Thanks to the following for their help and support in making this panel possible:

- The Honorable Dave Bing, Mayor
- Karla Henderson, Group Executive of Planning and Facilities, City of Detroit
- Marja Winters, Detroit Planning and Development Department
- Olga Stella, Detroit Economic Growth Corporation
- Dan Lijana, Communications Manager, City of Detroit
- Kim Tandy, University Commons Organization
- Shannon Sclafani, Eric Larson, ULI Detroit

ULI Urban Land Institute

Daniel Rose Center for Public Leadership in Land Use

Detroit, Michigan

Reviving Livernois Avenue as a thriving urban main street

Urban Land Institute

Daniel Rose Center for Public Leadership in Land Use

What is the Urban Land Institute?

Mission:

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academicians

ULI expertise:

- Research
- Education
- Best practice
- Advisory panels
- Ideas exchange

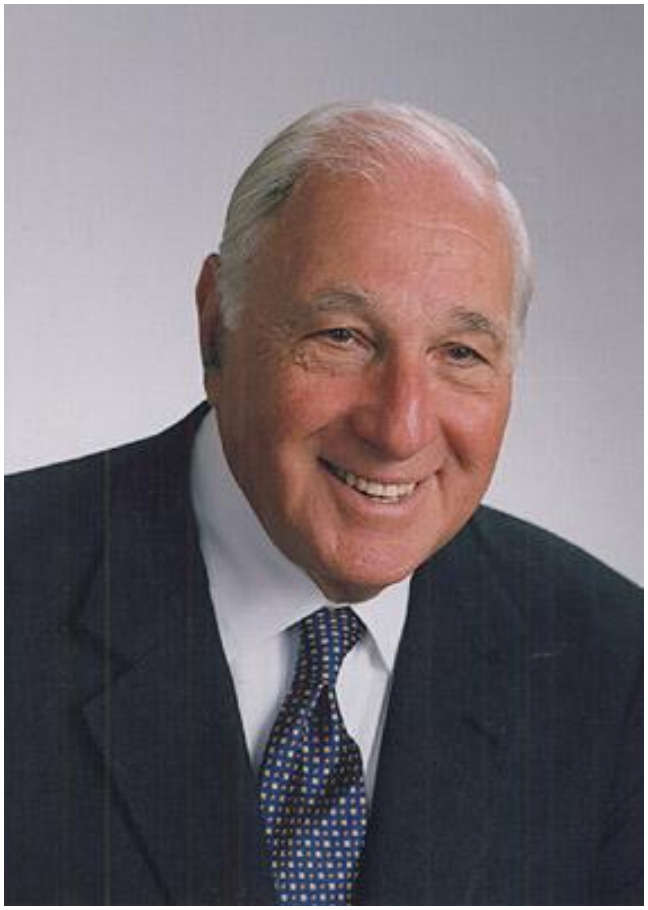
ULI Urban Land Institute

Urban Land Institute

Daniel Rose Center for Public Leadership in Land Use

Mission:

To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



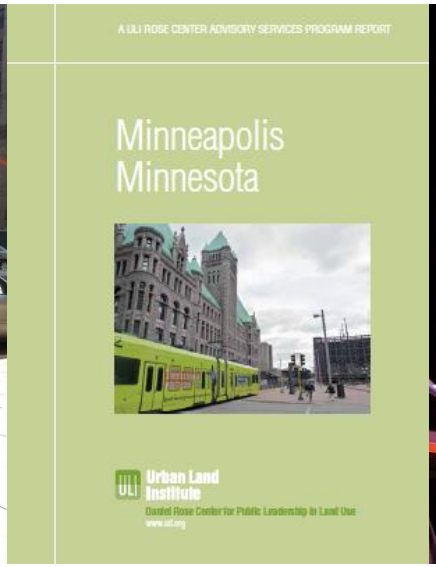
Daniel Rose

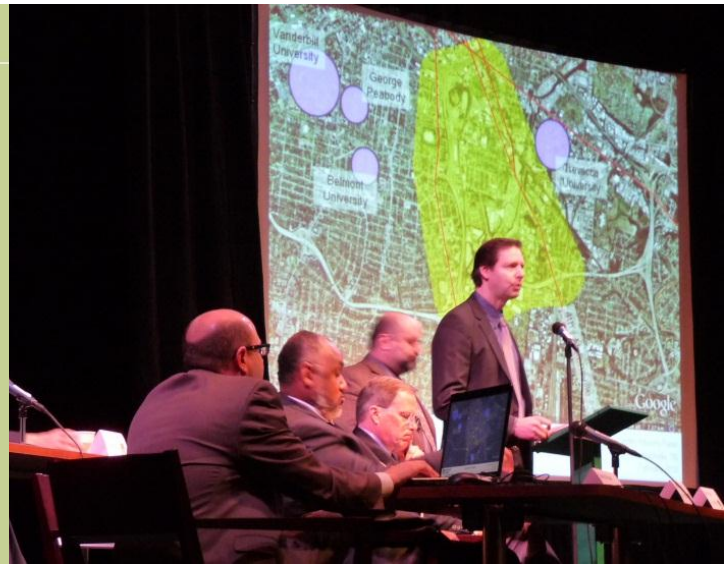
Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- 2010-2011 class: Charlotte, Detroit, Houston, Sacramento

City Study Visits

- Based on ULI Advisory Services Program
- Assembles experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge

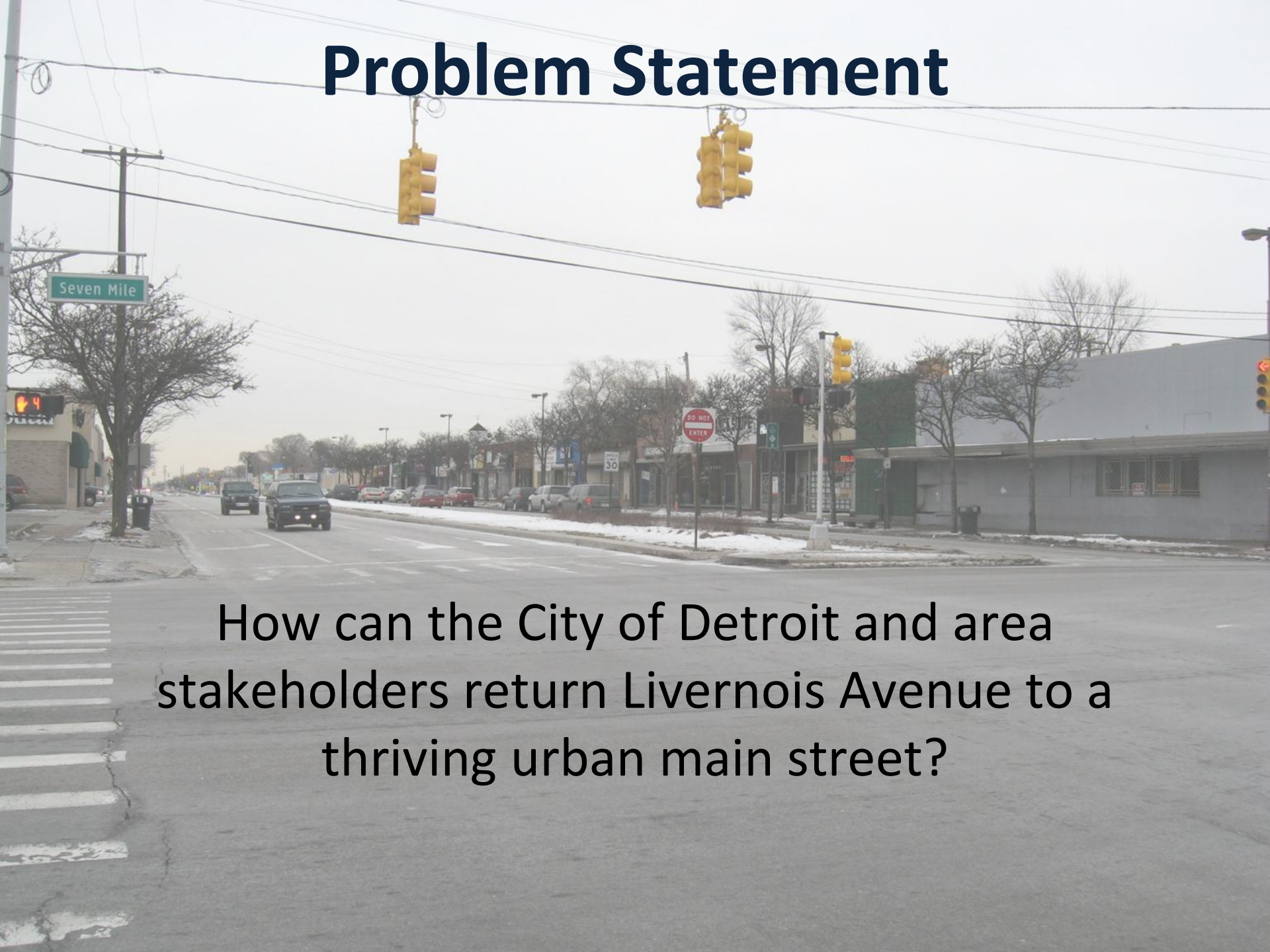




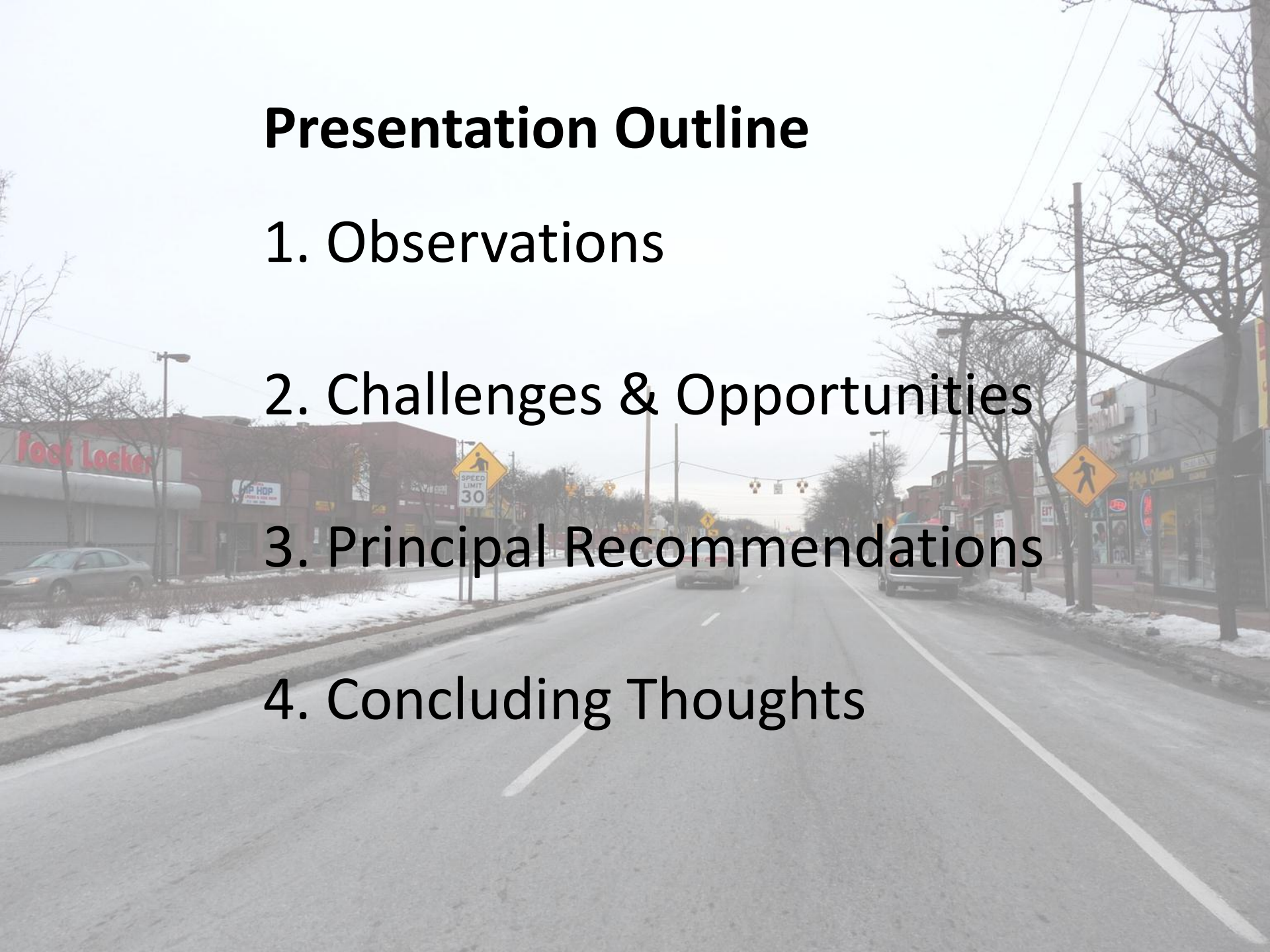
The Panel

- Co-Chair: Calvin Gladney, Development Strategist, Mosaic Urban Partners, LLC, Washington, DC
- Co-Chair: Mark Johnson, Urban Designer, Civitas, Denver, Colorado
- Debra Campbell, Director, Charlotte-Mecklenburg Planning Department, Charlotte, North Carolina (Rose Fellow)
- John Dangberg, Assistant City Manager, Sacramento, California (Rose Fellow)
- Charnelle Hicks, Urban Planner, CHPlanning Ltd., Philadelphia, Pennsylvania
- Jim Noteware, Director, Houston Housing and Community Development Department, Houston, Texas (Rose Fellow)
- Richard Ward, Vice President, Zimmer Real Estate Services, St. Louis, Missouri

Problem Statement



How can the City of Detroit and area stakeholders return Livernois Avenue to a thriving urban main street?



Presentation Outline

1. Observations

2. Challenges & Opportunities

3. Principal Recommendations

4. Concluding Thoughts

Baker's
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A PLACE OF HISTORY AND LIFE

THE PANEL ARRIVES

LISTENING

TOURING

LIVERNOIS CORRIDOR

ALLEYS

BACKYARDS

BACK ENTRIES

NEIGHBORHOODS

NEIGHBORHOODS

NEIGHBORHOODS

LIVERNOIS at 8 MILE

LIVERNOIS WEST

9 MILE FERNDALE DOWNTOWN

9 MILE STREETSCAPE

PARKING BEHIND 9 MILE DOWNTOWN

PARKING BEHIND 9 MILE DOWNTOWN

MORE TOURING: MEXICANTOWN

MEXICANTOWN

MEXICANTOWN

MEXICANTOWN

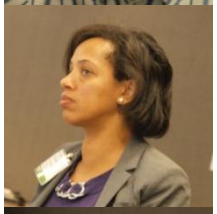
MEXICANTOWN

MEXICANTOWN

STAKEHOLDER ENGAGEMENT

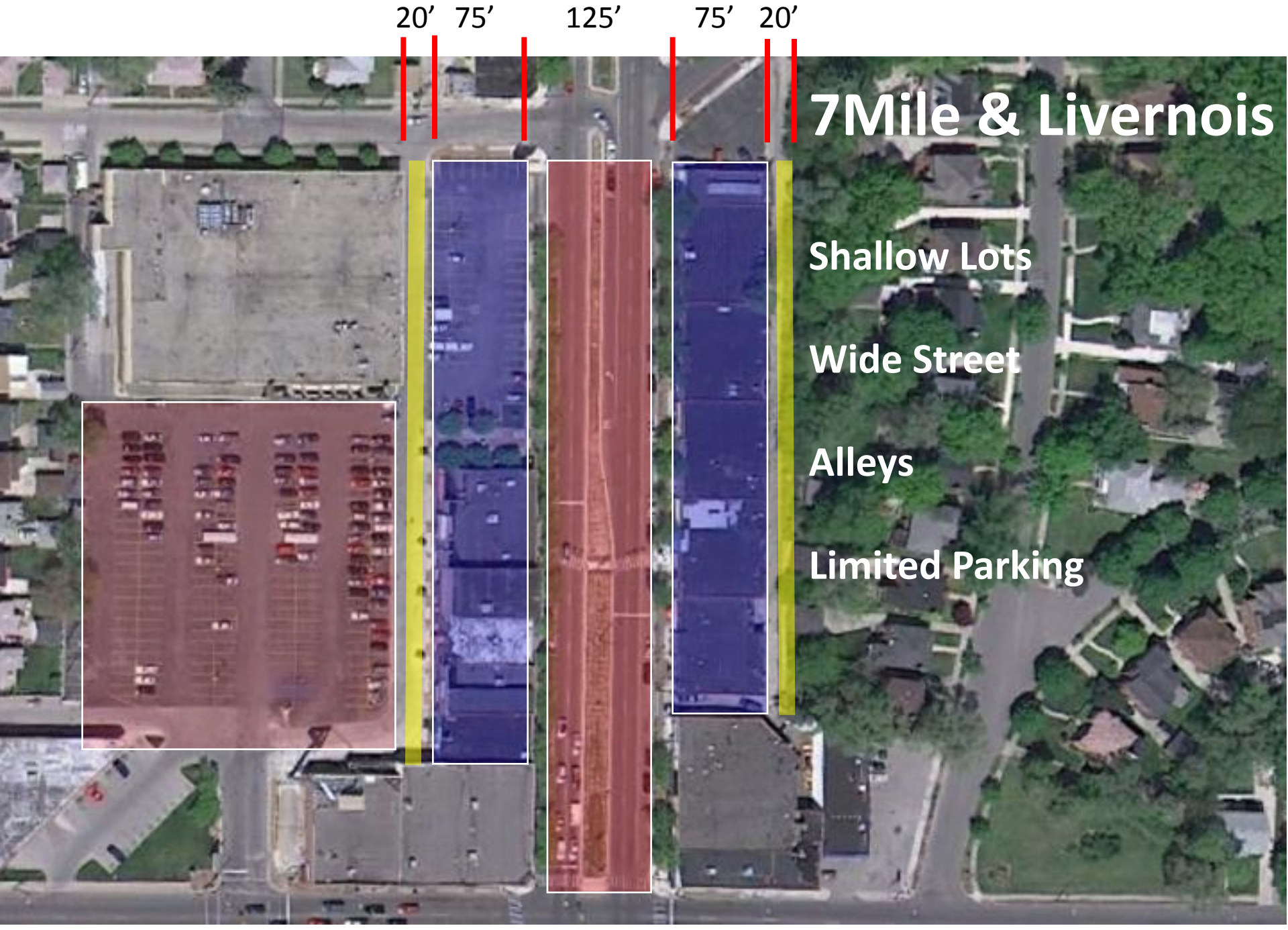
WE HUDDLE

WE DELIBERATE



7Mile and Livernois
WE ANALYZE
Google

7Mile and Livernois
Narrow Commercial Corridor Separated from Stable Residential Homes by an Alley
Very Shallow Commercial Lots
Some Homes Have been Removed Long Ago to Create Larger Sites
Google


20’
75’
125’
75’
20’
7Mile & Livernois
Shallow Lots
Wide Street
Alleys
Limited Parking

9 Mile, Ferndale

9 Mile, Ferndale
Shallow Lots
Narrow Street
Stable Residential
Alleys and Parking Lots
75’

Parking

- Importance of Common Parking
  - Critical capacity for “main street” businesses
    - On-street parking insufficient to meet needs
  - Avoid or supplant business-specific parking
    - Increases business dependency and discourages multiple-destination trips
    - Inefficient, each use providing for its own peak needs

Parking, cont'd

- Key considerations
  - Limit, avoid parking lots that break street front – discourages pedestrian traffic
  - "Edge" locations are optimum, feeding multiple stores, businesses
  - Payment systems discourage patronage, pose nuisance and inconvenience

Parking, cont'd

- Recommendations for Target Areas
  - Assess potential future building uses and parking required
    - Retail shopping, dining, entertainment
    - Office uses
    - Residential
  - Assess options meeting future parking needs
    - On-street
    - Behind buildings, alley access
    - Between buildings, alley or frontage access

Parking, cont'd

- Recommendations for Target Areas [more]
  - Determine parking financing, supporting revenue
    - Fees
    - Meters
    - Improvement district tax
    - Merchant reimbursement
    - Specific Responsibilities
  - Secure site(s), design, finance and build common parking solutions

Parking, cont'd

- Case Studies – Learning from Others
  - Ferndale - Nine Mile Road
    - Alley access on north side
    - Service road on south side with parking beyond
  - Royal Oak - N. Main Street
    - City parking lots initially
    - Later, 2 parking garages
  - Delmar Loop - St. Louis, University City, MO
    - City surfaces lots initially, both metered and free
    - Later, infill parking garage w/ ground level retail
    - Later, large commercial lot behind store fronts

CHALLENGES & OPPORTUNITIES

OLD STANDBYS: at risk

NEW RETAIL: active but weak for pedestrians

BEAUTIFICATION:

ENTREPENEURSHIP:

NEW BUSINESSES:

CLUSTERS OF BUSINESSES:

2 STORY BUILDINGS: precedent for upstairs living on the street

GOOD BUILDINGS: facades can be updated

OUTDATED SIGNS AND SECURITY:

TREES: hide signs, protect pedestrians

MEDIAN: positive and negative

MISSING TEETH: but potentially usable

POOR PEDESTRIAN SPACE: uncomfortable car/ped interface

BUS SERVICE AND STOPS: uncomfortable & unreliable &safe?

CAR DOMINANCE: no pedestrian comfort or safety

IFFY BUILDINGS: signs, scale, color all create discord

VACANT BUILDINGS: value and security

RECOMMENDATIONS

CREATE NODES

CHANGE BY DESIGN

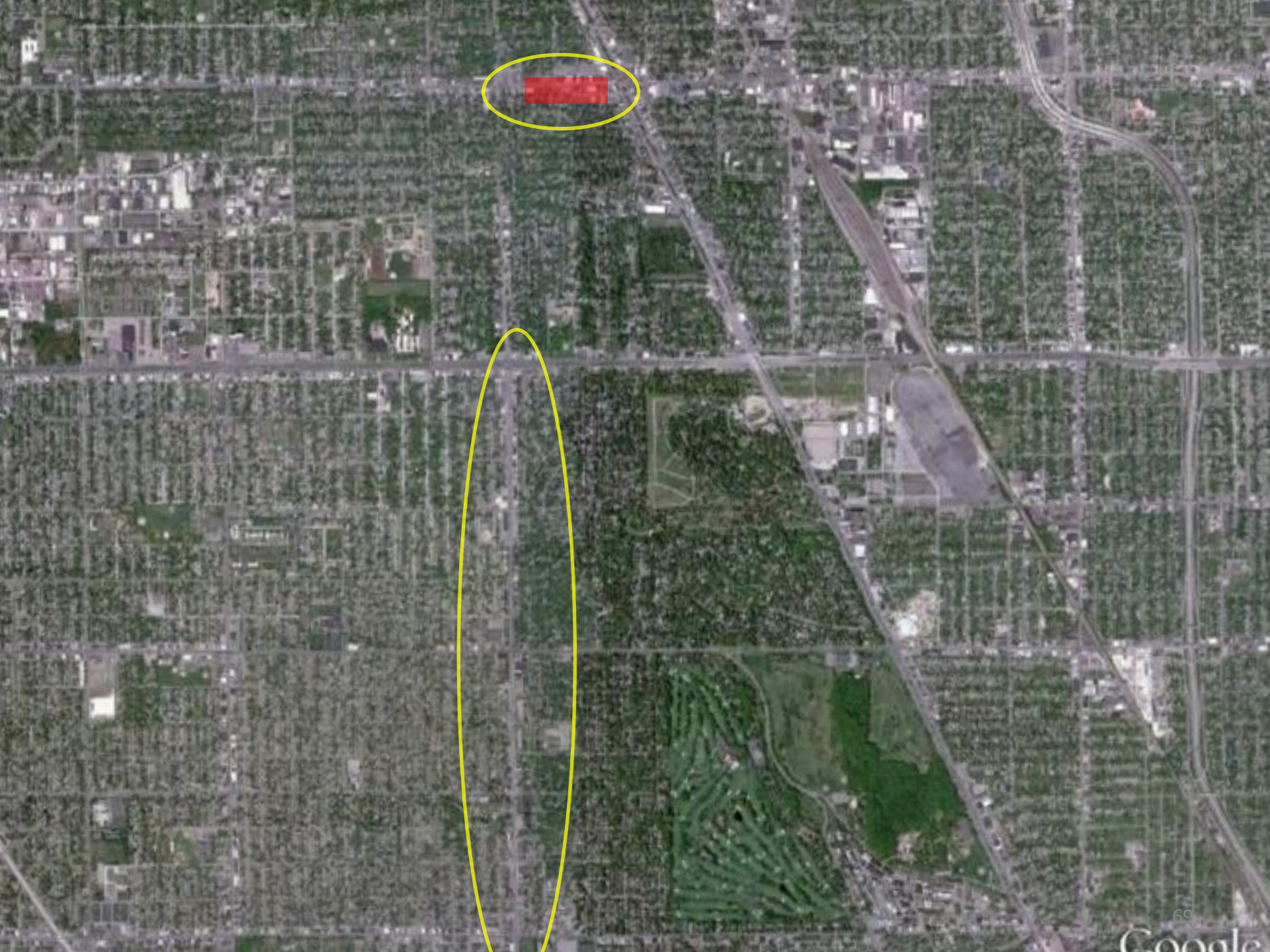
MARKET & BRAND

BUILD CAPACITY

ACTIVATE GOVERNMENT

RECOMMENDATIONS

CREATE NODES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Google

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Physical Focus on Nodes

- Focus on smaller segments
- Coordinated Urban Design
- Concentrate Resources

CREATE NODES

Why Focus on Nodes?

- Build momentum
- Focus scarce resources
- Nodes are just one portion of strategy
- Node focus will improve entire corridor

Two Types of Node Selection Criteria

- Physical
- Stakeholder

Focus on Nodes

– **Physical** Selection Criteria
  - Activity on both sides of street
  - Maximum Quarter-mile in length
  - Parking Opportunity
  - Concentration of occupied storefronts

Focus on Nodes

– **Stakeholder** Selection Criteria
  - Majority of Merchants are stable and established
  - Reasonable Expectation of Property Owner or Merchant Financial Support of Initiative
  - Vacant Parcels Actively Managed/Marketed

Node Options for Consideration

1. 7 Mile at Livernois Avenue
2. Livernois between Cambridge and Outer Drive
3. 6 Mile at Livernois Avenue (As part of the University-Driven Strategy)
4. List is not Exhaustive

CHANGE by DESIGN

Key Elements of Urban Design

- Parking
- Streets
- Streetscape
- Buildings
- Public Safety

Primary Objectives of Urban Design

- Traffic Calming
- Increase Public Safety
- Create an Identity
- Beautification
- Connect Neighborhoods with Corridor
- Address Parking Challenge

Urban Design Recommendations

- **Traffic Calming**
  - Bulb-Outs
  - Bicycle Lanes
  - Widen Sidewalks
  - Street Humps
  - Adopt-a-Median
- **Increase Public Safety**
  - Improve Lighting
  - Security
  - Traffic Calming Measures
- **Create an Identity**
  - Signage
  - Street Furniture

Urban Design Recommendations

- **Connect Neighborhoods with Corridor**
  - Neighborhood Directional Signage
- **Beautification**
  - Façade Improvements
  - Streetscape Improvements
- **Address Parking Challenge**

TELEPHONE
SERVICE

Marketing/Brand Strategy

- **Corridor needs new identity**
  - History of Avenue of Fashion will not carry the future
  - A new identity is needed to create the future
  - The identity must be for the district, not just the street
  - Many elements of the corridor should support the brand
    - urban design
    - facades
    - signs
    - landscape
    - management
    - communications

BUILD CAPACITY

Build Livernois District: Appropriate Partners

- Merchants
- Property Owners
- Residents
- Universities
- City Government
- Existing Organizations (Public & Private)

Build Livernois District: Leadership & Capacity

- A Successful District Needs
  - Indigenous Leadership Provide Services to Local Businesses
  - Mechanism for Raising Financing
  - Catalyst for Collaboration
  - Identity for “Branding” the District
  - Linkage to City Service Delivery

Build Livernois District: Leadership & Capacity

- Specific Responsibilities
  - Public Safety & Maintenance
  - Economic & Business Development
  - Marketing & Communications
  - Capital Projects and Planning
  - Construction

Build Livernois District: Leadership & Capacity

- Important Conditions
  - Build on University Presence
  - Corridor-Wide Enterprise Zone
  - Incorporate Multi-Family Housing

- Next Steps to Launch New Organization

ACTIVATE GOVERNMENT

Activate Government

- City Support: Staff and Resources
- Culture Shift: Facilitator versus Regulator
- One Stop Shop/Small Project Expeditor
- Economic Development Incentives

Great Assets & Opportunities

Real Challenges

Community Driven

CONCLUSION

Explore the 5 Recommendations

CREATE NODES

CHANGE BY DESIGN

MARKET & BRAND

BUILD CAPACITY

ACTIVATE GOVERNMENT

The Stability of the Corridor and Neighborhoods are Interrelated

CONCLUSION

Fellows Homework Assignment

Lead Selection of Physical Nodes Based on Criteria

Support Creation of a District Coalition

Facilitate Learning Between Coalition and Successful CDC's

HOMEWORK

Thanks to the following people for taking the time to discuss their perspectives with the panel:

Deadra Raham, University District | Dave Marquardt, University District | Holly Clemente, University District | Mary Jo Smith, University District | Jean Paul Harang, University District | Bill Welborne, 12th Precinct | Karen Brown | Nancy Varner, Detroit Golf Club POA | Clifford Appling, Martin Park | Karen Hammer, Greenacres | Russ Kramer, Greenacres | Chris Jackson, Palmer Woods | Nate Ford, University District | Harold Varner, Detroit Golf Club POA | Donna Harris, Northstar Community Development Corp. | Lolita Haley, Prime Financial Plus Realty | Jason Dixon, Dixon Medical Group | Keith Williams | Glenn Wash, Livernois Plaza | Marie Randolph | Henry Stallings, Shabazz Bakery | Mark English, ME Designs, LLC | Charlotte Knight, State Farm Insurance | Warren Crockett, B&L Moving Service | Helen Broughton, Next Detroit Neighborhood Initiative | Donald-Ray Smith, Detroit Planning & Development Dept. | Kim James, Detroit Building Dept. | Michelle Story-Stewart, Detroit LISC | Brad Dick, Detroit General Services Dept. | Malik Goodwin, Detroit Economic Growth Corp. | Spencer Olinek, Detroit Economic Growth Corp. | James Bieri, Bieri Company | Robin Boyle, Wayne State University | Mark LoPatin, LoPatin & Company | Gregory McDuffee, Detroit-Wayne Joint Building Authority | Sue Southon, Strategic Planning Services | William Watch, First Commercial Realty & Development Company | Dale Watchowski, REDICO | Dan Pitera, Detroit Collaborative Design Center | Don Studvent, 1917 American Bistro | John Heiney, Birmingham Principal Shopping District | Joshua Elling, Jefferson East Business Association