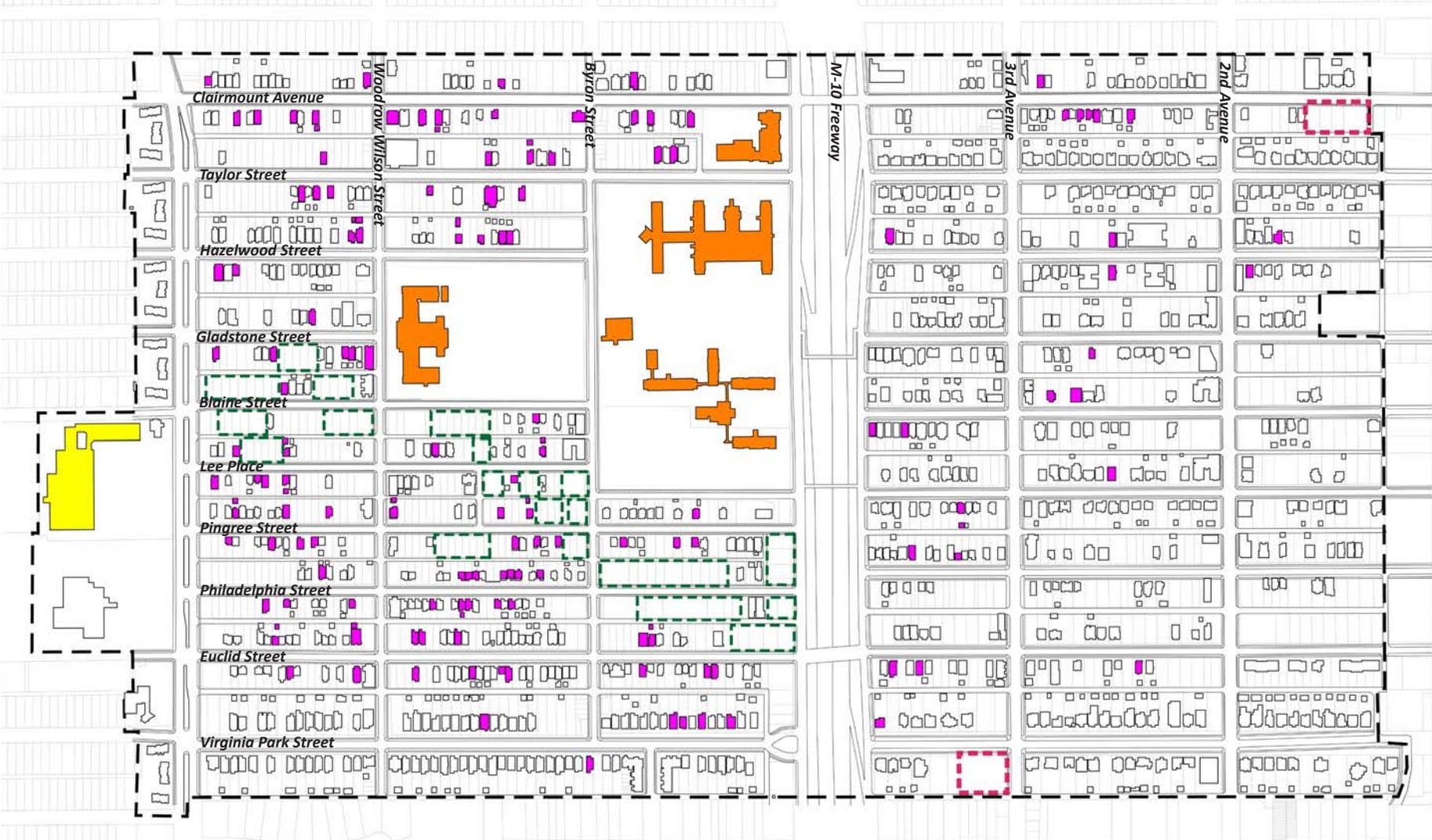
BIKE SHARE AND BUS SYSTEM IMPROVEMENTS

## NEAR-TERM HOUSING + ECONOMIC DEVELOPMENT

Near-term recommendations for Housing + Economic Development involve all four of the strategy's priority areas:

- **Housing Rehabilitation** -- align with targeted board-up and preservation of existing single-family and duplex housing stock, and assess the feasibility of multi-family rehabilitation;
- **Herman Kiefer Development** -- support Herman Kiefer Development efforts for brokering an operator for the campus, and align with HKD efforts to improve neighborhood spaces and infrastructure;
- **Opportunity Sites** -- release RFP for Virginia Park Street site and support ongoing development of Clairmount Avenue site; and
- **Commercial Opportunities** -- engage Virginia Park Community Plaza to increase retail mix and organize a micro-BID, marketing Virginia Park Community Plaza for enhanced retail and community center activities, and prepare land-based ventures for conditional use applications.





- SINGLE FAMILY/DUPLEX REHABILITATION
- HERMAN KIEFER CAMPUS
- VIRGINIA PARK COMMUNITY PLAZA IMPROVEMENTS
- NURSERY SITES
- OPPORTUNITY SITES

## HOUSING REHABILITATION

### SINGLE-FAMILY + DUPLEX REHABILITATION

Rehabilitating vacant publicly-owned homes will improve safety and prepare the area for new residents. Herman Kiefer Development is involved in the boarding, securing, and maintenance of targeted structures in the Land Stewardship Area as well as the additional rehabilitation of selected structures. Additionally, Central Detroit Christian CDC is involved in the ongoing rehabilitation of publicly-owned properties elsewhere in the Neighborhood Framework Area.

### MULTI-FAMILY REHABILITATION

Assessing the feasibility of rehabilitating strategically-identified multi-family structures is a crucial first step to addressing high unit vacancy rates among multi-family typologies in the area. Six priority structures have been identified east of the Lodge with the potential for future rehabilitation, subject to collaboration with private owners.



VACANT LAND BANK STRUCTURE - BEFORE

IMAGE COURTESY OF  
HERMAN KIEFER DEVELOPMENT



VACANT LAND BANK STRUCTURE - AFTER

## HERMAN KIEFER DEVELOPMENT NEIGHBORHOOD IMPROVEMENTS

Aligning with Herman Kiefer Development's neighborhood revitalization efforts will serve to facilitate improvements across the framework's broader strategies and goals. In addition to its involvement in securing and rehabilitating publicly-owned homes, Herman Kiefer Development is engaged in resident workforce development opportunities and the restoration of the Hutchins Playfield. They have also completed extensive clean-up efforts across the Land Stewardship Area, clearing trash and gutters, painting fire hydrants, and planting flower bulbs. These improvements assist the city's efforts in improving safety, community open space, and infrastructure in the larger Neighborhood Framework Area.



HKD NEIGHBORHOOD CLEAN UP, BEFORE (TOP) AND AFTER (BOTTOM)

IMAGES COURTESY OF HERMAN KIEFER DEVELOPMENT



**CAMPUS ACTIVATION**

Supporting Herman Kiefer Development in securing an operator for the campus will assist in the activation of its structures and grounds and economic development through the Neighborhood Framework Area. Herman Kiefer Development's commitments to site improvements include environmental remediation, roof repairs, window clear boarding and building envelope repairs, and lighting and security system installation. These efforts not only prepare the campus for tenant walkthroughs and marketing efforts but also for community programming like block parties and markets.



TEMPORARY LIGHTING OF HUTCHINS SCHOOL



HERMAN KIEFER CAMPUS - BEFORE

IMAGES COURTESY OF  
HERMAN KIEFER DEVELOPMENT



HERMAN KIEFER CAMPUS - AFTER

## OPPORTUNITY SITES



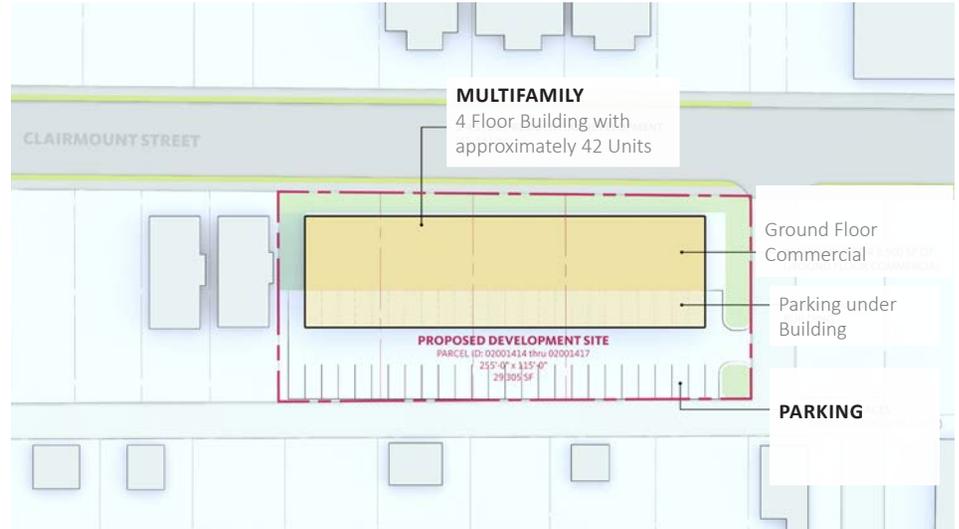
IMAGE COURTESY OF RUTH ELLIS CENTER

CONCEPTUAL VIEW OF RUTH ELLIS CLAIRMOUNT CENTER, LOOKING WEST



IMAGE COURTESY OF RUTH ELLIS CENTER

CONCEPTUAL AERIAL VIEW OF RUTH ELLIS CLAIRMOUNT CENTER, LOOKING SOUTH



CONCEPTUAL PLAN OF DEVELOPMENT POTENTIAL ON CLAIRMOUNT AVENUE

### CLAIRMOUNT AVENUE OPPORTUNITY SITE

A grouping of four publicly-owned parcels totaling 0.66 acres, the Clairmount Avenue Opportunity Site sits several parcels away from Woodward Avenue. This proximity to the Woodward Avenue corridor and its transit and amenities makes the site feasible for redevelopment.

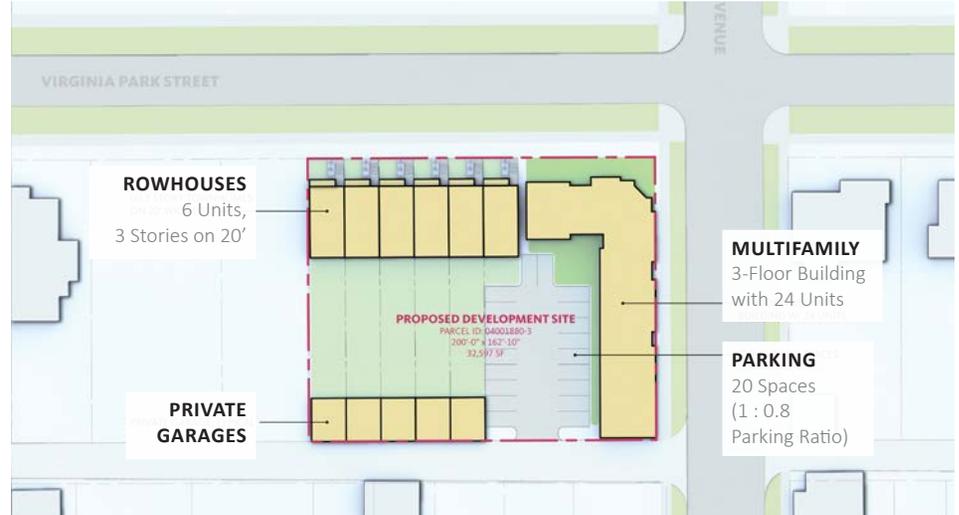
The site is currently under development by the Ruth Ellis Center and Full Circle Communities Inc. to create a 42-unit mixed-use building hosting housing for LGBTQ youth and community services.



CONCEPTUAL VIEW OF ROWHOUSES ON VIRGINIA PARK STREET, LOOKING EAST



CONCEPTUAL AERIAL VIEW OF ROWHOUSES ON VIRGINIA PARK STREET, LOOKING SOUTH



CONCEPTUAL PLAN OF DEVELOPMENT POTENTIAL ON VIRGINIA PARK STREET

### VIRGINIA PARK STREET OPPORTUNITY SITE

A single parcel totaling 0.74 acres the Virginia Park Street Opportunity Site sits adjacent to 3rd Street. The site is proximate between the mid-rise multi-family structures in New Center and the single-family structures north of Virginia Park Street.

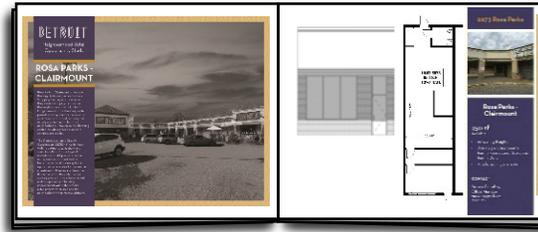
Current zoning on the site can accommodate a residential structure up to three stories of approximately 24 units at the corner of Virginia Park Street and 3rd Street, as well as six 3-story rowhouses fronting Virginia Park Street.

## COMMERCIAL OPPORTUNITIES

### RETAIL

To best capture local retail demand, Streetsense recommends engaging Virginia Park Community Plaza to increase retail mix on-site, organizing retailers into a business association, creating community gathering space at the plaza, connecting pedestrian and cyclist infrastructure to the plaza, and linking the plaza with the Herman Kiefer campus for future development and streetscape improvements.

The Detroit Economic Growth Corporation also provides services to community businesses through its Motor City Match and Motor City Re-Store programs. These include providing pre-development resources, technical assistance, grant funding support for building improvements, and alternative funding support and options.



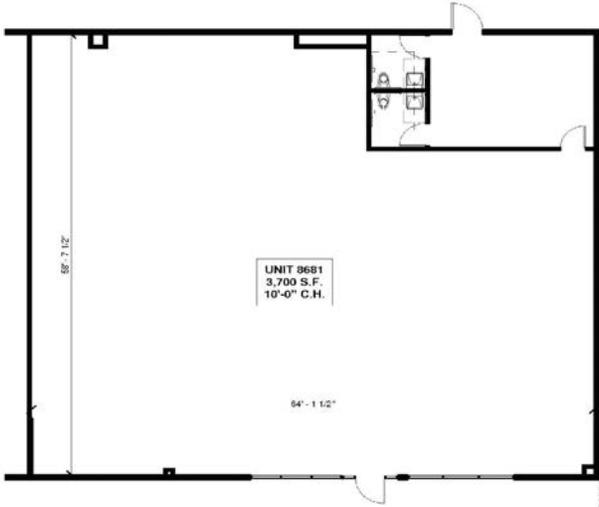
**8681 Rosa Parks**



**Rosa Parks - Clairmount**

**3,700 sf**  
Available

- 10' Ceiling Heights
- Join neighboring tenants Family Foods Super Store and Family Dollar
- Ample parking available



EXAMPLE OF MARKETING SERVICES PROVIDED FOR VIRGINIA PARK COMMUNITY PLAZA (SOURCE: DEGC)

**ZONING**

While the tree nursery lots' current R-3 zoning allows for shade tree planting, they are not zoned for commercial enterprise. Assisting the operator with conditional use applications for the lots will allow for implementation of the nurseries and other land-based ventures without changes to the zoning code.



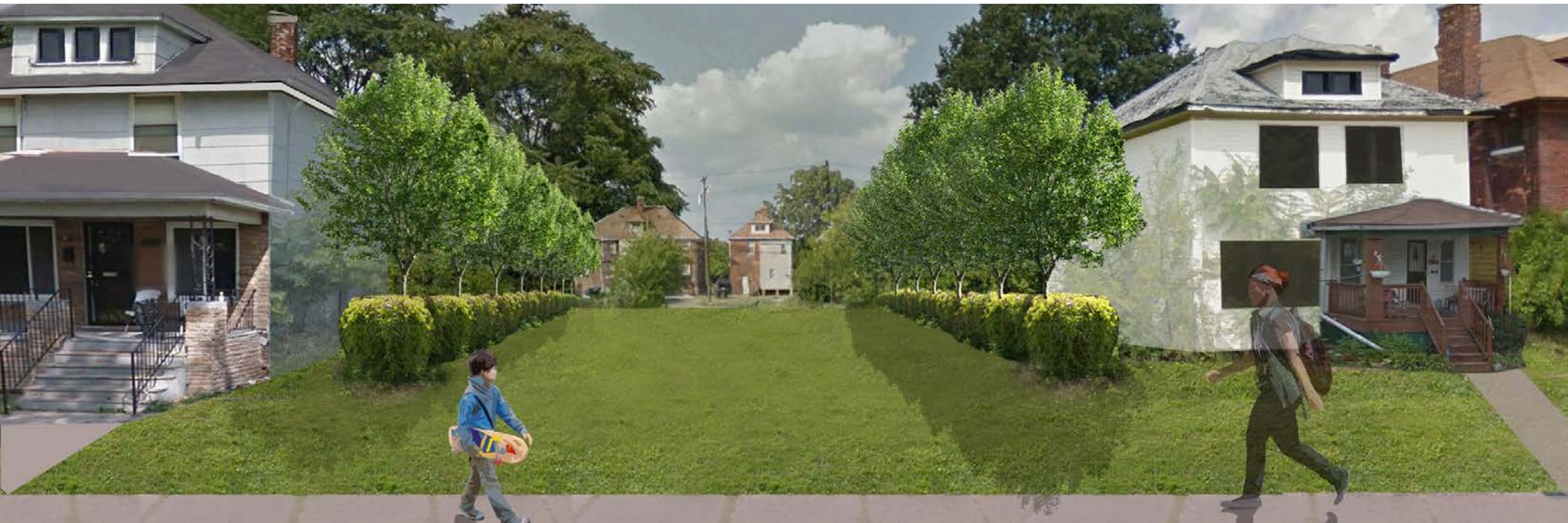
EXISTING ZONING FOR PLANNED NURSERY PARCELS



# LONG-TERM VISION

## INTRODUCTION

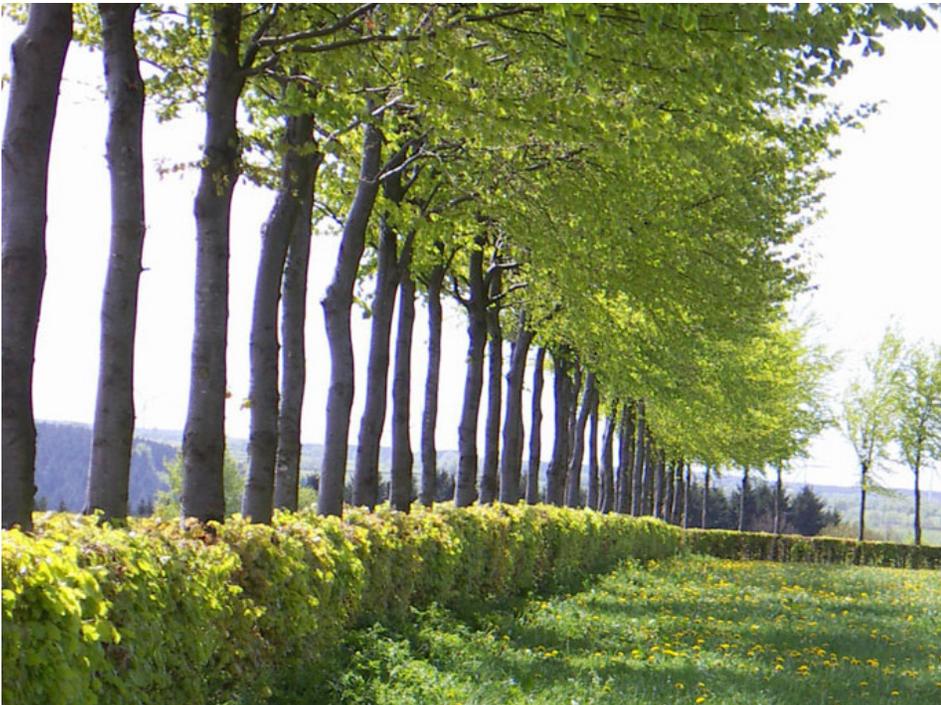
This framework proposes long-term recommendations to further develop its strategies, building on the foundations of the near-term recommendations described in the previous chapter. They present a vision of activated open space, comprehensive infrastructure improvements, and expanded opportunity, achieved through inclusive redevelopment and investment that respects community input and celebrates community identity. These improvements are not projects for immediate execution but require long-term coordination of city and community resources to be completed. As with the near-term recommendations, they are organized by strategy: Landscape, Mobility, and Housing + Economic Development.



## LONG-TERM LANDSCAPE

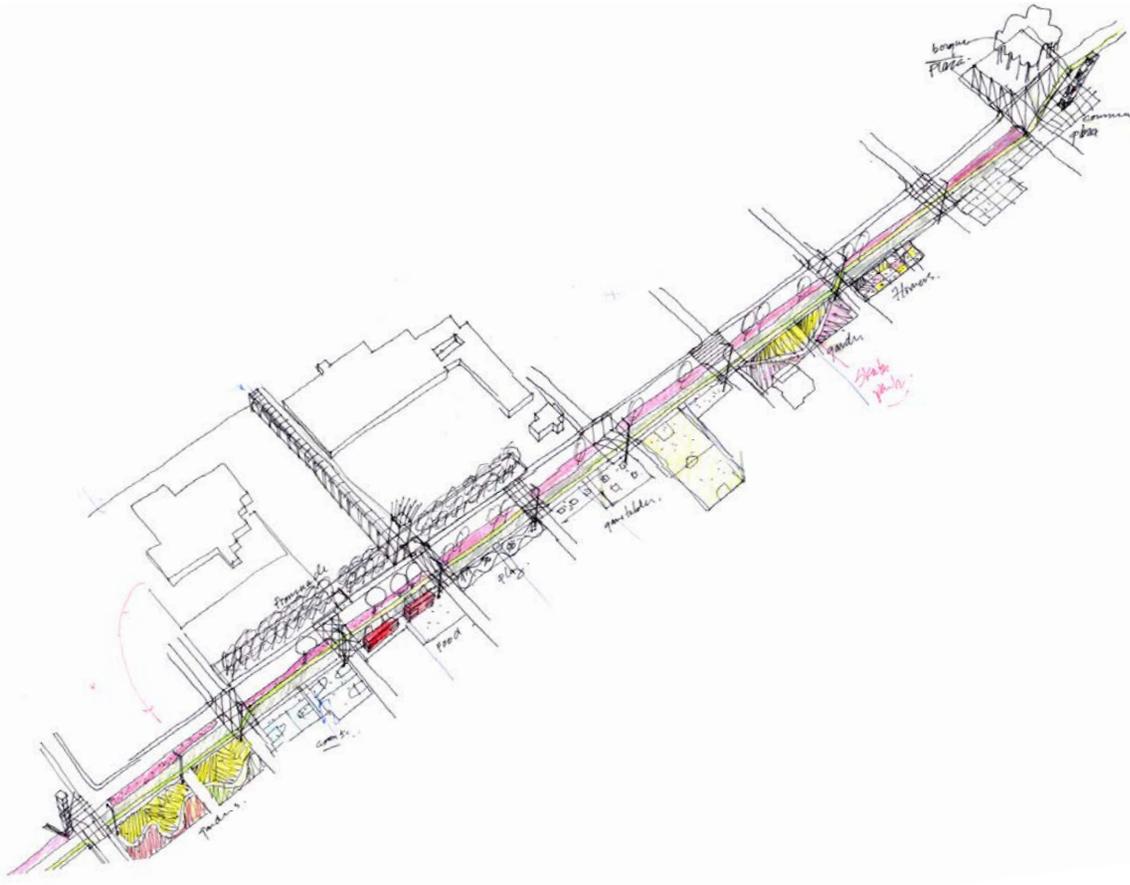
Long-term recommendations for Landscape involve all three of the strategy's priority areas: Parks and Open Spaces, the Land Stewardship Plan, and the Legacy Loop. They include:

- **Parks and Open Space** -- design and build gateways on Rosa Parks Boulevard at Clairmount Avenue, Pingree Street, and Grand Boulevard, and study prospects for a linear park or development on parcels on the street's eastern side;
- **Land Stewardship Plan** -- expand tree nurseries as appropriate, connecting land-based ventures to neighborhood and city projects, and establish planting design strategies along publicly-owned lot boundaries; and
- **The Legacy Loop** -- explore possibilities for public art, artist housing, and community houses along Clairmount Avenue and Rosa Parks Boulevard, and uncover Virginia Park Street's historic brick pavers.





- PARK IMPROVEMENTS
- NURSERY SITES
- MOWED LOTS
- LOW-MOW LOTS
- HEDGEROWS + TREES
- BIKE LANES



SKETCH CONCEPT OF ROSA PARKS BOULEVARD ACTIVATIONS

## PARKS + OPEN SPACE

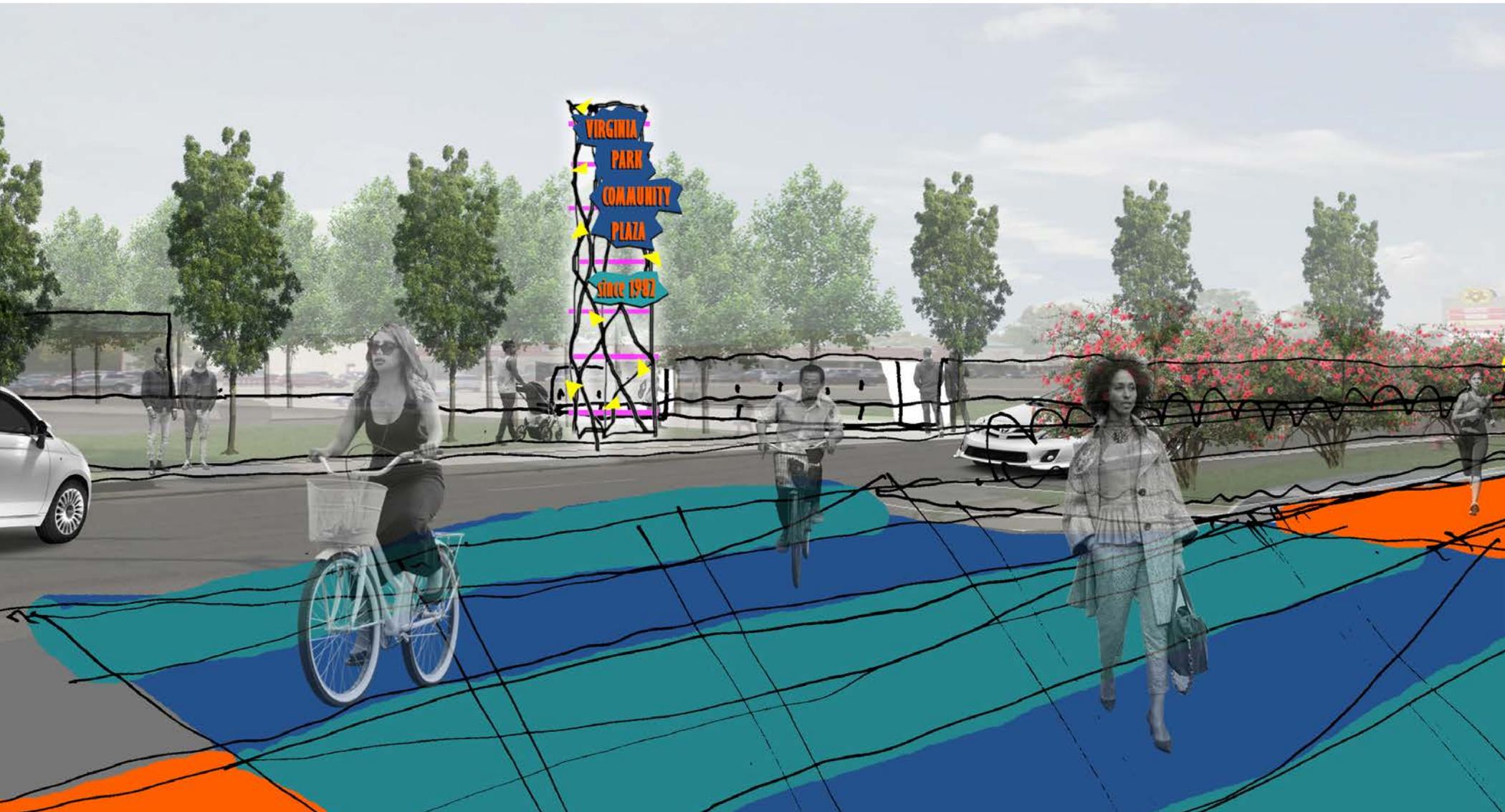
### ROSA PARKS BOULEVARD GATEWAYS

Three gateways along Rosa Parks Boulevard serve to tell unique stories from the history of 12th Street. Each gateway would be marked by art developed through a process of community engagement and storytelling led by Central Detroit Christian CDC.

At Clairmount Street, the gateway would tell the story of the 1967 Uprising. At Pingree Street, the gateway would showcase Virginia Park Community Plaza as the nation's first community-owned shopping center. At Grand Boulevard, the gateway would show Martin Luther King Jr.'s visit to Detroit and the neighborhood's civil rights and musical legacies.

### ADJACENT PARCELS

The slivers of parcels remaining from the widening of Rosa Parks Boulevard on its eastern side could be activated as a linear public open space or developed into neighborhood retail and housing. Future study is necessary to determine the best use and composition of this corridor.



CONCEPTUAL RENDERING OF GATEWAY AT PINGREE STREET

## LAND STEWARDSHIP PLAN

### LAND-BASED VENTURES

As the nurseries mature, their trees can be sold to regional construction projects. Supporting land-based ventures in connecting their products to local purchasers would establish the community as an integral component of the city's economic and entrepreneurial networks.

Clearing and repaving the east-west alleys that divide residential blocks would work to provide service access to land-based venture lots without the need to occupy and block adjacent street furniture and bike lanes. Publicly-owned structures near or within land-based venture lots could be renovated as office and workspace for their respective ventures.



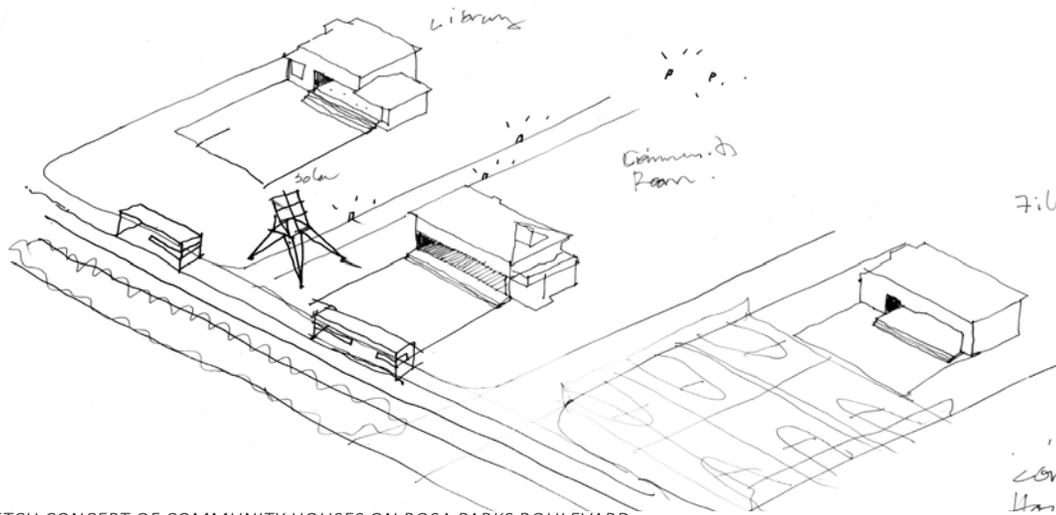
CONCEPTUAL RENDERING OF TREE NURSERY WITH CLEARED ALLEY

### PLANTING DESIGN STRATEGIES

Planting strategies that frame and clarify edge conditions in vacant lots could build cohesion and develop an aesthetic identity for the area. Hedgerows along the edges of publicly-owned parcels would delineate open space and create clean aesthetic lines across the community. Shade trees planted parallel to the hedgerows would establish a visual rhythm to the lots and provide a structure for adjacent tree nurseries and land-based ventures.



CONCEPTUAL RENDERING OF HEDGEROW AND TREE LINE STRATEGY



SKETCH CONCEPT OF COMMUNITY HOUSES ON ROSA PARKS BOULEVARD



CONCEPTUAL RENDERING OF COMMUNITY HOUSES ON ROSA PARKS BOULEVARD

## THE LEGACY LOOP

### PUBLIC ART + ART HOUSES

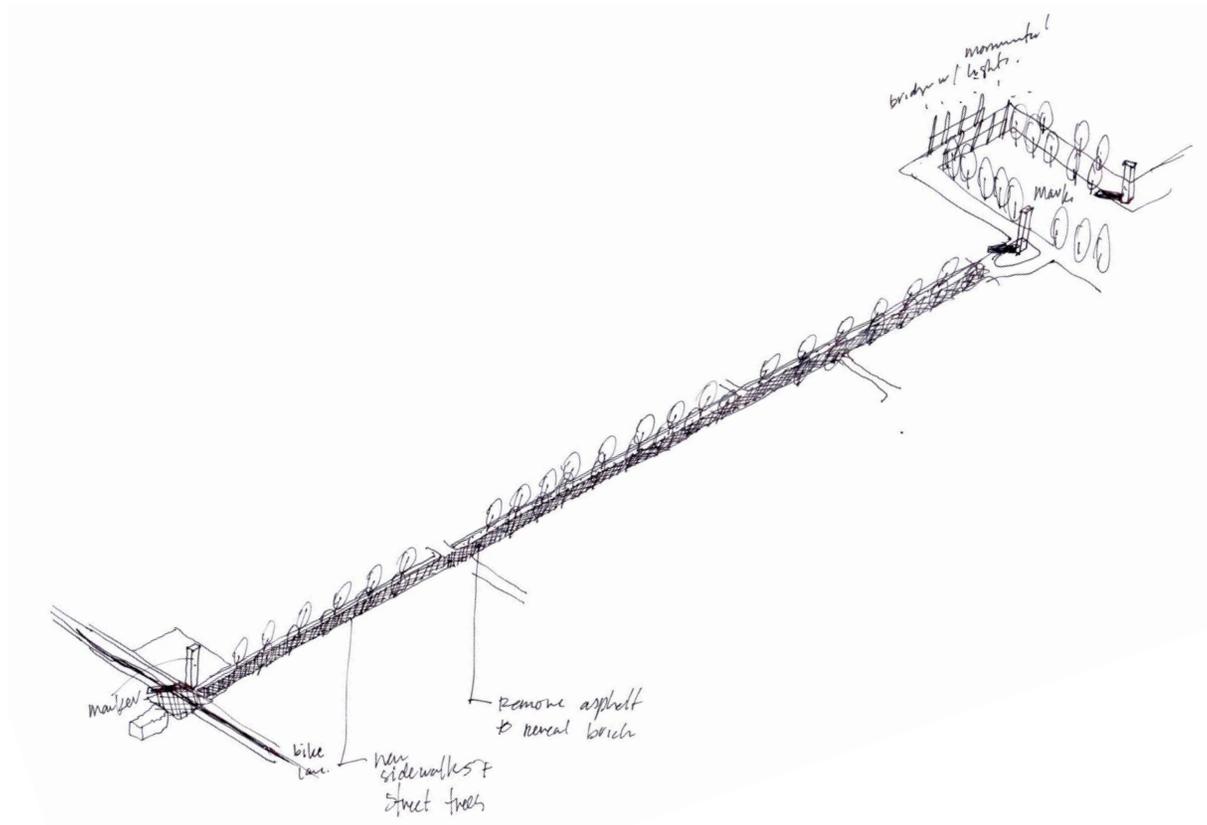
Designing and installing public art along Rosa Parks Boulevard and Clairmount Avenue define the two corridors and emphasize their junction at Gordon Park. Vacant publicly-owned structures on Clairmount Avenue retrofitted into “Art Houses” could create studio space for artists and residents, activating the street’s porches and front yards.

### COMMUNITY HOUSES

Similar to Clairmount Avenue’s “Art Houses”, vacant publicly-owned structures on Rosa Parks Boulevard retrofitted into “Community Houses” could host community programming and events, supplementing the existing community amenities and public spaces along the street while organizing the corridor for future retail and redevelopment.



CONCEPTUAL RENDERING OF ART HOUSES ON CLAIRMOUNT AVENUE



SKETCH CONCEPT OF VIRGINIA PARK STREET IMPROVEMENTS

### VIRGINIA PARK STREET

Removing surface asphalt on Virginia Park Street to reveal original brick pavers beneath showcases the street's historic character and creates continuity across the Lodge Freeway. Recreating the footprint of the Algiers Motel at the street's terminus with Woodward Avenue with brick pavers would pay respect to the site's civil rights history and symbolically match the recreated footprints of 12th Street structures on the Virginia Park Community Plaza Promenade.



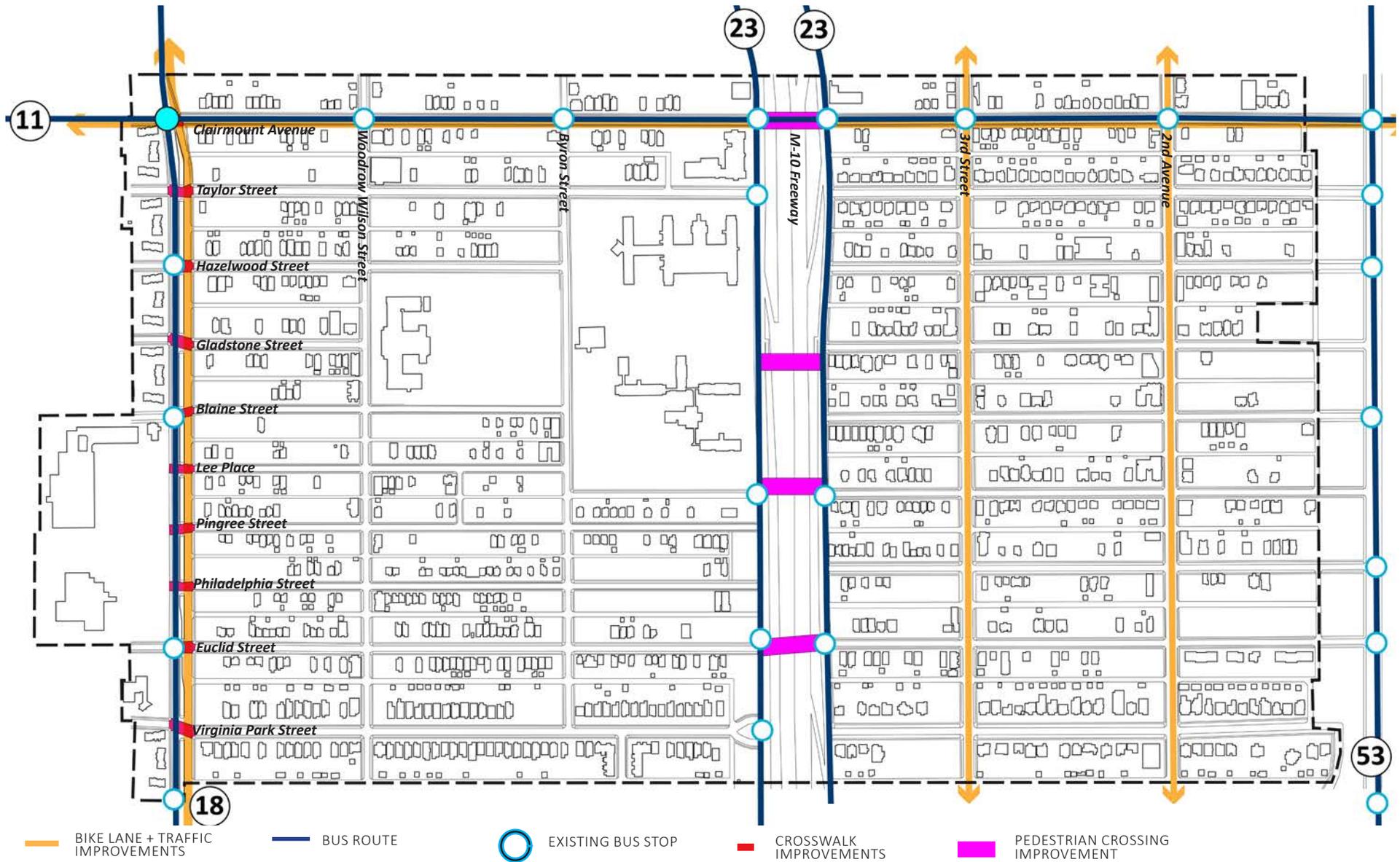
CONCEPTUAL RENDERING OF UNCOVERED BRICK PAVERS ON VIRGINIA PARK STREET

## LONG-TERM MOBILITY

Long-term recommendations for Mobility involve three of the strategy's four priority areas. They include:

- **North-to-South Connections** -- explore closure of northbound Rosa Parks Boulevard for pedestrian greenway and conversion of 2nd Avenue and 3rd Street to two-way traffic to add bike lanes and streetscape improvements;
- **East-West Connections** -- renovate Clairmount Avenue to Complete Street standards with protected bike lanes and street trees, and implement pedestrian bridge improvements over the Lodge at Clairmount Avenue, Gladstone Avenue, Pingree Street, and Euclid Street; and
- **Capacity + Safety** -- explore feasibility of regional microtransit system, streamline and consolidate bus routes to match planned realignments, and complete comprehensive sidewalk repair and replacement program.





## NORTH-TO-SOUTH CONNECTIONS

### ROSA PARKS BOULEVARD

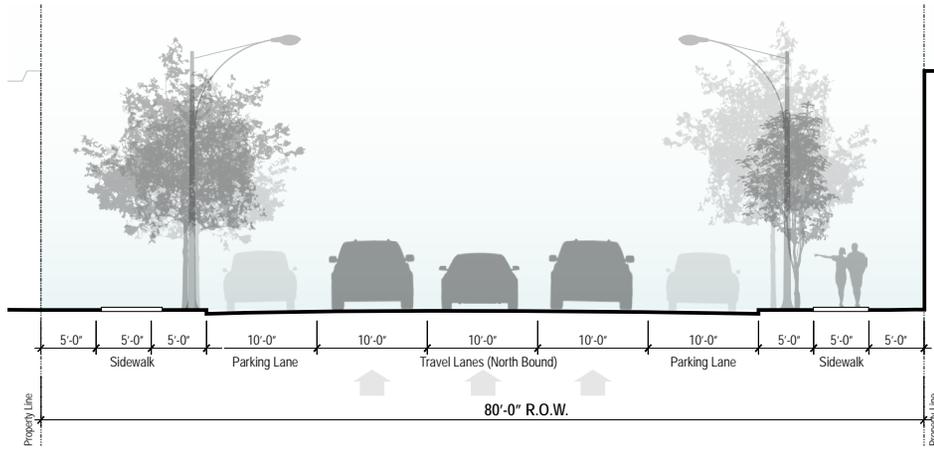
Rosa Parks Boulevard may have the capacity to close northbound lanes to automobile traffic and convert southbound lanes to two-way traffic, opening the northbound right-of-way as a two-way cycle track and pedestrian path. This path would run adjacent to the parcels to be studied for their potential as linear public open space or development.

### 2ND AVENUE + 3RD STREET

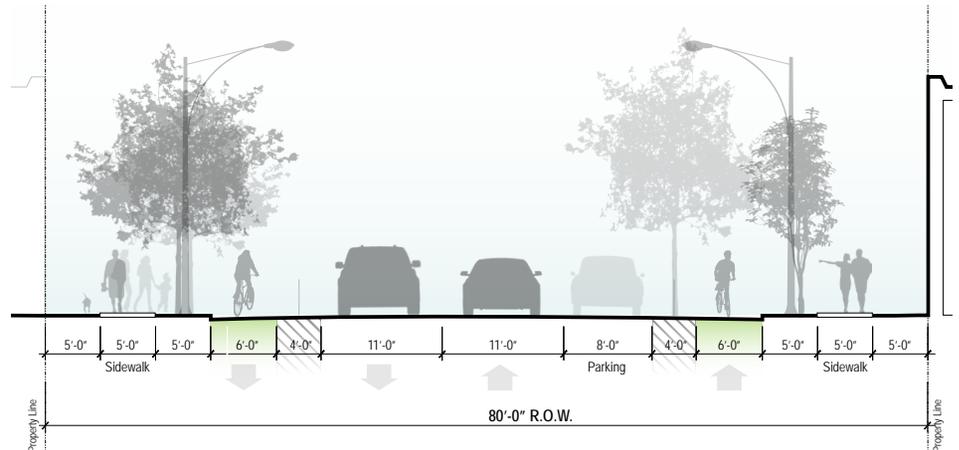
Both 2nd Avenue and 3rd Street have the capacity to be converted into two-way roads with protected bike lanes, improving non-automotive access north-to-south through the Neighborhood Framework Area east of the M-10 freeway to New Center.



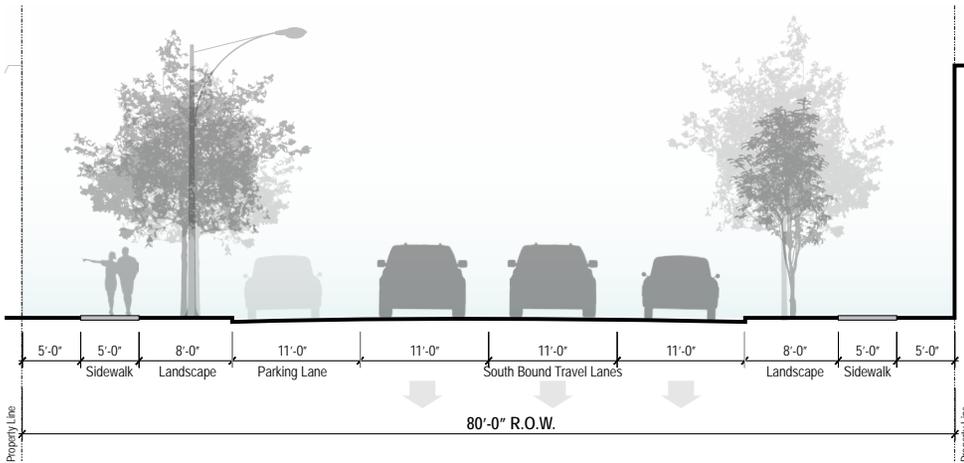
CONCEPTUAL RENDERING OF ROSA PARKS BOULEVARD CYCLING TRACK AND PEDESTRIAN PATH, WITH POP-UP ART



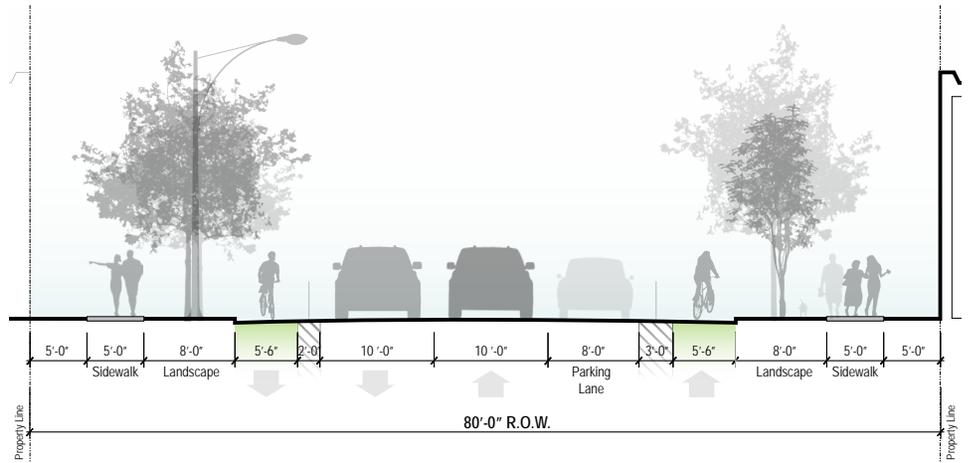
EXISTING PROFILE - 2ND AVENUE



PROPOSED PROFILE - 2ND AVENUE



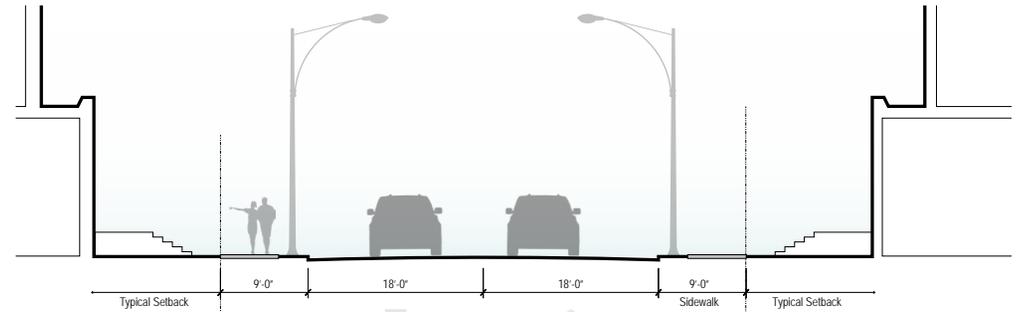
EXISTING PROFILE - 3RD STREET



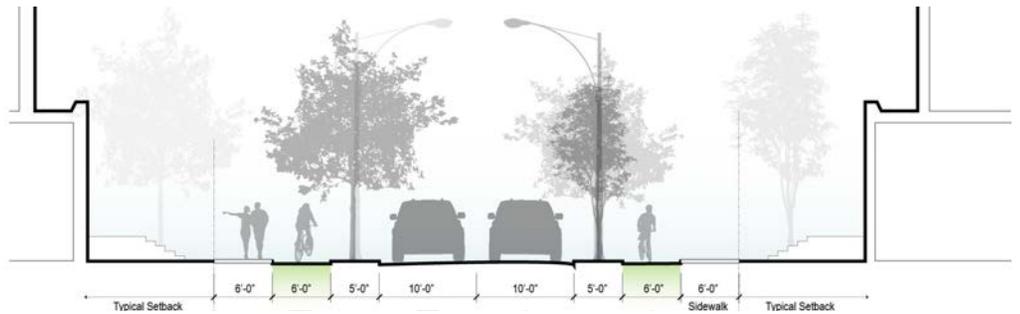
PROPOSED PROFILE - 3RD STREET

## EAST-WEST CONNECTIONS CLAIRMOUNT AVENUE

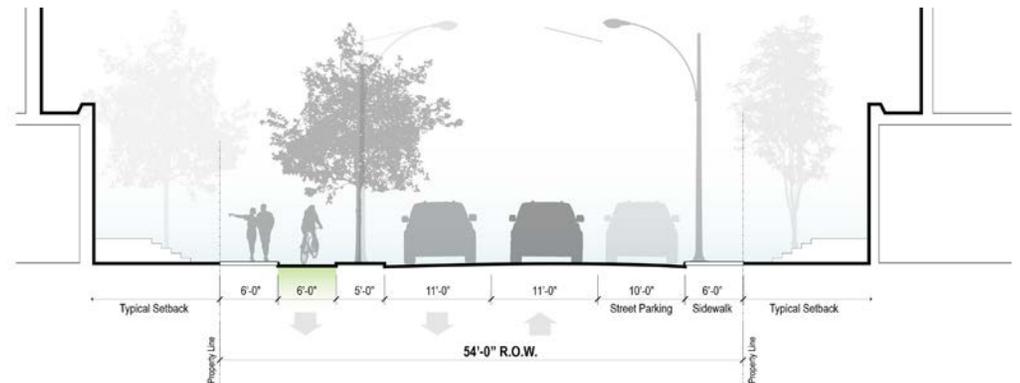
Bringing Clairmount Avenue to Complete Streets standards would improve pedestrian and cyclist safety east-west through the Neighborhood Framework Area, creating another link from Rosa Parks Boulevard to Woodward Avenue. While a profile with bi-directional protected bike lanes would be preferred, the street's narrow width limits alternative possibilities with on-street parking to only one lane of bicycle traffic.



EXISTING PROFILE



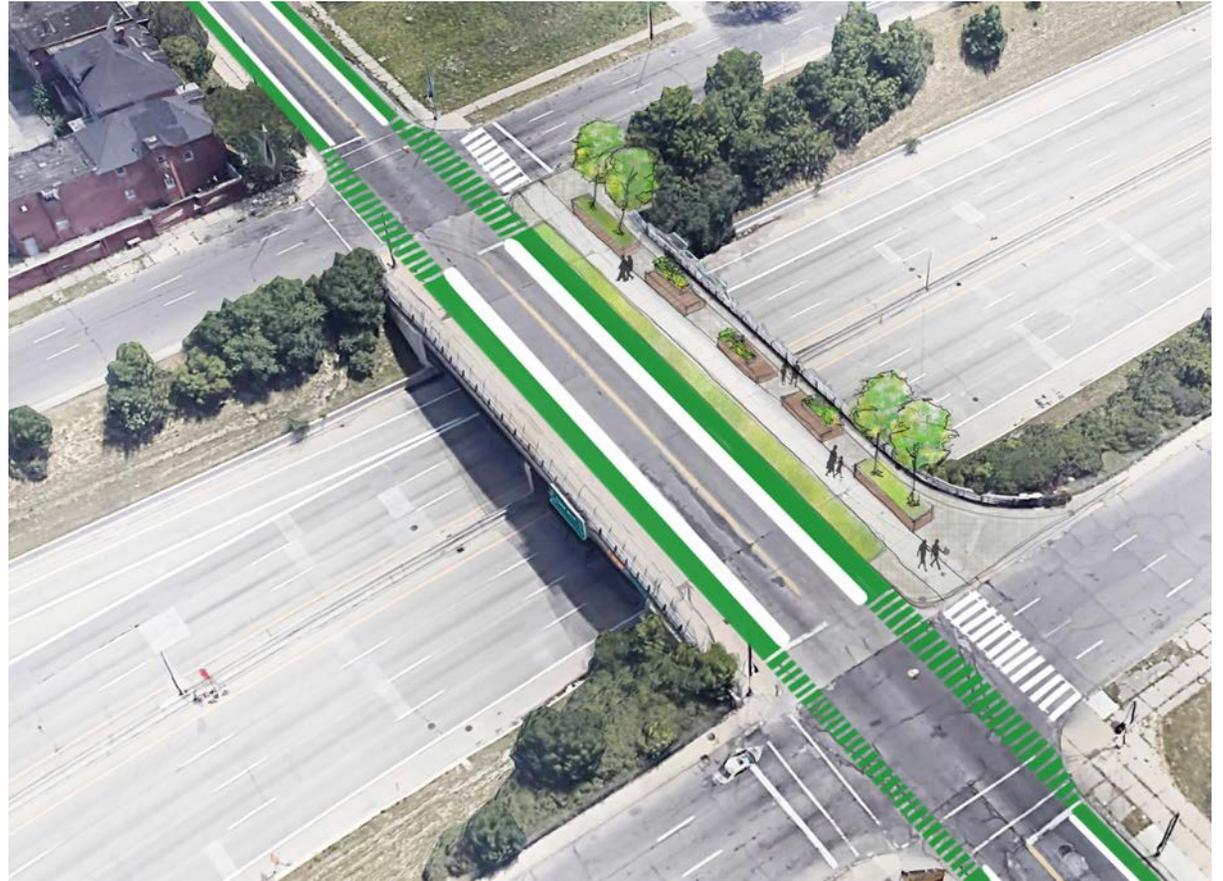
PREFERRED PROFILE



ALTERNATE PROFILE

### PEDESTRIAN BRIDGES

Installing pedestrian signals, refuge islands, improved lighting, and ADA-compliant sidewalks on existing pedestrian crossings over the M-10 Freeway at Clairmount Avenue, Gladstone Avenue, Pingree Street, and Euclid Street would enhance crossing safety and experience. Branding, public art, and landscaping could also provide visual coherence and assist in connecting the characters of the neighborhoods to either side of the freeway.



CONCEPTUAL RENDERING OF CLAIRMOUNT AVENUE PEDESTRIAN CROSSING

## CAPACITY + SAFETY

### MICROTRANSIT

As DDOT improves bus routes with redesign of connections, frequency and span with community input, connections to Downtown and access to key destinations is a goal to establish and maintain. Microtransit options, provided by a public-private partnership with shuttle companies could provide a flexible solution to address mobility gaps. Creating an on-demand microtransit service zone could provide access to regional employment hubs as well as transportation to higher-frequency bus and Q-Line stops.

Two models of microtransit may work in the Neighborhood Framework Area. The first, on-demand local circulation, would provide trips within the community to destinations like the Virginia Park Community Plaza, Woodward Avenue, or the Henry Ford Health System campus. Due to the small size of the service zone, subsidy costs would likely be high. The second option, linking the community to downtown, would provide trips to commuters in one direction, downtown in the morning and back in the afternoon. This service would be less flexible but have lower subsidy costs.



DOWNTOWN MICROTRANSIT SERVICE (

	OPTION 1	OPTION 2
<b>SERVICE MODEL</b>	ON-DEMAND LOCAL CIRCULATION	LINKING COMMUNITY TO DOWNTOWN BUSINESS DISTRICT
<b>HOURS OF SERVICE</b>	ALL-DAY SERVICE	PEAK-ONLY SERVICE
<b>POPULATION SERVED (2015)</b>	4,200	4,200
<b>EMPLOYMENT SERVED (2014)</b>	943	68,740
<b>ANNUAL NET COST</b>	\$165,000	\$71,000
<b>SUBSIDY PER TRIP</b>	\$10.50 TO \$18.50	\$2.50 TO \$5.17

SUMMARY CHART OF MICROTRANSIT OPTIONS

### BUS SYSTEM

The reconfiguration of Rosa Parks Boulevard south of Grand Boulevard opens the opportunity to streamline bus transit routes. Specifically, Route 18 Fenkell could consolidate its northbound and southbound alignments to Rosa Parks Boulevard, improving efficiency and increasing transit traffic through the Neighborhood Framework Area. DDOT will continue to examine bus services, like Route 18, for improvements with community engagement.

### SIDEWALKS + STREET TREES

Completing the comprehensive sidewalk repair and street tree planting program across the Neighborhood Framework Area would ensure safe pedestrian routes on every residential street. Beyond the added amenity for existing residents, these improvements would contribute to the broader redevelopment efforts to attract new residents and businesses to the community.



CONCEPTUAL RENDERING OF NEIGHBORHOOD STREETScape IMPROVEMENTS

## LONG-TERM HOUSING + ECONOMIC DEVELOPMENT

Long-term recommendations for Housing + Economic Development involve three of the strategy's four priority areas. They include:

- **Housing Rehabilitation** -- release RFP for development of strategically-identified public assets, focus code enforcement tools to encourage redevelopment, and promote redevelopment for privately-owned properties;
- **Herman Kiefer Development** -- focus new mixed-use development efforts on connecting the Herman Kiefer campus to Rosa Parks Boulevard and Clairmount Avenue; and
- **Commercial Opportunities** -- add outlot development to the Virginia Park Community Plaza to better address Rosa Parks Boulevard frontage, reconfigure Virginia Park Community Plaza parking lot to support outdoor pop-up markets, and study commercial infill opportunities throughout the community.





- VACANT MULTI-FAMILY
- HERMAN KIEFER CAMPUS
- VIRGINIA PARK COMMUNITY PLAZA IMPROVEMENTS
- STRATEGIC INFILL CORRIDORS

## HOUSING REHABILITATION

### MULTI-FAMILY REHABILITATION

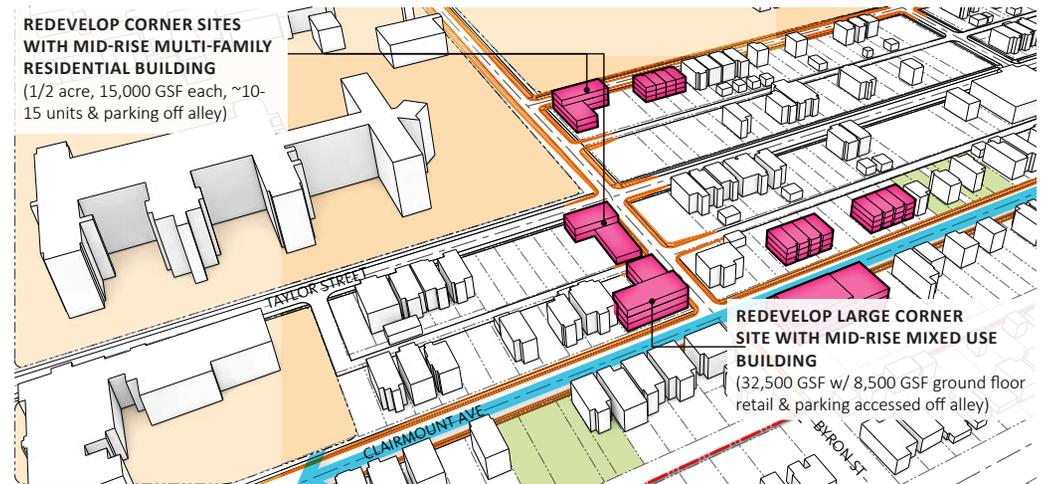
Releasing RFPs for the development of strategic public assets would work to stabilize the area's housing stock and preserve its architectural character. Focused code enforcement tools and support for private owners of multi-family structures could further bolster stabilization and redevelopment efforts throughout the Neighborhood Framework Area.



## HERMAN KIEFER DEVELOPMENT

### DEVELOPMENT CONNECTIONS

Aligning new mixed-use development to connect the Herman Kiefer campus to Rosa Parks Boulevard and Clairmount Avenue would support HKD's efforts to integrate the redevelopment of the campus with the revitalization of the surrounding community. This would serve to create secondary corridors in the neighborhood and provide access from the campus to various amenities at the community's edges.



LONG-TERM DEVELOPMENT POTENTIAL ALONG BYRON STREET TO CLAIRMOUNT AVENUE



LONG-TERM DEVELOPMENT POTENTIAL ALONG BLAINE STREET TO ROSA PARKS BOULEVARD

## COMMERCIAL OPPORTUNITIES

### VIRGINIA PARK COMMUNITY PLAZA

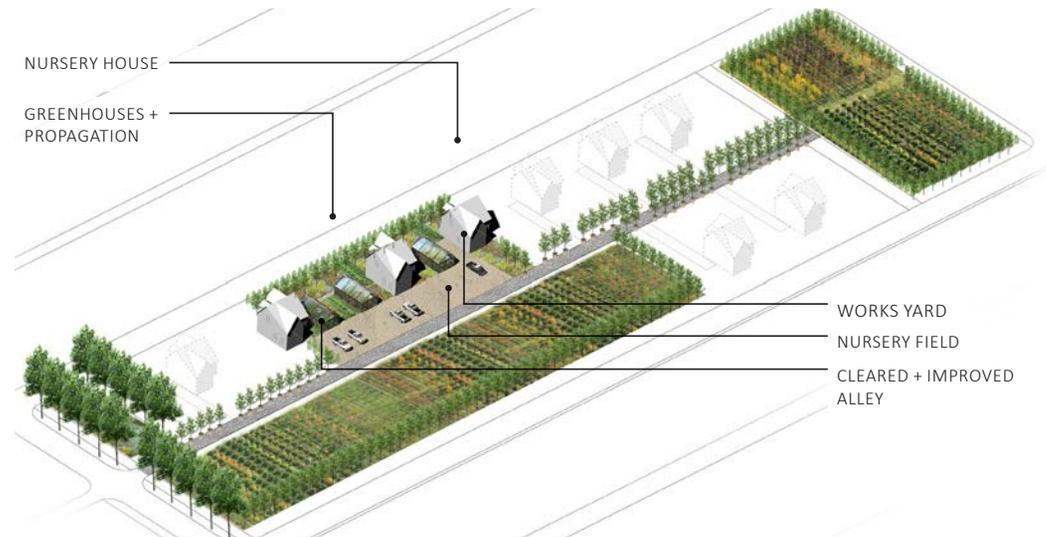
Adding outlot development in the parking lot of the Virginia Park Community Plaza would provide valuable streetfront retail space as the corridor develops, compensating for the plaza's deep parking setbacks. Additionally, reconfiguring the plaza's parking lot to reduce impervious surfaces and adding trees and landscaping would create space for pop-up markets and events, further centralizing the role of the plaza in the community.

### INFILL DEVELOPMENT

As the various landscape, mobility, and housing and economic strategies work to bring investment and support to the community, future study will be needed to determine the best modes for commercial infill development outside of the major commercial corridors. Possible modes include the previously mentioned art houses, workhouses that support land-based ventures, Central Detroit Christian CDC's ongoing retail projects along 2nd Avenue and 3rd Avenue, or development related to HKD's investments such as their planned hotel and general store.



CONCEPT PLAN FOR RECONFIGURED VIRGINIA PARK COMMUNITY PLAZA PARKING LOT



MULTI-LOT TREE NURSERY CONCEPT, WITH PUBLICLY-OWNED HOUSES AS WORKSPACE

IMAGE COURTESY OF  
HERMAN KIEFER DEVELOPMENT



CONCEPTUAL RENDERING OF GENERAL STORE ON CLAIMOUNT AVENUE



# CONCLUSION

Through the combined efforts of the City of Detroit, community members, stakeholders, and the consultant team, this framework aims to leverage reinvestment by overlaying public and private activities that improve the quality of life of residents in the 12th Street, Virginia Park and Piety Hill neighborhoods. The plan reflects the historic pride and positive outlook local residents have in their community and focuses on near-term implementation strategies that are funded and defined in specific locations. It also provides a vision of potential strategies that align with community needs and development potential in the long term. The City's investments along with those of development teams such as Herman Kiefer and Central Detroit Christian CDC, this plan breathes new life into these areas by preserving local homes, activating vacant landscapes into productive spaces of beauty and community access, offering new development sites, and providing stronger connections to local resources and neighborhoods.

Community engagement, lead by the City of Detroit, was vital in conducting a process that allowed residents to tell their stories of living in this neighborhood, setting the agenda for identifying key areas of concern and making decisions that prioritize strategies for implementation. The resident story-telling and interview process revealed that the 12th Street neighborhood is not only a memory of a vital, historic commercial corridor but the foundation of this community's identity.

A site inventory and analysis shows a ratio of high rent/low ownership, high vacant land activation opportunities, a rich mix of housing structures, and opportunity for improved mobility, especially along north-south corridors that connect residential neighborhoods to the commercial centers of New Center. The Virginia Park Community Plaza and the Joseph Walker Williams Recreation Center currently serves as the community center. However, the DEGC's retail study shows high unmet demand for neighborhood goods and services in this area.

Near-term strategies aim to stabilize the neighborhood's housing infrastructure and to initiate reinvestment through public-private partnerships (PPP) such as those started by Central Detroit Christian, Virginia Park Community Plaza, Herman Kiefer Development, and release of city-held opportunity sites. Land-based ventures, such as the pilot tree nursery, models potential commercial use of vacant land that reduces mowing, redundancy and cost. City investment on streetscapes, especially along Rosa Parks Blvd., opens the neighborhood to vital assets and strengthens the 12th Street community's identity.

Long-term strategies provide a more holistic framework for future neighborhood development and serve to build on the strategies of the near-term recommendations. As initial investments stabilize and occupy historic structures, demand for additional retail and housing can be met with infill development. Creating new linkages in mobility such as two-way conversion of 2nd Ave and 3rd Street further opens access for residents. When combined, these near and long-term strategies help residents to live in a vibrant, safe and supportive community.

The following pages identify City departments responsible for implementing these strategies and projects. Through concentrated and collaborative City efforts along with strategic public-private partnerships, these investments can be aligned and realized.

PRIORITY AREA	INITIAL ACTION	END GOAL	BSEED	CPC	DDOT	DEGC	DLBA	DON	DPW	DWSD	GSD	HRD	PDD	PPP
<b>NEIGHBORHOOD REVITALIZATION FRAMEWORK + LAND STEWARDSHIP PLAN</b>														
<b>Ongoing Stakeholder Outreach</b>	Publicize framework plan and its initiatives	Monitor and respond to community priorities												
<b>LANDSCAPE STRATEGY</b>														
<i>Overall Strategy</i>														
<i>Parks + Open Spaces</i>														
<b>Virginia Park Community Plaza Promenade</b>	Complete design of Promenade in coordination with Rosa Parks Blvd. (12th Street) streetscape improvements	Build Promenade with shade trees and walkway to connect 12th Street to rec center and shopping plaza												
<b>Gordon Park</b>	Continue monitoring newly renovated park and collect community input for further park improvements	Support a year-round active, safe, community park												
<b>3rd Avenue + Philadelphia Street Park</b>	City to acquire property from Central Detroit Christian CDC; Park design update with community input	Renovate neighborhood pocket park												
<b>Hutchins Playfield</b>	Continue monitoring HKD’s newly renovated playfield and collect community input	Support HKD’s year-round active, safe, community playfield												
<b>Martin Luther King Jr. Plaza</b>	City to consolidate parcels in coordination with Rosa Parks Blvd streetscape improvements; Issue RFP for redesign of Plaza	Renovate expanded MLK Plaza that serves neighborhood and senior housing center needs; Install gateway design for Grand Blvd and 12th Street												
<b>Long-term: Rosa Parks Boulevard/ 12th Street Gateways</b>	Issue RFP for artistic sculptural elements that celebrate 12th Street’s history at Clairmount, Pingree St. and Grand Blvd.	Build artistic gateway sculptures that celebrates 12th Street neighborhood identity												
<b>Long-term: Rosa Parks Boulevard Parcels- Linear Park</b>	Issue feasibility study to identify best uses of remnant parcels remaining along east edge of Rosa Parks Blvd from Grand Blvd to Clairmount	Develop linear connectivity of potential commercial, park, and bus stop amenities to create a “linear park” along Rosa Parks Blvd. (12th St)												

PRIORITY AREA	INITIAL ACTION	END GOAL	BSEED	CPC	DDOT	DEGC	DLBA	DON	DPW	DWSD	GSD	HRD	PDD	PPP
<i>Land Stewardship Plan</i>														
<b>Low-mow regime</b>	Identify parcels to design low-mow regime; locate pedestrian paths with community input	Measure cost savings and community response; Issue report on potential cost savings for City mowing regime												
<b>Pilot tree nurseries</b>	Complete pilot tree nursery site design and permits; Identify community engagement opportunities to foster stewardship	Install tree nursery; Continue community events on tree nursery care; Harvest trees for sale												
<b>Long-term: Vacant Land Activation</b>	Assess feasibility of tree nursery and low-mow programs and the potential application to expand to other locations	Formalize viable land-based ventures and maintenance programs to activate vacant public/private landscapes.												
<i>Legacy Loop</i>														
<b>12th Street Signage</b>	Complete petition for 12th Street street signage; confirm City Council approval. Finalize design for 12th Street banner design with community feedback.	Install 12th Street signage and banners from Clairmount to Grand Blvd.												
<b>Rosa Parks Boulevard bike lanes, medians, and crosswalks</b>	Finalize design for bike lanes, median plantings and enhanced crosswalk design with community feedback.	Install streetscape design from Clairmount to Grand Blvd.												
<b>Community-led lot activations</b>	Identify community-led events and confirm vacant lot locations along 12th Street.	Align community programmed events with potential future development sites for long-term lot activation and development along 12th Street.												
<b>Long-term: Public art, art houses, and community houses</b>	Work with property owners to explore opportunity for adaptive reuse of houses for artist’s studio spaces and/or community programs.	Redevelop and activate vacant houses.												
<b>Long-term: Virginia Park Street pavers &amp; Algiers Motel historic representation at Virginia Park</b>	Engage Virginia Park community groups to complete street paver design and historic Algiers Motel site design in Virginia Park.	Uncover or reinstall historic brick pavers along Virginia Park Street. Install historic foundation markers of Algiers Motel with interpretive signs.												

PRIORITY AREA	INITIAL ACTION	END GOAL	BSEED	CPC	DDOT	DEGC	DLBA	DON	DPW	DWSD	GSD	HRD	PDD	PPP
<b>MOBILITY STRATEGY</b>														
<i>Overall Strategy</i>														
<i>North-to-South Connections</i>														
<b>Rosa Parks Boulevard Bike Lanes</b>	Finalize streetscape design to include bike lanes, bus stops and parking from Clairmount to Grand Blvd.	Implement streetscape improvements to support connectivity of neighborhoods												
<b>Grand Boulevard Intersection &amp; Rosa Parks Boulevard Two-Way Street Conversion</b>	Finalize Grand Blvd intersection design and two-way street conversion of Rosa Parks Blvd from Grand Blvd to Michigan Ave. with community input	Coordinate bike route installation with Corktown Neighborhood Framework. Complete bike route from Grand Blvd. to Michigan Ave.												
<b>Long-term: Rosa Parks Boulevard Lane Closure</b>	Conduct feasibility study to close northbound Rosa Parks Blvd. and convert southbound to two-way traffic from Grand Blvd. to Clairmount	Align street improvements and long-term development in historic 12th Street's commercial corridor as market matures												
<b>Long-term: 2nd Avenue + 3rd Avenue Two-way Conversions</b>	Conduct feasibility study for two-way street conversion of 2nd Avenue and 3rd Street. Consider bikelanes, parking and impact area with community input	Implement streetscape improvements to support connectivity of neighborhoods												
<i>East-to-West Connections</i>														
<b>Rosa Parks Boulevard Crosswalks</b>	Complete design of crosswalk improvements across Rosa Parks Blvd. at Blaine Street, Pingree Street, and Euclid Street.	Implement crosswalk improvements to improve pedestrian safety and connectivity to neighborhood retail and recreational assets												
<b>Sidewalk + street tree replacement</b>	Finalize locations of priority sidewalk and street tree replacement areas	Replace priority sidewalks and plant street trees to improve pedestrian safety and connectivity within the neighborhood												

PRIORITY AREA	INITIAL ACTION	END GOAL	BSEED	CPC	DDOT	DEGC	DLBA	DON	DPW	DWSD	GSD	HRD	PDD	PPP
<b>Long-term: Clairmount Avenue Bike Lanes</b>	Conduct feasibility study with MDOT to bring Clairmount Avenue to Complete Street standards with protected bike lanes and sidewalk improvements	Align street improvements and long-term development to support east-west connectivity between Woodward Ave. and Rosa Parks Blvd.												
<b>Long-term: Pedestrian Bridge Improvements</b>	Conduct feasibility study with MDOT to implement pedestrian and street bridge improvements across the M-10 Freeway at Gladstone, Pingree & Euclid	Install pedestrian and bike lane improvements that provide safe day and night passage across the M-10 Freeway												
<i>Capacity &amp; Safety</i>														
<b>Bike share stations</b>	Finalize locations of expanded bike share system to add stations at optimum locations with community input.	Implement bike share stations to support connectivity of neighborhoods												
<b>Bus shelter improvements</b>	Finalize locations of improved bus shelters across neighborhood	Install bus shelters to improve pedestrian safety and transit quality across neighborhoods												
<b>Long-term: Microtransit System</b>	Conduct feasibility study for regional microtransit systems by public-private partnerships that connects residents with job centers	Where feasible, implement on-demand and/or peak service microtransit systems that provide access to employment hubs and												
<b>Long-term: Bus Route Consolidation</b>	Identify and confirm opportunities to streamline and consolidate bus transit routes, particularly when streets with two-way conversion are implemented	Increase access and capacity of regional bus transit systems												

PRIORITY AREA	INITIAL ACTION	END GOAL	BSEED	CPC	DDOT	DEGC	DLBA	DON	DPW	DWSD	GSD	HRD	PDD	PPP
<b>HOUSING + ECONOMIC DEVELOPMENT STRATEGY</b>														
<i>Overall Strategy</i>														
<i>Housing Rehabilitation</i>														
<b>Single-family + Duplex board-up and rehabilitation</b>	Align with local developer efforts to board, secure, and maintain targeted structures.	Stabilize vacant structures to improve safety and vitality of neighborhood												
<b>Multi-family structure assessment</b>	Complete feasibility study to determine priority structures for potential rehabilitation in collaboration with private owners	Stabilize vacant structures to improve safety and vitality of neighborhood												
<b>Long-term: Public Asset RFPs &amp; Code Enforcement Tools</b>	Release RFPs for development of strategic public assets. Focused code enforcement to support private ownership and housing stabilization	Stabilize housing and preserve architectural character of neighborhood												
<i>Herman Kiefer Development</i>														
<b>Neighborhood Improvements</b>	Align with HKD’s efforts to improve neighborhood spaces and infrastructure	Achieve productive use and responsible maintenance for vacant structures and parcels within the Land Stewardship Area												
<b>Campus Operator</b>	Targeted support for HKD through DEGC to broker potential operators in Herman Kiefer, Crossman, and Hutchins structures	Activate Herman Kiefer, Crossman and Hutchins schools with adaptive reuse of buildings for commercial operations												
<b>Long-term: Connections to Rosa Parks Boulevard and Clairmount Avenue</b>	Identify new mixed-use development sites that connect Herman Kiefer campus to Rosa Parks Blvd and Clairmount Ave. as market matures	Integrate the redevelopment of the Herman Kiefer campus with the revitalization of the surrounding community												

PRIORITY AREA	INITIAL ACTION	END GOAL	BSEED	CPC	DDOT	DEGC	DLBA	DON	DPW	DWSD	GSD	HRD	PDD	PPP
<i>Opportunity Sites</i>														
<b>Clairmount Ave Opportunity Site</b>	Align with developer efforts to complete permit and approval processes	Development approved to break ground on mixed-use housing and community service center												
<b>Virginia Park Street Opportunity Site</b>	Issue RFP and identify potential developer	Develop new housing to strengthen diversity of housing options												
<i>Commercial Opportunities</i>														
<b>Virginia Park Community Plaza</b>	Targeted assistance through DEGC programs and VPCP Board support to market, attract and retain tenants	Increase retail occupancy and responsiveness to community and market interest by opening businesses in improved spaces												
<b>Long-term: Virginia Park Community Plaza outlet development</b>	Conduct feasibility study to develop outlet development in parking lot to strenthen streetfront retail space	Increase retail development in alignment with market demand that improves 12th Street experience and historic identity												
<b>Long-term: Virginia Park Community Plaza parking lot</b>	Issue RFP to design and reconfigure parking lot to reduce impervious surfaces, improve lighting, safety, shade and pop-up markets in parking lot	Achieve safe, flexible outdoor market experiences that further centralizes the role of the Plaza in the community												
<b>Long-term: Infill Development</b>	Conduct feasibility study for commercial infill development outside of major commerical corridors such as 2nd Ave and 3rd Street locations	Provide neighborhood retail to residents where market demand and opportunity sites are identified												



## ABBREVIATIONS + TERMS USED IN THIS BOOK

ACS	American Community Survey
ADA	American with Disabilities Act of 1990
CBO	Community Benefits Ordinance
CDC	Community Development Corporation
DDOT	City of Detroit Department of Transportation
DEGC	Detroit Economic Growth Corporation
F&B	Food and Beverage
GAFO	General Merchandise, Apparel, Furnishings and Other
HKD	Herman Kiefer Development
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Questioning
NAC	Neighborhood Advisory Council
NBP	Neighborhood Benefits Provision
NFA	Neighborhood Framework Area
NG&S	Neighborhood Goods and Services
PDD	City of Detroit Planning and Development Department
RFP	Request for Proposals
VPCDC	Virginia Park Citizens District Council
VPCIA	Virginia Park Community Investment Associates
VPCP	Virginia Park Community Plaza
VPCSC	Virginia Park Citizens Service Corporation
VPRCC	Virginia Park Rehabilitation Citizens Committee



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built on **inclusionary growth**,  
**economic opportunity**, and an  
**atmosphere of trust**

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MAYOR MICHAEL DUGGAN

**PLANNING AND  
DEVELOPMENT DEPARTMENT**  
MAURICE COX, DIRECTOR

