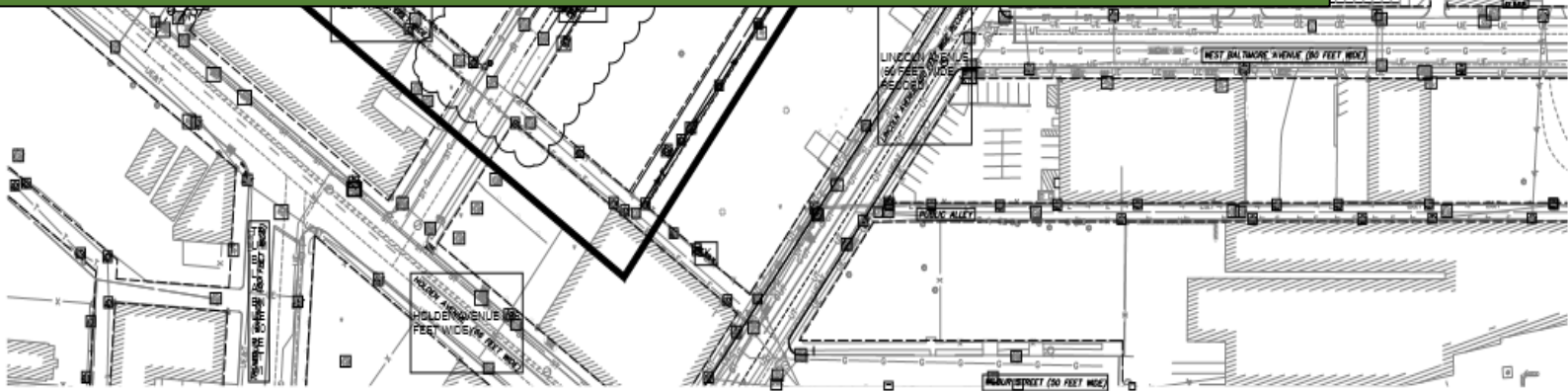


MAKING SPACE FOR THE PLACE

CREATIVE PLACEMAKING FOR THE HFHS SOUTH CAMPUS EXPANSION



Creative Placemaking Advisory Workshop
Detroit MI | August 23-25, 2017



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ABOUT THE URBAN LAND INSTITUTE



The Urban Land Institute is a nonprofit research and education organization whose mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues, provides advisory services, and publishes a wide variety of materials to disseminate information on land use development.

Established in 1936, the Institute today has more than 34,000 members and associates from some 92 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute is recognized internationally as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

THE BUILDING HEALTHY PLACES INITIATIVE

Around the world, communities face pressing health challenges related to the built environment. For many years, ULI and its members have been active players in discussions and projects that make the link between human health and development; we know that health is a core component of **thriving** communities. Through the Building Healthy Places Initiative, ULI is leveraging the power of ULI's global networks to shape projects and places in ways that improve the health of people and communities in four main areas:

RAISING AWARENESS Raise awareness of the connections between health and the built environment in the real estate community, and work to make sure health is a mainstream consideration.

DEFINING THE APPROACH Help define and share information about the design elements, programming strategies, materials, and other approaches that improve health for people.

EXPLORING THE VALUE PROPOSITION Build understanding of the market and nonmarket factors at play in building healthy places, and the value proposition of building and operating in health-promoting ways.

ADVANCING THE STATE OF PRACTICE AND POLICY Using the ULI membership as a lever, and in partnership with others, advance the state of policy and practice.

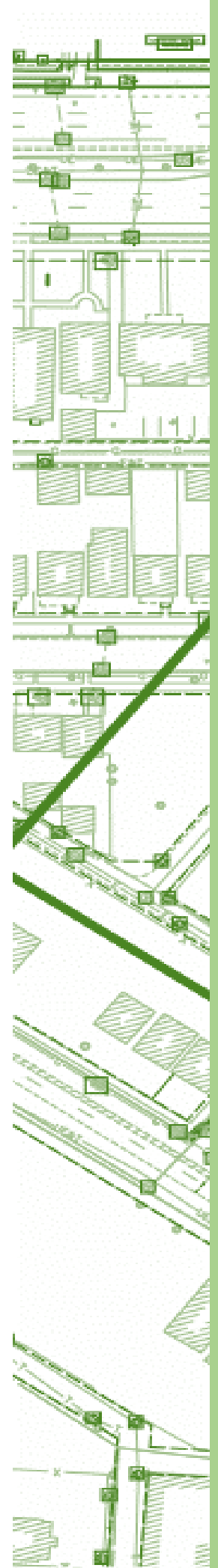


CREATIVE PLACEMAKING

Placemaking—combining elements of the built environment in a compelling way that attracts people—is the essence of real estate development. Creative placemaking takes that concept further, with the placemaking effort led by arts and cultural considerations that help shape not only the physical **character** of a place, but also its social character. Creative placemaking, done well, can deliver high **value** to its stakeholders, including the community, developers, and public and private partners.

Through creative placemaking, communities can become healthier places to live and work. Research shows a strong connection between art and cultural assets in a community and social outcomes, including improvements in health, social connections, safety, housing burden, and economic well-being. Local governments also receive benefits such as increased tax revenues, job growth, and reduced public safety risks. In addition, there are benefits for real estate development professionals—developers, architects, planners, and others—who take measured risks and create groundbreaking projects, including:

- » **Lower development costs.** Gaining early community buy-in and support hastens zoning approvals and progress on other aspects of the development cycle.
- » **Higher project value.** Uniqueness of place helps establish premium value for a project.
- » **Enhanced branding and market recognition.** Innovative art, culture, and design features can open doors and create opportunities that far exceed the outcomes of budgeted marketing activities.



PROJECT OVERVIEW

A decade ago, the Henry Ford Health System (HFHS), an anchor institution in Detroit's medical sector, embarked upon a \$500 million, 300-acre expansion project and revitalization effort located in the Northwest Goldberg neighborhood, an economically challenged area of the city. The South Campus expansion will include the Brigitte Harris Cancer Pavilion, a 187,000-square foot destination site for ambulatory cancer treatment, precision medicine, clinical trials and enhanced support services for cancer treatment. The project broke ground in June 2017 and is expected to open in 2020.



As an ambassador for health and wellness in the community, HFHS is taking advantage of the opportunity to use the new South Campus developments as a place to connect to the local community and promote healthy places, an important focus for ULI. Ideally, these assets would provide:

1. A respite area for patients and residents
2. An exercise area for healthy, active living
3. An inviting, accessible public space
4. A community gathering and event space

The mission of this creative placemaking advisory workshop is to provide recommendations on how to best use the open space to create a place for the community to connect with HFHS and promote health and wellness in the community.

DELIVERABLES

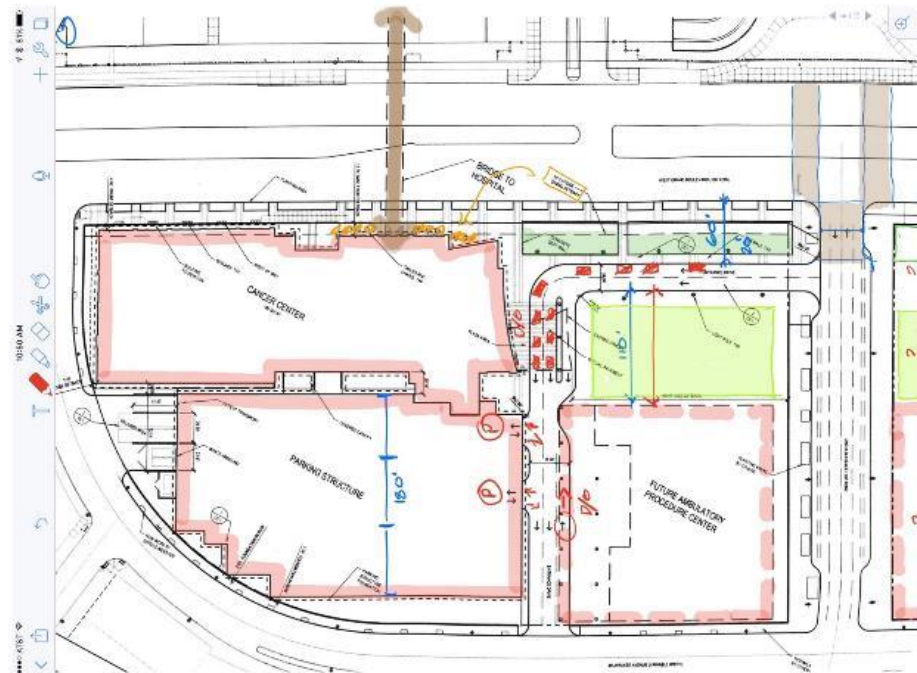
1. Guidelines on best practices on how to integrate creative placemaking into temporary open spaces that will connect the community to active lifestyles, health and wellness throughout each phase of development and into the completed South Campus.
2. Specific recommendations on the open space surrounding the planned Lincoln Streetscape, the entrance from the residential neighborhood into the South Campus and along West Grand River Boulevard.

OBJECTIVE

Henry Ford Health System has been a strong advocate of the Building Healthy Places Initiative (BHP). ULI Michigan's first BHP program was held at the HFHS Innovation Center in 2013, and the Ten Principles for Building Healthy Places was presented alongside the first public presentation of the HFHS South Campus development plans. This creative placemaking advisory workshop builds upon that partnership with an opportunity to bring concrete examples of BHP to Detroit in a neighborhood that has not historically had access to such amenities.

With this goal in mind, this advisory panel/workshop focused on providing **creative placemaking strategies to best use the open space to create a place for the community to connect with HFHS and promote health and wellness in the community.**

- What moves Motown?
- Which healthy park amenities would appeal to Detroiters?
- What physical features and programming would incentivize active living?
- How can HFHS incorporate nutrition education and exercise?
- How to ensure accessibility and link this space to other healthy lifestyle assets in Detroit?



ELEMENTS TO BE CONSIDERED

» What are creative placemaking interventions in the context of “pop-ups” to activate temporary open space?

» What creative placemaking strategies can be implemented to connect the community to active lifestyles and promote health and wellness?

» How can creative placemaking be used to create a sense of connection between the HFHS South Campus and the residential neighborhood?

» As an anchor institution, what role can HFHS's creative placemaking efforts play to influence the surrounding community?

» Assuming the successful implementation of creative placemaking strategies, what are best practices to maintain the community connection as the different phases of development progress?

» What are municipal policies and/or regulations that support the implementation of creative placemaking interventions that we should employ? What policy/regulatory changes are needed to facilitate successful implementation?

» As part of the HFHS expansion effort, in addition to creative placemaking interventions, what are additional actions that can be taken to help uplift the surrounding community, promote health, and community cohesion?

PROCESS

Prior to arrival, all panelists received a briefing book of existing plans, maps and material from ULI Michigan and HFHS.

Wednesday 8/23/17

- Team Meeting & Introductions
- Site Visit
- Fact Finding & Interviews w/ Henry Ford Health Workers
- Fact Finding & Interviews w/ Community Members

Thursday 8/24/17

- Debriefing: Review Comments & Recommendations
- Workshop: Discussion & Brainstorming
- Develop Concepts & Gather Examples
- Complete Assignments, Materials and Graphics

Friday 8/25/17

- Complete Assignment and Presentation
- Present Findings and Presentation to Client
- Q&A Closing



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CONTEXT | The Neighborhood

HFHS is located in the Northwest Goldberg neighborhood, the birthplace of Motown and home to many pioneering African American establishments. What was once a flourishing residential neighborhood with a commercial corridor along West Grand Boulevard is now plagued by high vacancy and disinvestment. Fifty years of physical decline still reveals glimpses of its prosperous history; however, there is a deep-seated spark for positive change and a hopeful future just waiting to burst forth.



While the neighborhood is close to HFHS and vibrant surrounding neighborhoods, it lacks many basic services and amenities to support a high quality of life for residents. In some ways, the presence of and scale of such a large institution has created a barrier to lively street activity. Still, the hospital's potential as a vibrant anchor, alongside the neighborhood's community and cultural organizations, unique architecture, and creative residents and business owners, provides an opportunity to develop a neighborhood that is great place for residents and visitors.

(Adapted from 2012 HFHS Community Plan)



CONTEXT | HFHS Vision for Health

“Henry Ford Health System is a proud and active partner in our community, working toward greater access to care and improved overall health. We are engaged in thousands of programs and activities – from community and faith-based partnerships, to school-based health programs, cancer prevention and screenings, diabetes and obesity education, workplace health promotions, and more.

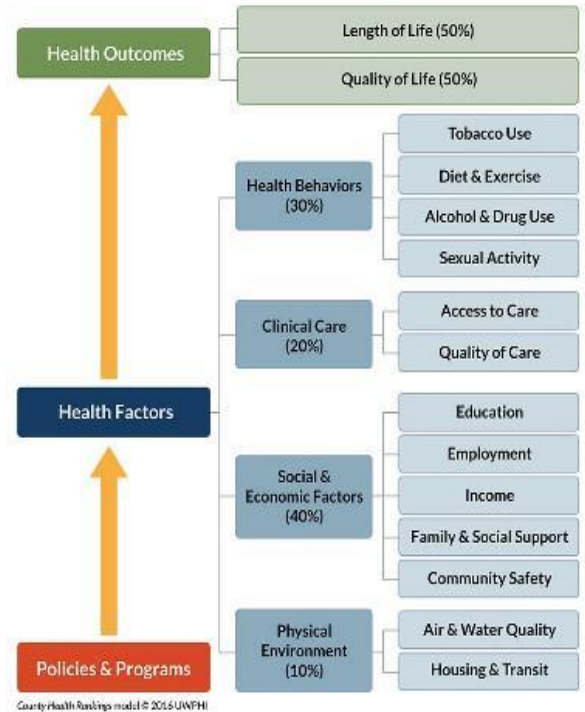
No matter how you define it, community is a sense of connection, often accompanied by a sense of caring that unites us with each other. Through all of our programs, we strive to connect, celebrate, and innovate new strategies that can help patients, employees, and the people in our community.”

Mission

To improve people’s lives through excellence in the science and art of health care and healing.

Vision

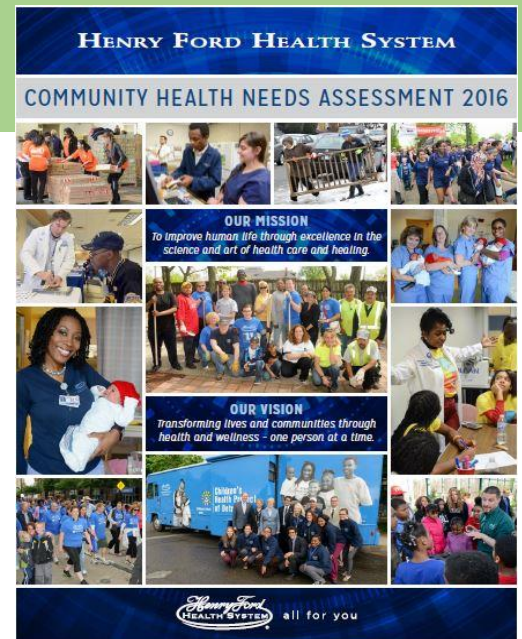
Transforming lives and communities through health and wellness - one person at a time.



COMMUNITY HEALTH NEEDS ASSESSMENT

In adherence with federal requirements under the Affordable Care Act, HFHS completed a comprehensive Community Health Needs Assessment in 2016. Utilizing statistical data as well as input from community leaders, several significant health needs were identified and the top three to be addressed:

1. Healthy Lifestyles: Weight Management/ Obesity/Diet and Nutrition
2. Substance Abuse & Mental Health
3. Infant Mortality



Each constituency brought their own unique perspective but some overlapping priorities surfaced, including:

SAFETY All parties expressed an interest in increasing the safety and security for residents, patients and staff.

WALKING Improvements should encourage stakeholders to incorporate more walking into their daily routines.

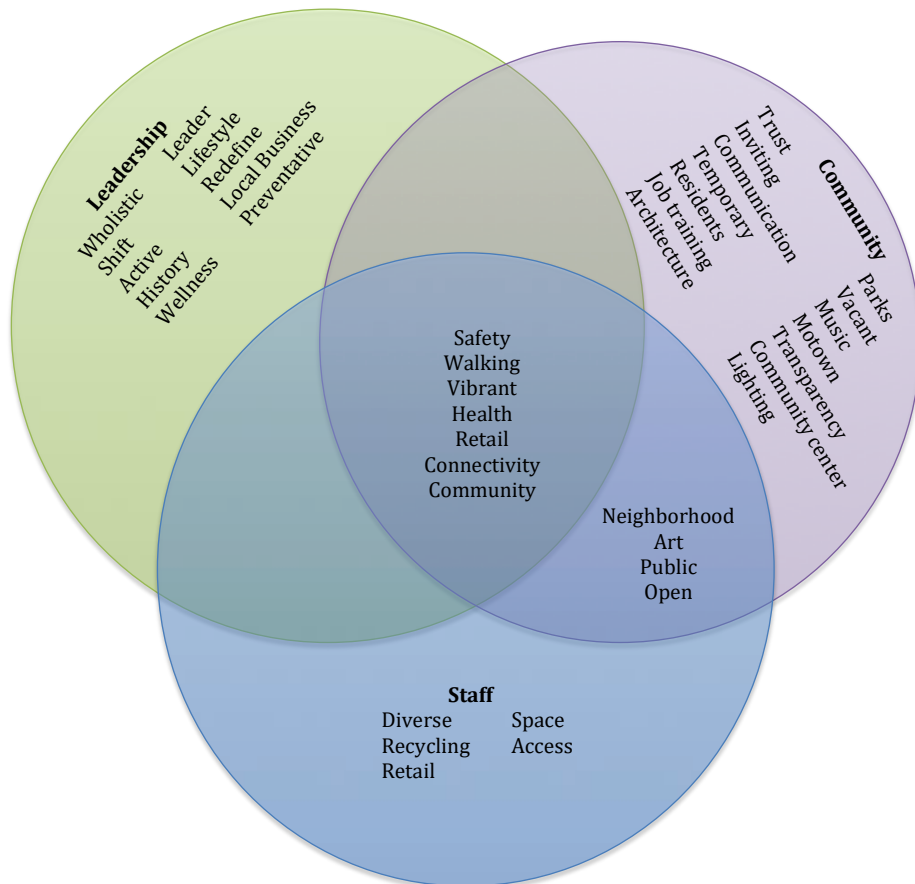
VIBRANT Creative placemaking at this site must stimulate activity, energize economic activity and inspire stakeholders.

HEALTH Central to HFHS' mission and the Building Healthy Places initiative is a focus on improving the health of all involved.

RETAIL Whether you live in the neighborhood or just work there, the consensus is there is a need for more dining and shopping options within walking distance.

CONNECTIVITY Stakeholders expressed a need to blur boundaries and increase the connection between HFHS and the surrounding neighborhood.

COMMUNITY Stakeholders overwhelmingly expressed a desire to see a project that exemplifies the common culture, interests and characteristics that bind them together yet distinguish them from the city at large.



RECOMMENDATIONS | Short Term

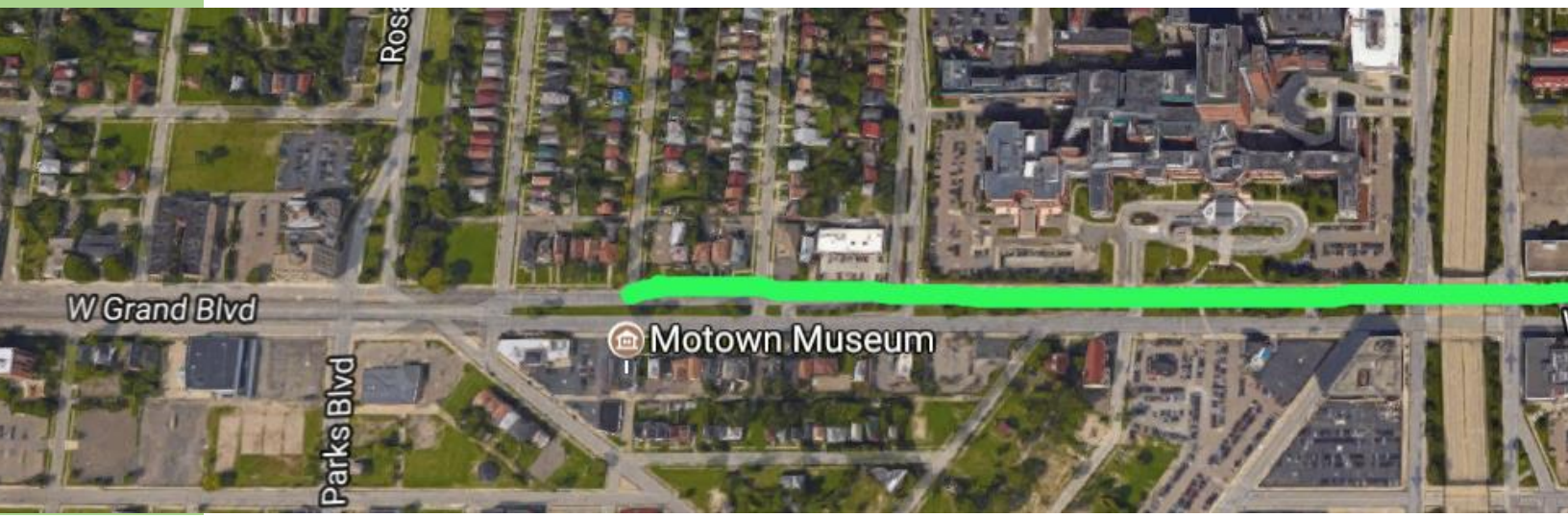
ESTABLISH THE MOTOWN MILE

Home to an extensive array of artifacts and memorabilia, the Motown Museum was founded in 1985 to “preserve, protect and present the Motown story through authentic, inspirational and educational experiences.”

The museum is located on West Grand Boulevard, approximately one mile from Woodward Avenue and the northernmost station stop for Detroit’s new streetcar, the Qline. Locals and visitors alike can use the Qline to visit the museum.



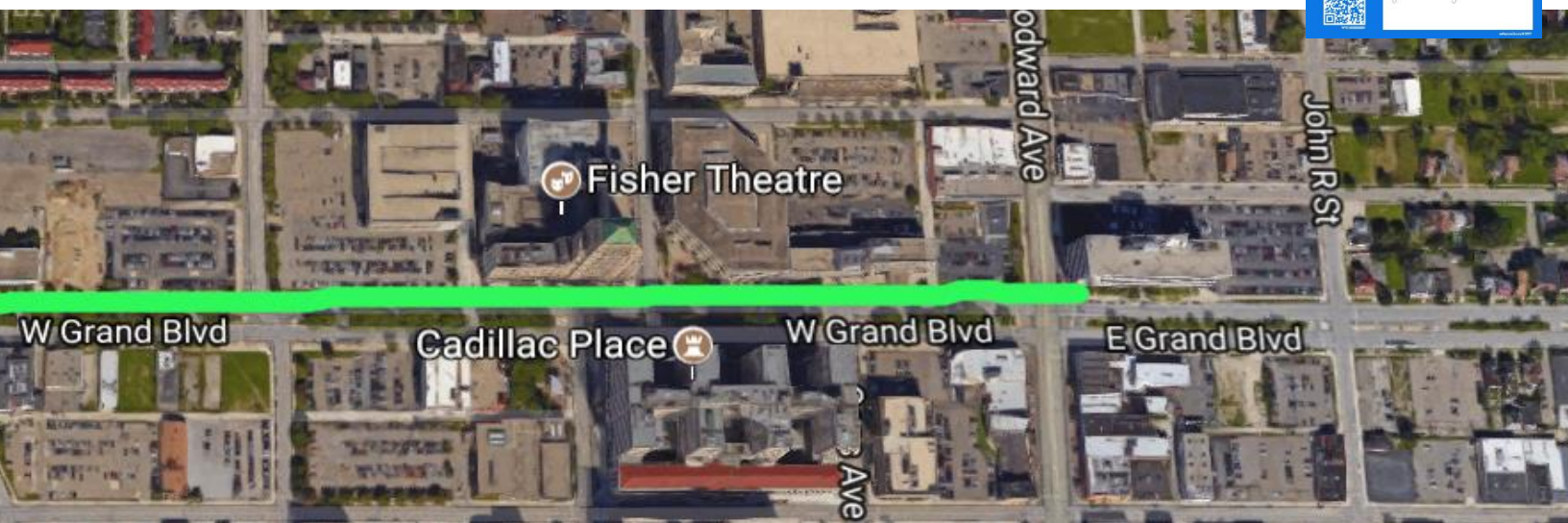
This fall, the museum is launching a \$50 million, 50,000 square foot expansion featuring interactive exhibits, state of the art performance theater, recording studios and showcasing educational and community focused programming.





As a celebration of the renovation and the South Campus expansion, the panel recommends a partnership with Motown Museum, Qline and Detroit to establish the Motown Mile from Woodward Avenue to the museum with the following interventions:

- Install interactive educational and artistic **kiosks** at regular intervals to educate participants on the history of Motown music and artists. Additionally, the kiosks could provide information on upcoming events at the museum and HFHS.
- Hire local artists to create Motown themed **installations** along the mile, such as musical instruments and oversized vinyl records.
- Install **wayfinding** signage to indicate distances to nearby businesses and destinations.
- Improve the pedestrian, bicycle and transit **infrastructure** along West Grand Boulevard to encourage safe and active mobility.
- Pair signage and artwork with emergency **call boxes** to enhance safety for participants.



INSTALL A TEMPORARY STRUCTURE AT LINCOLN STREET

As part of the South Campus expansion, the panel recommends installing a temporary structure at the Lincoln Street location. One option is a shipping container structure that would allow for a low-cost installment with maximum flexibility. The temporary structure would act as a **test bed** for a more permanent structure in the future. Invite community members to direct some programming, test different event types and collect data to see what works and what doesn't. Get **feedback** from participants to measure satisfaction and success. Use this information to design and program the permanent structure.

- Provide a community gathering space
- Host events based on community interests
- Partner with Motown Museum for music events
- Deliver community health programming to implement HFHS commitment to the Community Health Needs Assessment priorities of obesity, substance abuse and infant mortality



SUPPORT LOCAL PARKS

When asked if they would enjoy having a park on the South Campus green space, residents were quick to point out that the neighborhood already has an abundance of parks, but some are in dire need of maintenance and upkeep. The Martin Luther King, Jr. Park's master plan was updated in 2007, but designs have not been implemented. The two play lots within the project area are minimally maintained by the City of Detroit.

Perhaps the most vibrant park in the area is Lincoln Street Art Park, a collaboration between Recycle Here!, Detroit Synergy, Midtown, Inc., Michigan Council on Arts and Cultural Affairs, and the Detroit Recreation Department. This unique neighborhood asset features the work of local artists and sculptors.

Rather than creating another park, the panel suggests resources are better spent in **improvements** to the existing local parks. The Adopt a Park program allows community groups or businesses to partner with the city to help maintain city parks by cutting the grass and keeping the park clean. Park improvements and events are allowed with approval from the Detroit Parks and Recreation Department. Investing in existing parks will maximize existing resources and further endear HFHS to the surrounding residents.



HOST A BETTER BLOCK DAY

Since 2010, Better Block projects have occurred around the world as a complement to the typical urban planning process. Coalitions of community organizers, neighbors and property owners gather together to revitalize an underutilized corridor filled with vacant properties, wide streets, and few amenities for people who live within walking distance.

For one day, the group converts the block into a **walkable, bikeable destination** for people of all ages complete with bike lanes, café seating, landscaping, pop-up businesses and lighting. By implementing temporary infrastructure improvements, the project demonstrates how the block or corridor can be revived to improve area safety, health and economics.



The four elements of a successful Better Block day:

- 1. Safety (Real and Perceived)** When an area feels unsafe, everything else suffers.
- 2. Shared access** Bring more people into the area by various modes of transportation – not just by car.
- 3. Stay power** Encourage people to not only visit the area, but linger and invite friends.
- 4. The 8-80 + Dogs Rule** Include amenities that are inviting for everyone from 8 to 80 years old and dog owners. These groups tend to be indicators of a healthy environment that feels welcoming and attracts other people.

INSTALL STREET BANNERS

Many communities have successfully incorporated street banners to promote civic pride, advertise community events, celebrate holidays and to enhance the ambiance of the **streetscape**. Typically installed on utility poles or light posts, street banners can denote historic districts, business districts and draw attention to landmarks and attractions.

HFHS can partner with neighboring businesses and hire a local artist to design street banners for West Grand Boulevard and pair them with improved pedestrian scale lighting. The banners will celebrate the South Campus expansion, demarcate the neighborhood and provide a **visual consistency** that connects the varied elements along the boulevard.



BUILD PERMANENT STRUCTURE AT LINCOLN STREET

After tracking participation and collecting feedback from the prototype structure, design and build a permanent **structure** at the location based on lessons learned. Pay particular attention to the size, design, layout and access to create the best facility.

Also based on the data and input collected during the prototype phase, the panel recommends providing **programming** that meets the needs of target audiences throughout the community. Build a consistent yet diverse agenda of activities that weave the space into people's daily lives and traditions. This can best be achieved with a **grassroots partnership model** in which a small panel of residents and local leaders play a leadership role in public space stewardship and management. A small but broad base of stakeholders can engage a variety of players in different ways and achieve a strong foundation of community ownership over a public space.

Some early suggestions from our stakeholder listening session:



- Youth programs
- Senior programs
- Cooking classes
- Group exercise classes
- Outdoor movie nights
- Job/vocational training
- Concerts
- Storytelling

If properly connected, the programming for Lincoln Street can **extend to the nearby parks** and other active living amenities such as bike lanes and greenways. Create an asset map and seasonal agenda of all activities across the family of parks.



ENHANCE BUS STOPS

One of the more glaring signs of disinvestment along West Grand Boulevard is the shortage and shabby condition of bus stops and shelters. West Grand Boulevard is on the Detroit Department of Transportation's 16 Dexter bus route, a **vital** north-south route that runs from downtown Detroit to Providence Hospital in Southfield. Along the way, the Dexter bus serves everything from Wayne State University to U of D Mercy, Cass Technical to Renaissance High School, and the new Little Caesars Arena to the Northwest Activities Center. Better infrastructure can help **connect** all these important destinations to the project area.



The Project for Public Spaces defines a good bus shelter as “an essential part of any successful urban mass-transit system,” with the following qualities:

- Comfortable and convenient
- Allows visibility and easy access to the bus
- Provides clear information
- Safe, well lit
- Low maintenance
- Vandal resistant
- Located and oriented properly
- Designed to reflect the city in which it's located

Bus shelter enhancements on West Grand Avenue could be **tied into the Motown Mile**. Shelters could include educational elements, sharing historic information on Motown artists. Also, for an additional \$1000 to \$3000, the shelters could include speakers that play beloved **Motown music** for waiting riders and passersby. Each shelter could represent a particular artist or decade in the Motown lexicon, from the 1950s to 2000s.

CASE STUDY | Pittsburgh's Jazzy Bus Shelter

In 2015, the nonprofit Manchester Craftsmen's Guild received a \$1000 grant supplemented with private funding to “promote jazz music as Pittsburgh's greatest arts export.” The exterior of the shelter was decorated with images of jazz musicians and a calendar of upcoming concerts. The inside was equipped with motion detectors and speakers that play jazz music when people enter the shelter.



INSTALL MURAL AND/OR LIGHT FEATURE

Detroit has become an epicenter of street art in recent years, now home to hundreds of authorized murals by globally famous street artists and gifted local artists alike. From downtown to Eight Mile Road and from Eastern Market to Mexicantown, murals are inspiring creativity, **civic identity** and economic development in Detroit neighborhoods.

The panelists recommend commissioning a local artist for a mural and/or light feature on the circular wall between the street and parking facility.



Murals serve several functions:

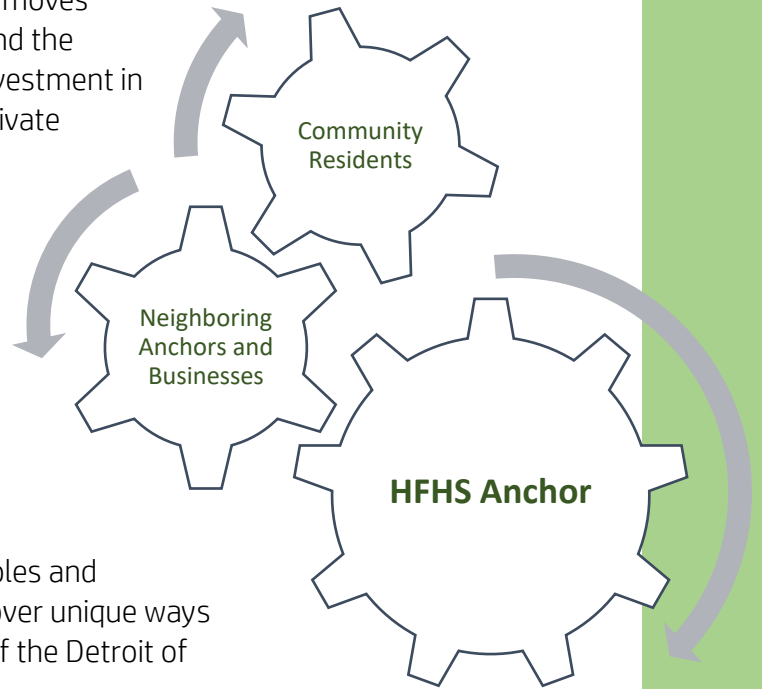
- Decoration – Murals bring color and character to otherwise drab urban sites.
- Destination – Murals draw members of the public to places they wouldn't visit otherwise.
- Declaration – Murals are artistic announcements of the intentions of the facility.
- Designation – Murals can project an indication of the identity of the location.



MOVING FORWARD

Stakeholders expressed a desire to see many other amenities that would fall outside the purview of HFHS, but will be stimulated by these improvements. As HFHS moves forward with the South Campus expansion and the space is activated by increased traffic, this investment in creative placemaking will set the stage for private investments throughout the neighborhood.

- Restaurants, cafes, coffee shops, bakeries
- Grocery stores
- Neighborhood services such as barber shops, dry cleaners, retail



Applying creative placemaking, design principles and community engagement can be used to uncover unique ways to create a new node in the redevelopment of the Detroit of the future.

A place that connects with the surrounding community and where the community can connect to active lifestyles, health and wellness.

RESOURCES

Building Healthy Places Toolkit
<http://uli.org/wp-content/uploads/ULI-Documents/Building-Healthy-Places-Toolkit.pdf>

Implementing Creative Placemaking
<https://americas.uli.org/wp-content/uploads/sites/125/ULI-Documents/ULI-Creative-Placemaking-Brochure-3.pdf>

HFHS Community Health Needs Assessment (CHNA)
<https://www.henryford.com/-/media/files/henry-ford/patients-visitors/chna.pdf?la=en>

Henry Ford Hospital CHNA Implementation Plan
<https://www.henryford.com/-/media/files/henry-ford/patients-visitors/hfh-2017-chna-implementation-plan--final.pdf?la=en>

Better Block
<http://betterblock.org/how-to-build-a-better-block/>

Project for Public Spaces
<https://www.pps.org/reference/busshelters/>

ArtPlace America
<http://www.artplaceamerica.org/>

This Swingin' Bus Stop is Pittsburgh's Smallest Jazz Club
<https://www.citylab.com/design/2015/07/this-swingin-bus-stop-is-pittsburghs-smallest-jazz-club/399155/>



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