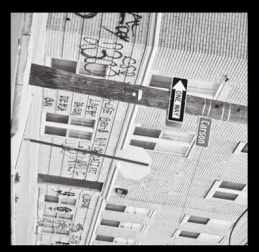
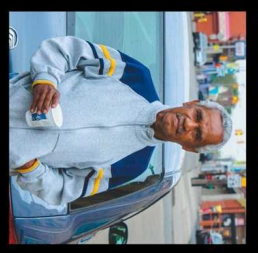
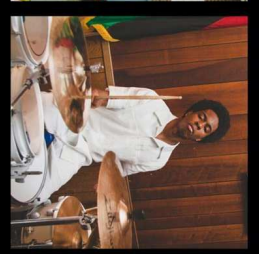
SPRINGWELLS VOICE INITIATIVE

University of Detroit Mercy Masters of Community Development Capstone Project, by Erik Howard and Community Partners







SPRINGWELLS VOICE INITIATIVE:

Physical and Digital Media Processes and Products In Support of Promoting Community Engagement In The Development of Community

University of Detroit Mercy Masters of Community Development Capstone Project
by Erik Howard and Community Partners

Words and Images Within Prepared by Erik Howard

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Most would acknowledge that community development requires consideration of human, organizational, physical, and economic factors. However, often the privileged or favored considerations are not those that take care of people. This project is about the elevation of social justice in the equation as it relates each of the aforementioned factors. Social justice here, in its most general sense, refers to the belief that all humans are equally important. Specifically, this initiative is about elevating the will and voices of community residents to participate in the design of their community's programs and places.

Our calling in life is where our assets intersect our communities' needs. The process of comprehensive discovery of these for each involved party is the responsibility of the holistic and just community developer.

This project would not have been possible with the invaluable contributions of our partners and supporters in Southwest Detroit. They are committed to the healthy development of the people and places of our community. That alone is worth mention. Over and beyond this commitment I would like to recognize a few contributors without whom this project would not be possible:

Paul Krystyniak, Nyasia Valdez, Christine Bell, Gabriela Santiago-Romero, Freddy Diaz, Tiffany Tononi, Ruben Roldan, Graig Donnelly, Henry Karawan, and Jillian Howard. Each has tirelessly leveraged their resources, organizations, and other skills and assets to affect the design, implementation, and/or presentation of this project. I would also like to express my thanks to Dr Libby Blume for her commitment and support throughout the project as I'm not always an ideal subject to support in a number of ways. Lastly, I would like to thank Mallika Roy for her contributions through the creation of the graphics both for the book and for UNI's 'United/Unidos' exhibit. Her graphics help us to wade through all the results and rhetoric in a concise fashion. For these people, these things, and those who have not been mentioned I am grateful.

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INTRODUCTION

with Photo Essay

01

INTRODUCTION

Southwest Detroit is a community of contrasts: It contains both the most inspiring and most challenging social and physical climates that the City of Detroit has to offer. Progress and struggle hold hands as the community constantly redefines itself through creative responses to the same stubborn urban issues that plague many communities across the country.

While maintaining a healthy level of diversity and a thriving commercial district, the neighborhood is ripe with exploitive opportunities for its residents. Among them is an intense culture of drug dealing and gang activity that flourishes by presenting opportunities early and often to the youth in the community. Highly visible drug traffic, frequent incidents of vandalism including gang graffiti, traumatic acts of violence, and other illegal activities have plagued the community for generations.

Most notably Southwest Detroit is known for its vibrancy in diversity and culture, entertainment, immigration, commercial activity, passionate youth population, and dynamic nonprofit organizations. A sense of pride and belonging is evident among many of the current and former residents of the neighborhood. However, neither the past or present residents are known for naïve optimism or keeping quiet about concerns. A vocal and active resident base has been known to emerge at various times throughout the community's history to address different challenges facing the neighborhood.

Within Southwest Detroit lies the Springwells neighborhood (designating the area immediately surrounding Vernor and Springwells) which shares many general qualities and demographics with the greater Southwest Detroit community. The Springwells neighborhood, like the rest of Southwest Detroit, is younger, more diverse, and denser than the City of Detroit as a whole. As has the rest of the city, the community has faced a considerable decline in population; however, this neighborhood has suffered decline at a much lower rate than others. Immigration and a larger average family size seem to have helped insulate the neighborhood from as stark of a decline experienced by the rest of the city.

PROJECT RATIONALE

This Capstone Project investigated the use of communications strategies to organize and engage the Springwells neighborhood. Locally, several opportunities were available to use physical and digital media to organize and engage the community as a partner in the development of the Springwells neighborhood in Southwest Detroit. This opportunity was embedded in the need for resident participation and was realized at the intersection of that need and current community engagement processes occurring in abundance simultaneously across Detroit, Southwest Detroit, and in the Springwells neighborhood.

Through this capstone project, the Springwells Voice Initiative has helped to rally a diverse group of residents toward participation in community processes that allowed them to address their struggles and acknowledge and take advantage of their assets. Principles of community organizing, cultural community development, digital justice, participatory process, and positive youth development each lent significant contributions to empower and engage a group of stakeholders toward this end. These included, but were not limited to, involvement in the LISC Building Sustainable Communities community engagement process facilitated by Urban Neighborhood Initiatives, the development and implementation of a set of digital engagement tools to support residents to move beyond being solely consumers of media to being creators of media, and the organization and presentation of resident-created narratives.

L.J.'s
LOUNGE
DEE-JAY DANCING
LOANS
MONEY
IN
Wabash

PHOTO ESSAY: SOUTHWEST DETROIT

AZTEC & MAYA
500 NATIONS
PISTONS
40

PHOTO ESSAY: SOUTHWEST DETROIT

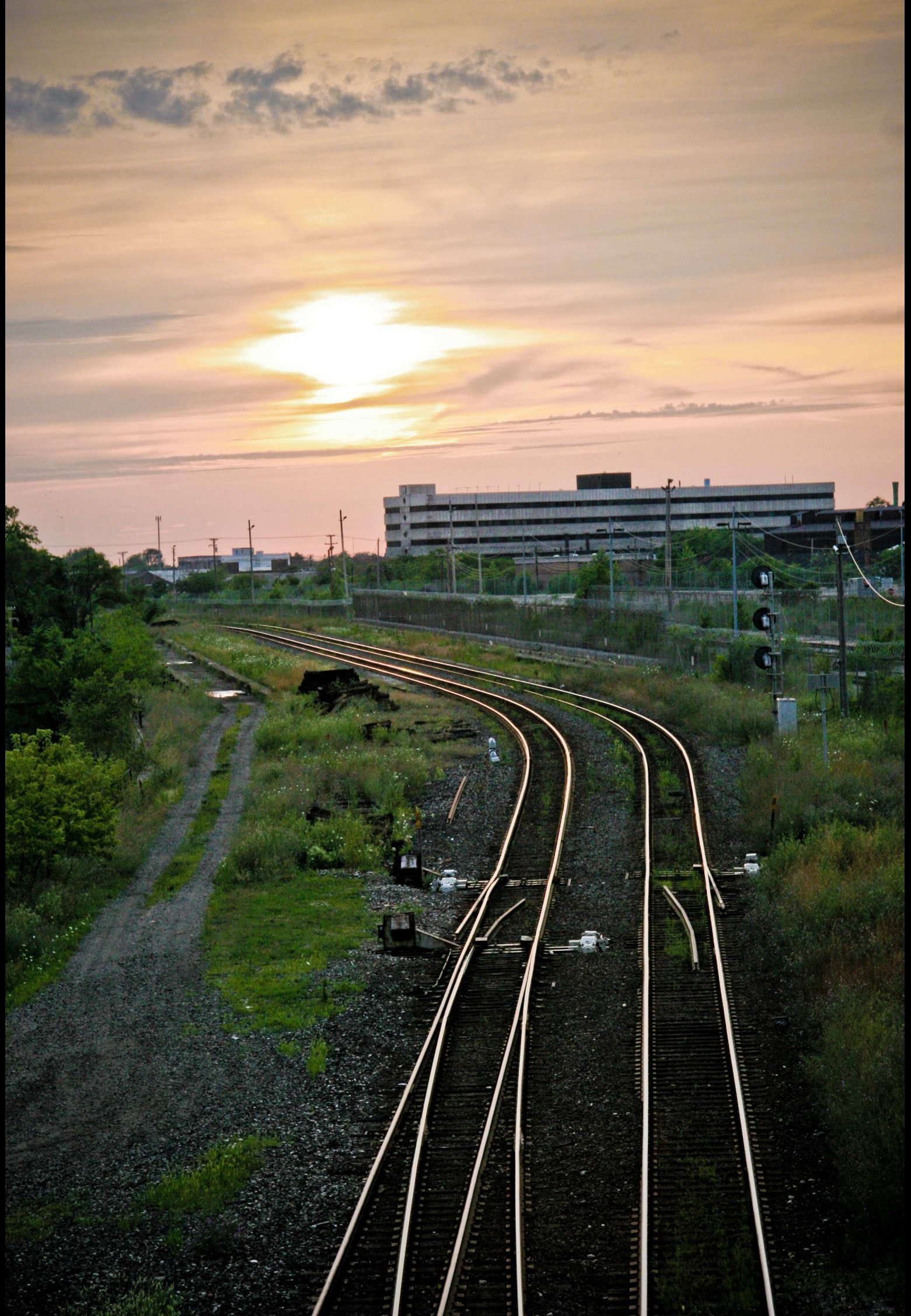
DETROIT MI

Broth

TOW AWAY
ZONE

Pray for Us
Nuestra Señora de Guadalupe

Pray for Us
Nuestra Señora de Guadalupe



NO PARKING

PHOTO ESSAY: SOUTHWEST DETROIT

PHOTO ESSAY: SOUTHWEST DETROIT

PHOTO ESSAY: SOUTHWEST DETROIT

Dragoon
STOP

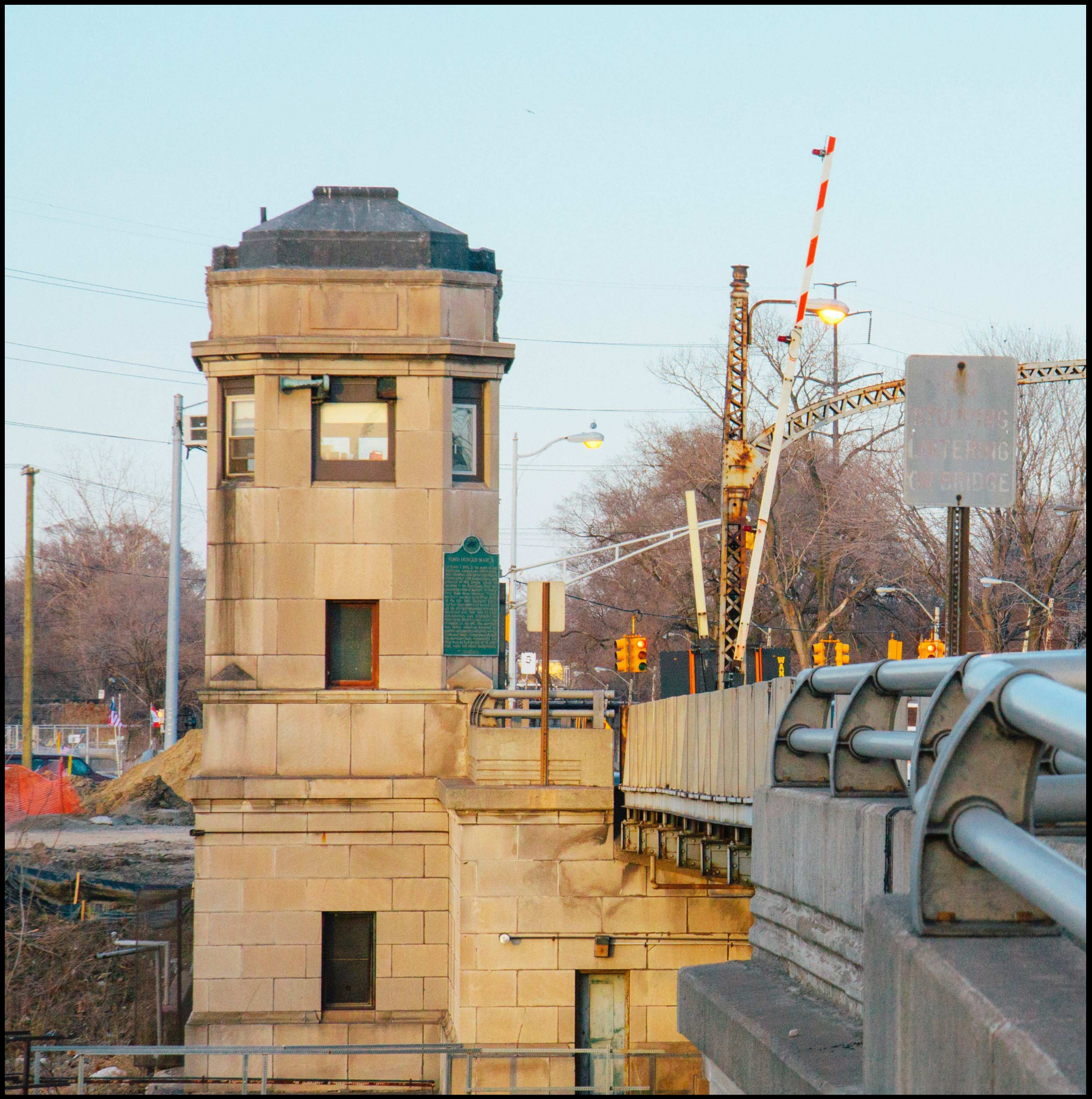


PHOTO ESSAY: SOUTHWEST DETROIT

PHOTO ESSAY: SOUTHWEST DETROIT

PHOTO ESSAY: SOUTHWEST DETROIT

Taqueria Mi Pueblo
CHINA SHIPPING
CSX
CMA CGM
MAERSK
C.H. ROBINSON

STOP

RESTAURANT
AUTHENTIC
MEXICAN
5426 W VERNOR · FOOD
Botanica
Libros · Herbs · Aceite · Incense
RUIZ'S
DROP IN
BAR
CANTINA
DULY'S
CONEY IS
Breakfast
313.554.3076
OPEN 24 HRS.
Junction
NO PARKING
3AM – 7AM
ANYDAY
SNOW
EMERGENCY ROUTE
NO PARKING
ANYTIME
DURING
EMERGENCY

99 THE-ELSMERE 101
MASON PLACE
Elsmere
ONE WAY
STOP

PHOTO ESSAY: SOUTHWEST DETROIT

AFINACION.FLECHAS
FRENOS.MOFLES
SUSPENSION Y MAS
Rey's Tires
MECANICA EN GENERAL
GARTNER ST. 8300
CASH

PHOTO ESSAY: SOUTHWEST DETROIT

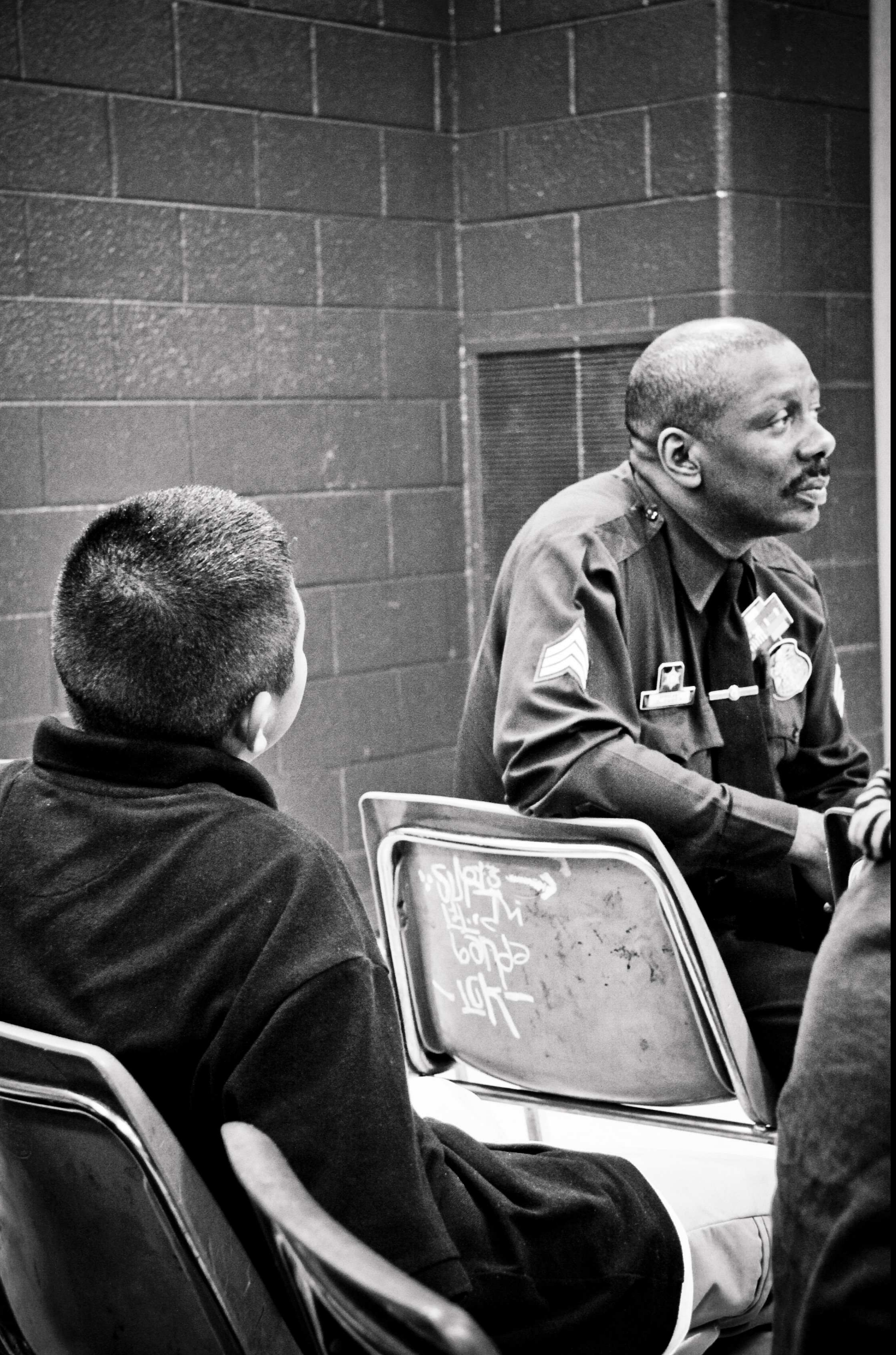
Sharon
Woodmere
CLARK
Regular
3.67
Regular
3.77
Buck!
HERSHEY'S
Ice Cream
ROCERIES

PHOTO ESSAY: SOUTHWEST DETROIT

2715

COMPUTERS
$200

INRI
"Divino Niño Jesús, Dadnos la Paz!"
Happy Valentine Day



Herbs
COLOMBO'S
RESTAURANT
THE EXCHANGE SHOP
313-297-CASH
Morrell

APARTMENTS
STOP

PHOTO ESSAY: SOUTHWEST DETROIT

1835

HRS 9 TO 5
MON THRU FRI
SAT BY APPT

PHOTO ESSAY: SOUTHWEST DETROIT

ALL SAINTS NEIGHBORHOOD CENTER
8300

PART I: THE SPRINGWELLS COMMUNITY

02

PART I: THE SPRINGWELLS COMMUNITY

PHYSICAL SETTING

Location

The Springwells neighborhood, as defined for the purposes of this analysis, roughly includes the areas between Fort Street to the South, Woodmere Cemetery and Patton Park to the West, John Kronk to the North, and Waterman to the East. The residential and retail spaces in this area fall between the boundaries of Fort Street, Dix, Woodmere, and Waterman.

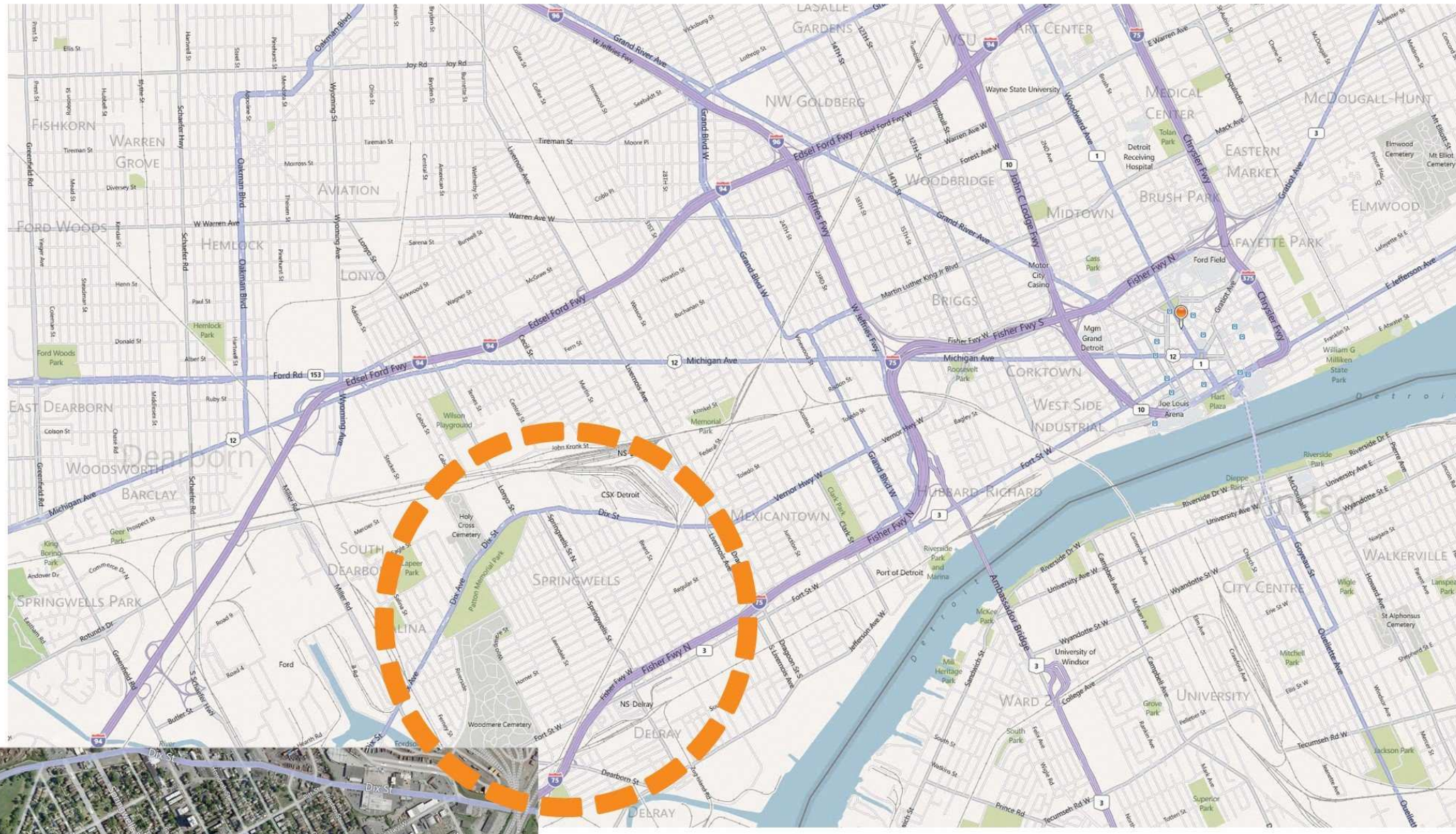
About three quarters of a mile from the commercial anchor of the community at Vernor, access to I-75 is afforded at Springwells in the South-Central section of the neighborhood. From this point the community's automotive traffic is connected to the greater Detroit community and beyond to Southeastern Michigan and Canada with I-94, I-96, the Lodge Freeway, 375, and the Ambassador Bridge and Windsor Tunnel, both international border crossings, all within 5 miles. The community is also situated within 5 miles of the Downriver community's retail and recreation hubs, Downtown Detroit, Detroit's cultural center, the Riverfront, the Detroit Medical Center, Oakwood Hospital, Wayne State University, Wayne County Community College, Henry Ford Community College, University of Michigan Dearborn, Dearborn's retail and cultural centers, Fairlane Shopping Center, and more.

Streets

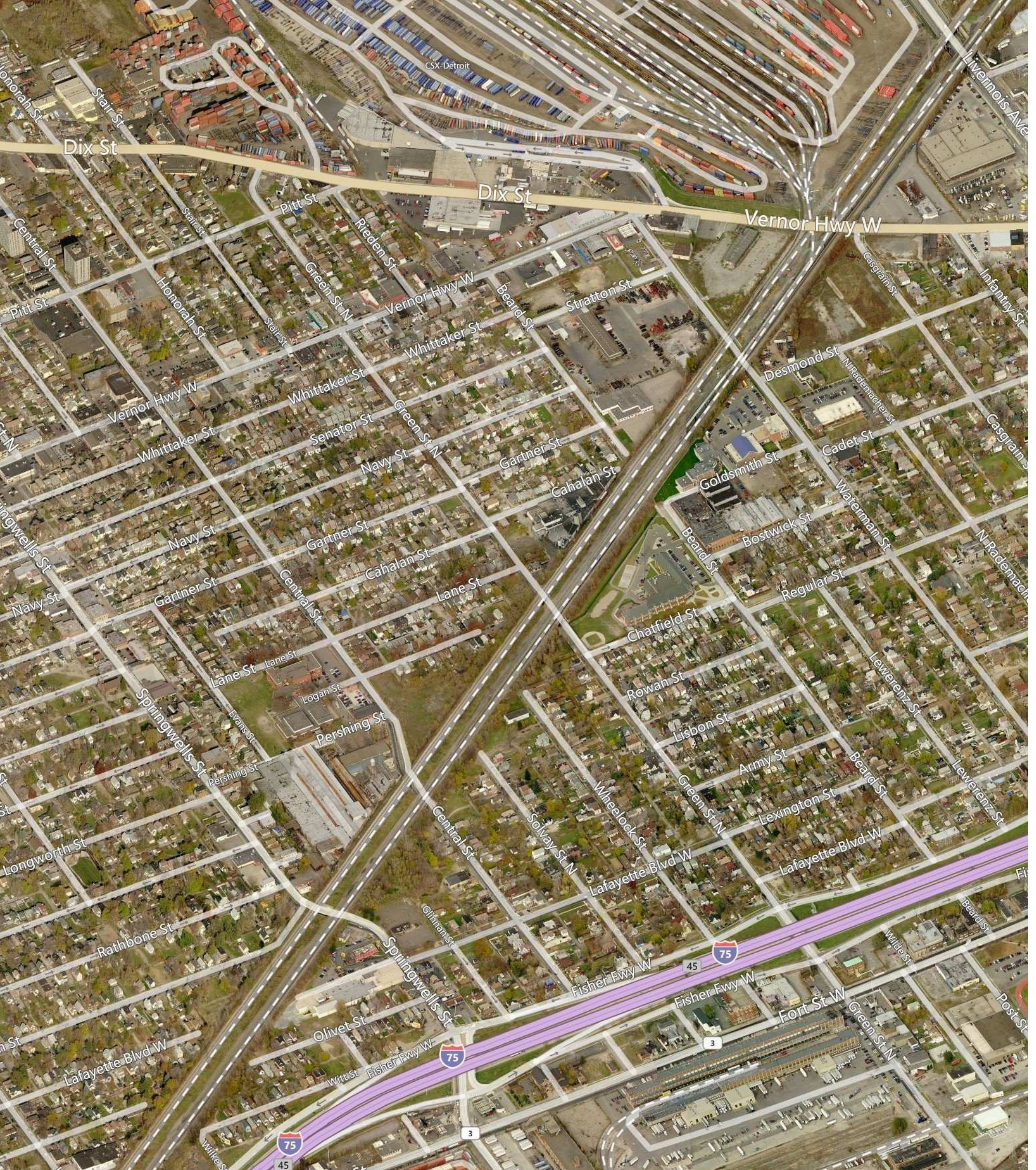
Main streets in the neighborhood include Vernor, Springwells, Lawndale, Central, Fort Street, and Dix Avenue. Vernor is the main thoroughfare hosting the heart of the community's commercial district. Springwells intersects Vernor and contains a strong commercial collection as well as a range of housing types including single family, two family, and apartment buildings and eventually intersects with I-75. Lawndale shares many characteristics with Springwells but with an inverse relationship of commercial to residential structures with many more homes than businesses. Central stretches from I-75 to beyond Dix Avenue and adjoins residential streets with schools, homes, and apartment buildings. Dix Avenue is home to a variety of commercial and industrial sites including several restaurants and the north and western edges of Patton Park and connecting with Vernor to the east and west.

Residential streets throughout the neighborhood vary between one-way and two-way traffic with parking on one or both sides depending on the size of the street and traffic flow. In most cases residential streets are one-way with parking on both sides. Wider side streets like Chamberlain, allow two-way traffic and parking on both sides. However, on some narrower two-way streets, like Lane between Central and Green, parking is allowed on one side only.

A category of street separate from commercial and residential streets serves a function similar to a hallway connecting clusters of residential blocks to one another in places where they are not connected to main thoroughfares. These are often used as a passage between streets to and from homes and neighborhood nodes by automobile and foot traffic. These streets, such as Elsmere, Mullane, Pitt, and Belle consist largely of corner lots with properties facing the side streets they connect. Without much frontage to call its own, these streets appear as a collection of remainder spaces that often become neglected. Feelings of ownership and community responsibility are low, and so activities that would typically be discouraged through accountability created by neighbors' regular routines and eyes on the street on a traditional residential street are more likely to occur. While nothing of substance has been investigated or concluded through major studies, it appears that these qualities result in more frequent incidences of dumping, vandalism, loitering,


Grand River Ave
W Jefferies Fwy
Edsel Ford Fwy
Edsel Ford Fwy W
Grand Blvd W
Jeffries Fwy
Fisher Fwy N
Fisher Fwy S
Fisher Fwy W
Ford Rd
153
Michigan Ave
W Warren Ave
W Warren Ave W
Oakman Blvd
Wyoming Ave
Schaefer Hwy
Schaefer Rd
Greenfield Rd
Miller Rd
Dix Ave
Dix St
Vernor Hwy W
Fort St W
Lonyo St
Springwells St N
Livernois Ave
Joy Rd
Tireman St
Warren Ave W
Forest Ave W
Grand River Ave
Martin Luther King Jr Blvd
Gratiot Ave
Chrysler Fwy
John C Lodge Fwy
Woodward Ave
Mack Ave
E Jefferson Ave
E Warren Ave
Wayne State University
Detroit Receiving Hospital
Tolan Park
Cass Park
Ford Field
Motor City Casino
Mgm Grand Detroit
Roosevelt Park
Joe Louis Arena
Hart Plaza
William G Milliken State Park
Riverside Park
Dieppe Park
Elmwood Cemetery
Mt Elliott Cemetery
Jackson Park
Lafayette Park
Brush Park
Eastern Market
Midtown
Woodbridge
NW Goldberg
Medical Center
McDougall-Hunt
Elmwood
Corktown
West Side Industrial
Hubbard Richard
Mexicantown
Springwells
Delray
City Centre
Walkerville
Windsor
Detroit
Ambassador Bridge
Port of Detroit
University
Ward 2
Fishkorn
Warren Grove
Aviation
Hemlock
Lonyo
Ford Woods
East Dearborn
Dearborn
Woodsworth
Barclay
South Dearborn
Springwells Park
Delray
NS Delray
CSX Detroit
NS
Holy Cross Cemetery
Woodmere Cemetery
Patton Memorial Park
Wilson Playground
Memorial Park
Clark Park
Ford Woods Park
Hemlock Park
King Boring Park
Lapeer Park
Rotunda Dr
Commerce Dr N
Andover Dr
Geer Prospect St Park
Riverside Dr W
Riverside Dr E
University Ave W
University Ave E
Wyandotte St W
Wyandotte St E
Pierre Ave
Howard Ave
Wigle Park
St Alphonsus Cemetery
Mitchell Park
Jackson Park
Tecumseh Rd W
Prince Rd
Superior Park
Mill Heritage Park
McKee Park
South Park
Grove Park
Riverside Park and Marina
Campbell Ave
Goyeau St
Ouellette Ave
Lansdowne Ave
Parent Ave
Church St
Erie St W
Ellis St W
Shepherd St E
Monroe St
Lincoln Rd
Pierre Ave
Dieppe Park
Riverside Dr W
Riverside Dr E
University Ave W
University Ave E
Wyandotte St W
Wyandotte St E
Niagara St
Lansdowne Ave
Howard

Lonyo St
Central St
Dix St
Holy Cross Cemetery
Dix St
Dix St
Western St
Patton Memorial Park
Woodmere St
Belle St
Carson St
Casper St
Inglis St
Normen St
Pearl St
Ferris St
Pitt St
Springwells St
Lawndale St
Wendell St
Oakdale St
Woodmere St
Pitt St
Sharon St
Richard St
Cabot St
Ferris St
Lawndale St
Vernor Hwy W
Mullane St
Senator St
Dix Ave
Amazon St
Roulo St
Vernor Hwy W
Navy St
Gartner St
Cahalan St
Mandale St
Oakdale St
Sharon St
Cabot St
Woodmere St
Elsmere St
Carl W Weiss Playlot
Mandale St
Mason Pl
Lane St
Avis St
Falcon St
Longworth St
Homer St
Rathbone St
Lawndale St
Elsmere St
Woodmere Cemetery
Riverside
Essex St
Burley St
Whittington St
Frederick St


CSX-Detroit
Dix St
Dix St
Vernor Hwy W
Livernois Ave
Honorah St
Stair St
Pitt St
Riedem St
Green St N
Central St
Vernor Hwy W
Beard St
Stratton St
Casgrain St
Infantry St
Whittaker St
Desmond St
N Rademacher St
Senator St
Navy St
Gartner St
Cahalan St
Goldsmith St
Cadet St
Waterman St
Bostwick St
Regular St
Chatfield St
Lane St
Springwells St
Evans St
Logan St
Pershing St
Rowan St
Lisbon St
Army St
Lexington St
Lewerenz St
Wheelock St
Solvay St N
Lafayette Blvd W
Gilman St
Rathbone St
Longworth St
Olivet St
Witt St
Fisher Fwy W
Fort St W
Wilde St
Post St
Central St
Lane St
Navy St
Gartner St
Cahalan St
Pershing St
Lafayette Blvd W
Fisher Fwy W
Whittaker St
Vernor Hwy W
Green St N
Beard St
Stair St
Pitt St
Central St
Honorah St
Riedem St
Casgrain St
Infantry St
Desmond St
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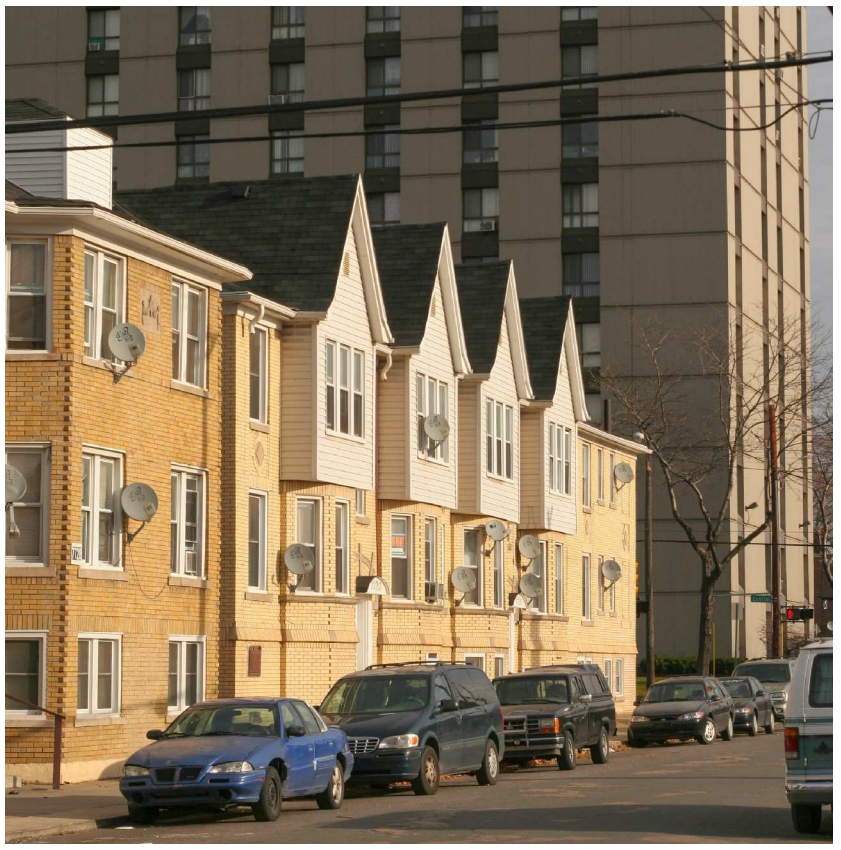
Cahalan St
Springwells



traffic violations, and eventual decay. In fact, it could be concluded that there is a disproportionately high risk of eventual demolition for properties on these streets. This is especially apparent when the corner properties on these streets are compared to corner properties on nearby streets such as Woodmere as compared with Elsmere and Pitt, or Mullane as compared with Springwells or Lawndale, with different design conditions.

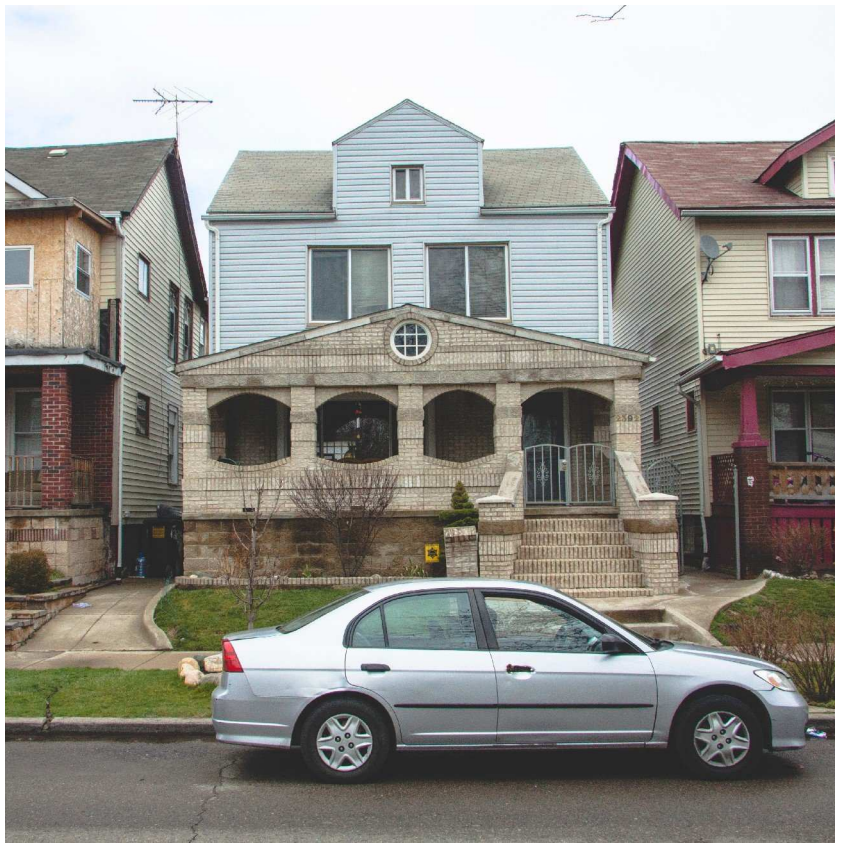
Housing

The Springwells neighborhood contains a diverse array of dwellings, including multilevel apartment buildings, townhouses, two- and three-family flats, and single-family homes and hosts one of the busiest commercial intersections in the city. Many structures have suffered over the years to the point of vacancy and eventual decay. A number of these have succumbed to demolition leaving the community dotted with empty lots. Nonprofit corporations and developers have renovated others to add a considerable number of new apartments and retail spaces. Others have undergone extensive renovations at the hands of craftsmen and other professionals who live in the community and perform a range of improvements to their own homes and homes of friends and family. These include many improvements to home facades: brick, porches, and other improvements of fences at the lot line and in the rear of homes adjacent to the alleys.

Apartment buildings with six or more units are primarily concentrated in two areas of the neighborhood while buildings with three to four units appear in a more evenly distributed fashion. The Central Avenue corridor between Pershing and Dix is home to approximately one-third of the neighborhood's apartment buildings with six or more units and about half of all of the neighborhood's total apartment building

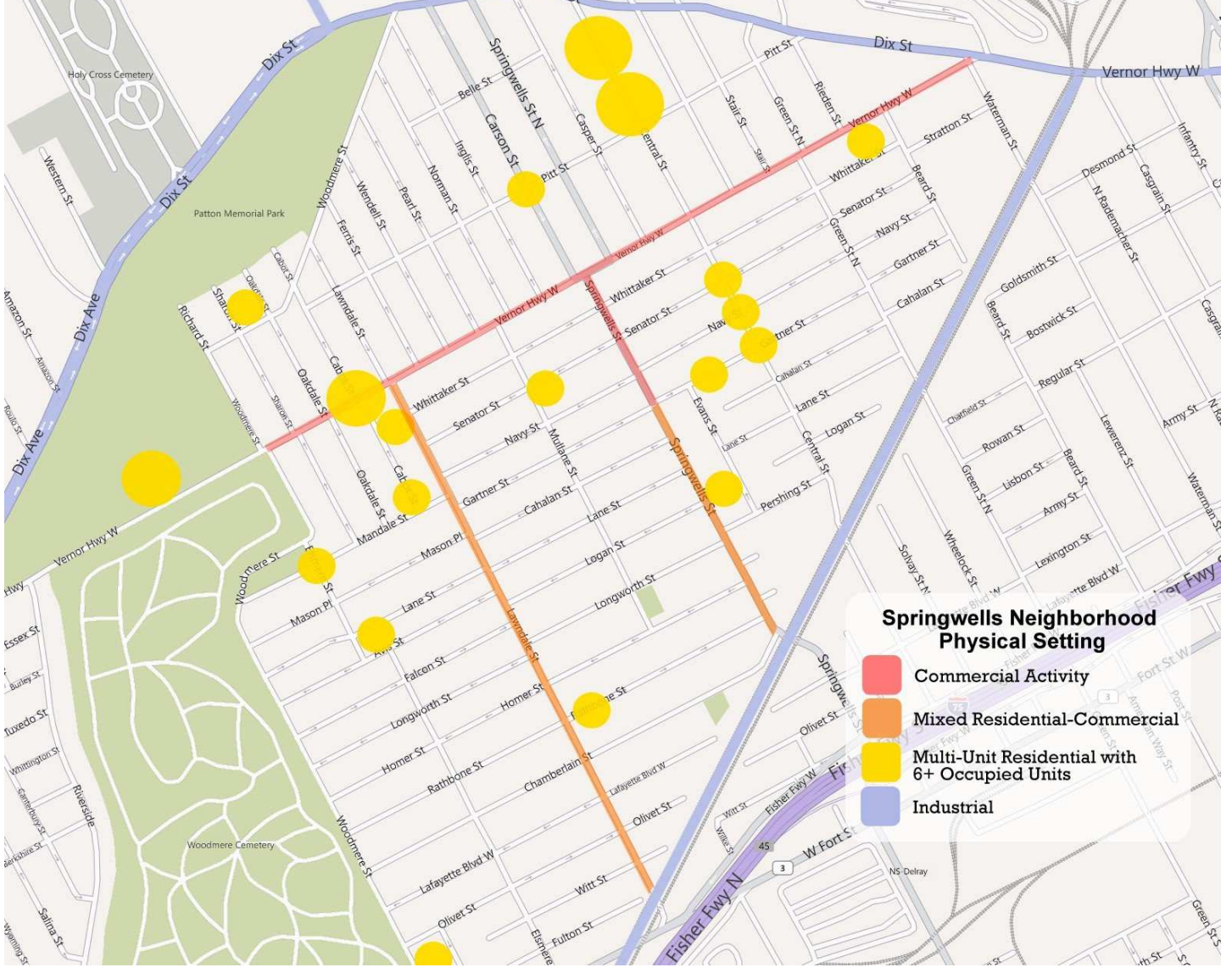
units. Additionally, without regard to occupancy, this corridor contains a more potent concentration of two- to four-unit structures than the rest of the Springwells neighborhood.

A second concentration of buildings with six or more residential units exists within an area slightly larger than a quarter mile radius of Cabot and Vernor. This area includes 92 of Southwest Housing Solutions' recently renovated units within a block of Lawndale and Vernor (Southwest Housing Solutions, *Apartments – Southwest Housing Solutions*) Additionally, Bridging Communities' 80-unit Pablo Davis Elder Living Center is situated just West of Woodmere along Vernor at the edge of Patton Park. These developments and additional buildings of comparable size with or without occupants affords this area a capacity for density beyond other parts of the Springwells neighborhood and even the greater Southwest Detroit community in general.



Housing in the Springwells neighborhood, whether single-family or multi-unit, is characterized by relatively small front yards with backyards varying in size depending on the depth of the lot, whether or not there is a garage, and the situation of the home on the site. Many homes have rear lot access through alleys behind homes where parking in a garage or fenced in backyard is common. The porches and steps of home structures themselves are typically built several feet back from the sidewalk. Often the street occurs immediately beyond the sidewalk, a small buffer made of grass, and a modest curb and facilitates visual and physical access to the front entrances of homes. These front-facing entrances are often designed and utilized as primary building entrances and reciprocate visual and physical access toward the sidewalk and street. Front porches on single-family and mutli-unit homes are prominently positioned often spanning fully across the front of the home and raised between four to six feet above sidewalk level. Stairs and occasionally brick or concrete wing walls lead from the front yard to the porch and each of these serves dual social and access functions.

While these characteristics describe the traditional site relationships throughout the neighborhood there are exceptions. The exceptions to these site relationships vary in form, and many of them do not occur frequently enough (or even more than once in some cases) to constitute any consistent rules. Rather they provide a temporary relief from the standard relationships in the neighborhood. They add character through consistent subscription to the exceptions that define the blocks they occur on. Some examples of deviation from the traditional collection of attributes include Lane Street between Lawndale and Mullane. Here homes occur considerably closer to the lot line than they do on surrounding streets. This creates an impression of



higher density than neighboring streets as porches and their adjoined homes encroach upon the street. Adversely, homes on Mason Place near Woodmere enjoy a more relaxed site situation with homes built farther from the sidewalk creating a larger front yard han most neighborhood homes.

This condition combined with the consistent brick construction and regular occurrence of driveways along the side of lots contributes to a more spacious and lofty feel in stark contrast to Lane as described only two blocks away. As a whole, the Springwells neighborhood offers a variety of housing types and site situations creating characteristics that lend a unique feel to the community's blocks depending on where a home is located.

Commercial, Industrial, and Public Space

Retail and industrial sites in the Springwells neighborhood are spread throughout several areas with a heavy concentration of retail on Vernor between Springwells and Central. Industrial sites occur largely along Dix Avenue yet are also frequent along the railroad tracks to the east of Springwells. Currently, according to the Southwest Detroit Business Association, 77% of the 190 storefronts located on Vernor and on Springwells in the Springwells neighborhood are currently active.

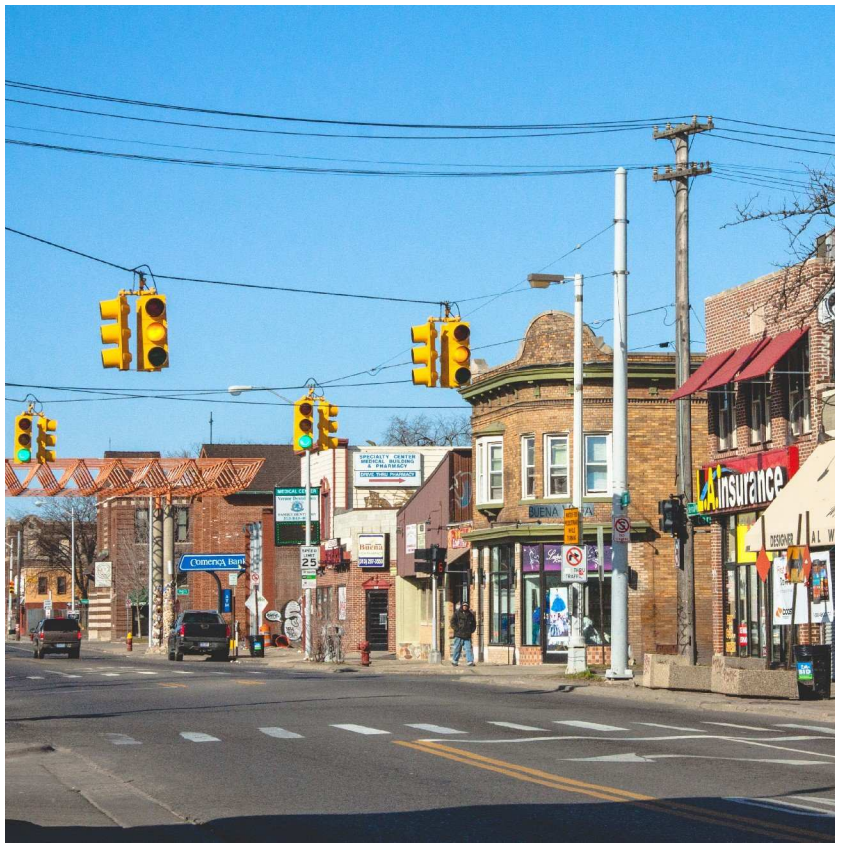
The vacancy rate of businesses in the Springwells neighborhood is lower than the City of Detroit's rate as a whole. (Data Driven Detroit, 60) Although Vernor is among the busiest commercial districts in the city, Lawndale and Springwells also boast longstanding and currently in tact clusters of businesses. Together these streets host such businesses as banks, laundromats, convenience stores, grocery, automotive and tire repair shops, clothing, diners and taquerias, dollar stores, cellular stores, and more. In fact, more than 90% of

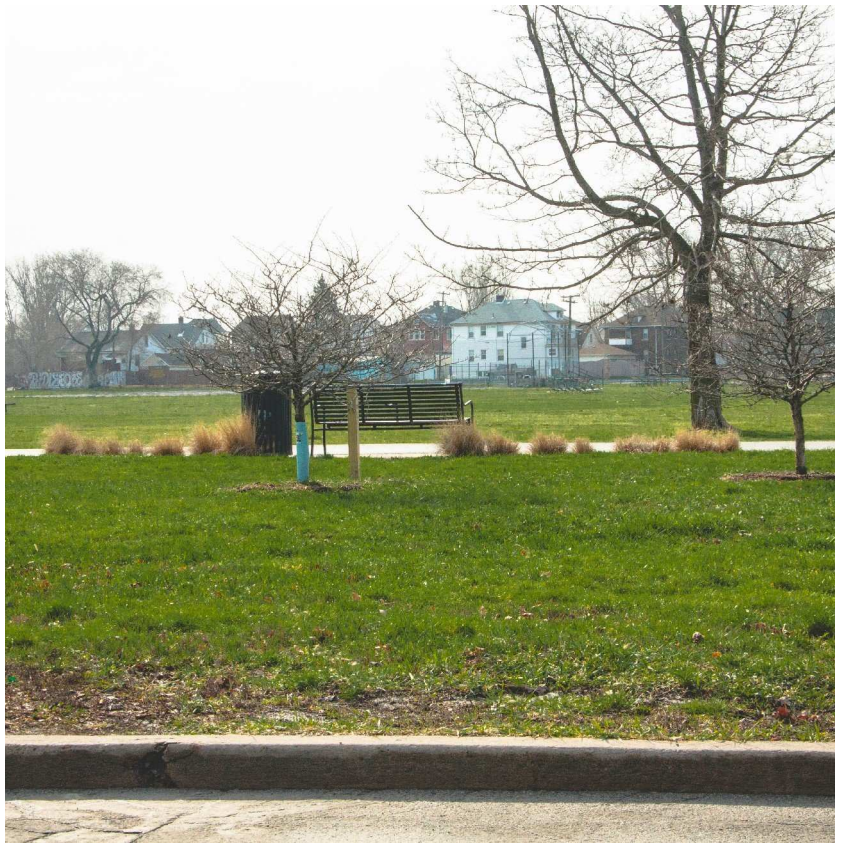
residential units in the neighborhood enjoy a 16 minute or less walk to a full line grocery store selling fresh produce .

As is the case with residential structures in the community, much of the retail construction was built in the mid-1920s or earlier and includes a design and arrangement of density with primary building entrances at the front. This is only several feet from on street parking and accessible from the sidewalk.

Visual and physical access to local businesses is maximized and further supports the feeling of high density. Construction occurring over the past 25 years, however, does not typically acknowledge this tradition. In this time significant developments have opted to push the structure to the rear of the lot and include parking between the building and the street. Others have built at the lot line but designated areas adjoined to the side for parking and as the primary site entrance as well as for windows and advertisements. At times this leaves the main street feeling sterile and desolate with minimal windows, lights, and other pedestrian friendly qualities. Additionally the visual rhythm created by earlier construction is broken up significantly by more recent developments. The result is a less physically and visually accessible main street for pedestrian traffic.

The Springwells neighborhood's residential and commercial conglomerates are enveloped by a significant industrial presence to the north along Dix Avenue and to the south along Fort Street. Along the western edge of the neighborhood, business and residential communities are insulated from direct connection to industrial sites by Woodmere Cemetery, Holy Cross Cemetery, and Patton Park. Together these spaces provide over 200 acres of green space between homes and such industrial sites as the Ford Rouge Plant in Dearborn and rail and shipping yards along John



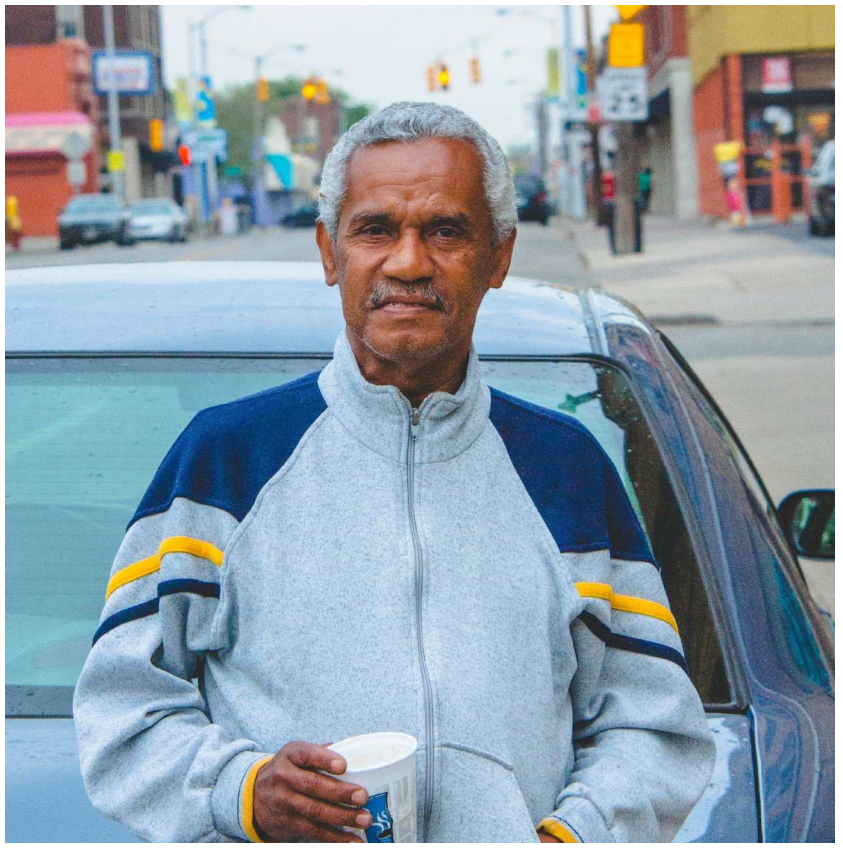


Kronk. The cemeteries and Patton Park are frequented by current and former residents and are celebrated green spaces of the Springwells neighborhood. Patton Park includes a center with a full offering of recreational facilities including a gym, pool, and weight and exercise rooms that recently received a $10 million renovation. (Urban Neighborhood Initiatives, 18-19) Hundreds of residents gather weekly to play and watch outdoor soccer games between teams on local leagues of all ages. The same buffer zone is not provided for homes and streets near industrial sites along the railroad tracks that cut diagonally across the community from Fort Street and Lawndale to Vernor and Waterman.

Farther along Dix Avenue between Central and Waterman has seen significant changes over the past 15 years. New commercial properties have sprung up and made significant improvements to their properties including paved walkways, lighting, parking lots, and visually accessible entrances. While it does not include developments with the density of a street like Vernor, or even Springwells, it has brought new life to this corner of the Springwells neighborhood. Several restaurants, automotive shops, and other businesses have either been created or grown during this period. Residents that have indicated utilizing one or more of the businesses in this area have also indicated a familiarity with and, often, patronage of other businesses nearby. This implies that businesses here are benefiting from the addition of new business and improvements in close proximity. An area that was often merely a thoroughfare for residents, arguably one to be avoided because of the conditions of the road and lighting, has become a destination with benefits for the community at large.

SOCIAL SETTING

The following is a selection from Urban Neighborhood Initiatives (UNI) Population Profile from the 2010 "Woodmere/Springdale



Neighborhood Improvement Strategy, written in preparation for large-scale community engagement and development processes specifically in the Springwells community of Southwest Detroit. The area summarized is the same area referred to througout this paper and is referred to by UNI as "Springwells Village".

Population

An additional substantial component of the white population is made up of immigrants from the American South, specifically Appalachia and the states of Tennessee, West Virginia and Kentucky. These persons come from a group referred to in the literature as "Scots Irish" or "Scotch Irish," a group that migrated from the English/Scottish border during a time of turmoil, and then settled in the Ulster section of Ireland. Following additional turmoil there, they migrated again and initially settled in America at the time of the Revolution in areas that constituted the border between the colonial population and the Indian population. They provided many of the soldiers in the Revolutionary war and finally found their safe haven in the hills and hollows of Appalachia. The book, *Born Fighting*, by Sen. Jim Webb is an excellent source on this ethnic group. During World War II and following decades, many people from this population migrated to Southwest Detroit in search of industrial jobs. As with Hispanics from Mexico this population is involved in periodic relocations between Southwest Detroit and home community depending on the ebb and flow of economic opportunity.

Another group which does not emerge clearly in the population statistics available to us but which is known by personal staff contact, consists of Arabs, primarily of Yemeni descent. While this population is concentrated just west and north of the Springwells Village community in east Dearborn, some found homes on the northwest edge of Springwells Village. Out of respect for this diversity, UNI's latest park project along the

western edge of the neighborhood has donor acknowledgment signs in English, Spanish and Arabic. While some tensions among ethnic groups are discerned from time to time, this is not a community where groups are rigidly segregated block by block. Rather, most of these population groups are dispersed throughout the community leading to socialization block by block and school by school for children of all ethnicities who are routinely seen playing together and walking home together.

One consequence of the high level of immigration is that most written communications are published in both English and Spanish. Only 49% of the estimated 2009 population speak only English at home. People speaking an Indo-European language make up 1.38% of the population; Spanish speakers make up 47.76% of the population and others make up 1.6% of the population.

The primary dividing lines of high tension within the community as reported by UNI staff are between law-abiding citizens of all ethnicities on the one hand, and a small criminal element, also of all ethnicities.

Age and Sex

Age distribution of the population in this community is skewed toward the young. The area has a median age of 26.72 compared to 34.11 for the city of Detroit as a whole. The 2009 population estimate shows 9.96% of the

population between the ages of zero and four and another 8.20% between the ages of five and nine; with 8.54 % in the range of 10 to 14; and 4.53% ages 15 to 17. This indicates an extraordinarily high level of young people, 31.23%

in ages 0 to 17, for whom the community must be prepared for effective socialization. This also speaks to the economic future of the community in terms of its success and preparing these young people for upward mobility and rewarding future employment. Youth

segment of the population is projected to decrease. It has already decreased from 33.26 7% in 2000.This segment of the population is forecast to further decrease to 30.06% of the population by 2014. If a resurgence of immigration is stimulated by rebound of the national economy, the proportion of young people in the community may again rebound.

Projections for the age groups 18 to 44 show a percentage decline from 45.29% in 2000 to 40.75% in 2014. The projections for the senior part of the population ages 55 and above show a steady increase from 12.35% in 2000 to 14.53% in 2009 and finally, 16.28% in 2014.

The population is slightly more male than female reflecting the fact that many young men have come into the neighborhood for work from other countries or areas of this country. The ratio between never married

males and never married females is 3699 to 2507. Said another way, there are 47% more unmarried men then unmarried women in the community. This imbalance may have social consequences.

A higher proportion of the adults aged 15 or older is married with a spouse present in the home than for the City of Detroit as a whole (34.69% as compared to 27.62%). Only 15.4% of our females have never been married compared to 22.05% of females in the rest of the city. The dominant household type in relation to households with children is the married couple family making up 24.43% of the households with children in the community.

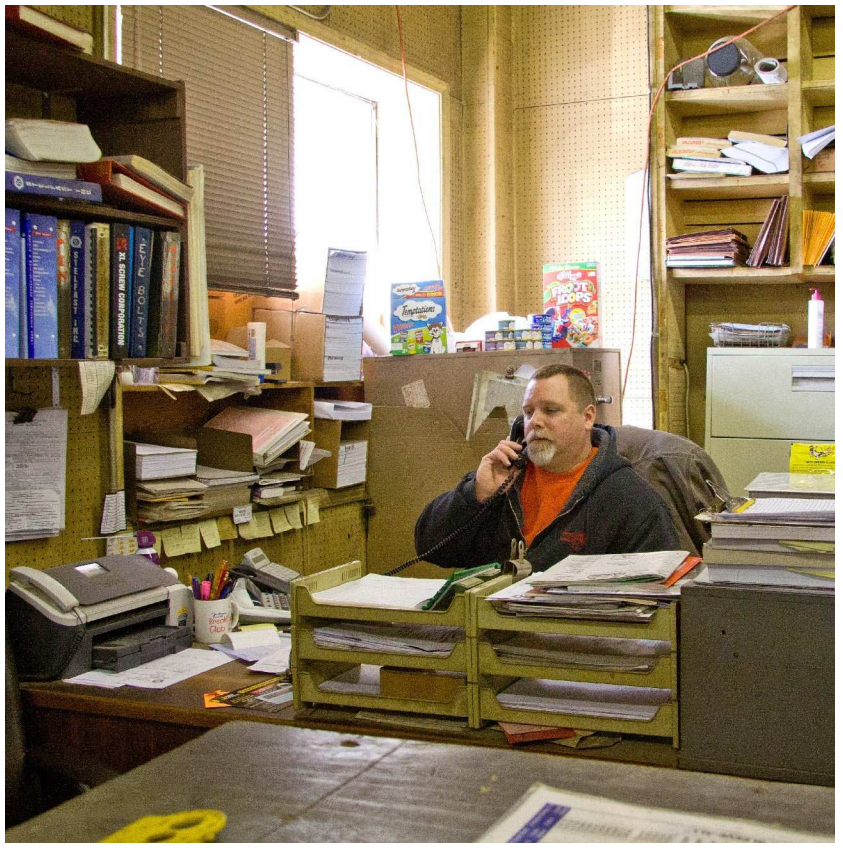
Education

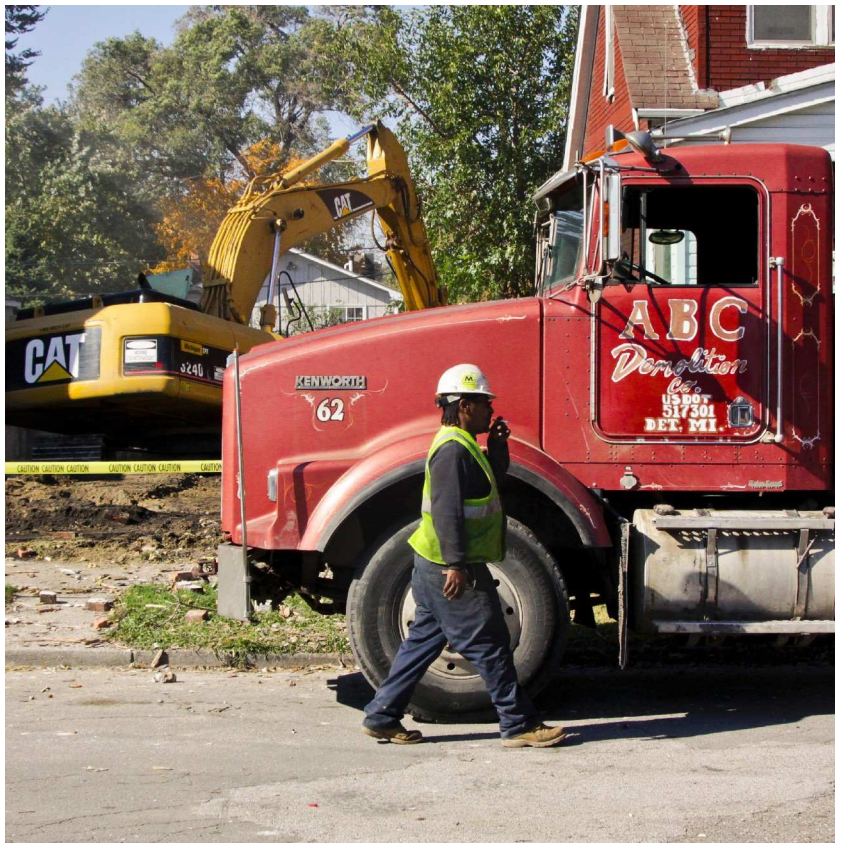
In terms of education, the estimated population age 25 and over of this community reflects a lower level of educational attainment compared with the city of Detroit as a whole which itself is known nationwide as lagging in educational attainment: 23.34%% have less than ninth grade education in this area (2009 estimate) compared to only 7.79% in Detroit. Persons having a high school diploma or GED credential make up only 26.79% of the adult population here compared to 29.86% for the rest of city. Only 12.24% of have some college with no degree compared to 23.6% of the rest of the city. In Springwells Village, only 5.59% of the population have an associate degree or higher compared to 16.43% having that level of education in all of Detroit. This highlights the limited education of the community population has been a major limitation on future economic development. However, to put this in perspective, it should also be noted that the population in this area is highly entrepreneurial. UNI staff also have the impression that when immigrants from Mexico state that they have a sixth-grade education, they really have educational attainment at the sixth-grade level which is often not the case for lifelong city of Detroit residents.

Employment and Income

In terms of employment, 86% of the estimated 2009 civilians are for-profit private workers; 30% are employed on the industrial side either in production or in transportation and "material moving". The next highest category of employment is "service" — 22% followed by "construction, extraction, and maintenance" which employs 20%. The category of "sales and office" work follows at 18%. The population age 16 and over is 50% blue-collar, 27% white-collar and 23% service and farm. An astonishing 37% of the population carpools to work, a factor that reflects the communitarian ethos of the community. It also reflects the fact that 22.83% of the households report "no vehicles" while 45.81% have just one vehicle. Only 16.97% of the population in the rest of the city carpools.

PART I: THE SPRINGWELLS COMMUNITY





While many residents of this community historically walked to work at nearby factories, approximately 44% of the population now spends from half an hour to an hour or more getting to work.

This community has a remarkable degree of income diversity. It is true that it is heavily weighted toward the lower end with 29.56% earning less than $15,000 household income in 2009; 15.4% earned from $15,000-$24,999 and 13.28% make from $25,000-$34,999 (2009 Springwells Village estimate).

However, it should be noted that the village population is also represented in the higher income categories (2009 estimate): $35,000 to $49,999, 15.56%; $50,000-$74,999, 6.24%; $75,000-$99,999, 4.81%; $150,000-$249,999, .94%; and $250,000-$499,999, .23%. A total of 78 persons reported earning more than $150,000. The estimated per capita income for Springwells Village was $11,546 compared to $15,053 for the city as a whole. The median household income in Springwells Village is $28,797 compared to $31,436 for the city as a whole. Because of the lower cost of housing in this community, the 2009 median household effective buying income for the Springwells Village community of $25,580 is only slightly less than the citywide estimate of $27,528. The 2014 median effective buying income disparity is projected to increase to $26,429 and the average effective buying income is projected to become $32,855.

It should be kept in mind that while the city as a whole includes communities of substantial professional and business population, while the Springwells Village community is almost predominantly service or blue-collar. As a measure of the economic vigor of the community, it should be noted that while the 2009 percentage increase in income of the city as a whole

was up by 2.28% over the 2000 census, the increase for Springwells Village was 5.99%.

Looking at income in another way in relation to poverty, 25.78% of all families in the community are below the poverty level including 8.61%of married couples with children, 2.36% of male householders with children and 14.81% of female householders with children. Viewed positively, 74.22% of the families are at or above the poverty level.

Housing

There are a total of 6,606 households in Springwells Village, of which there are 973 in the Springdale neighborhood, 1470 in the Woodmere neighborhood, and 2443 in Springdale and Woodmere combined.

The dispersion of the population between owners and renters has 45.58% of the housing units occupied by owners and 54.42% (2009 Springwells Village estimate). The average length of residence for an owner-occupied housing unit is nine years. The median estimated value of a home in 2009 was $40,090 compared to $70,615 for the city as a whole. Single unit detached housing made up the bulk consisting of 55.94% of all housing units. Less than 16% of all housing unit structures that involved more than three units. In terms of age, 50% of the homes in this area were built prior to 1940; 21% of the homes were built from 1940 to 1949; 11% were built in the period from 1950 to 1959; 5% in the period of 1960 to 1969; and 4% in 1970 to 1979. The dominant year construction was 1939 or earlier. UNI staff note that this appears to under-estimate the age of the homes.

CAPSTONE PROBLEM STATEMENT

03

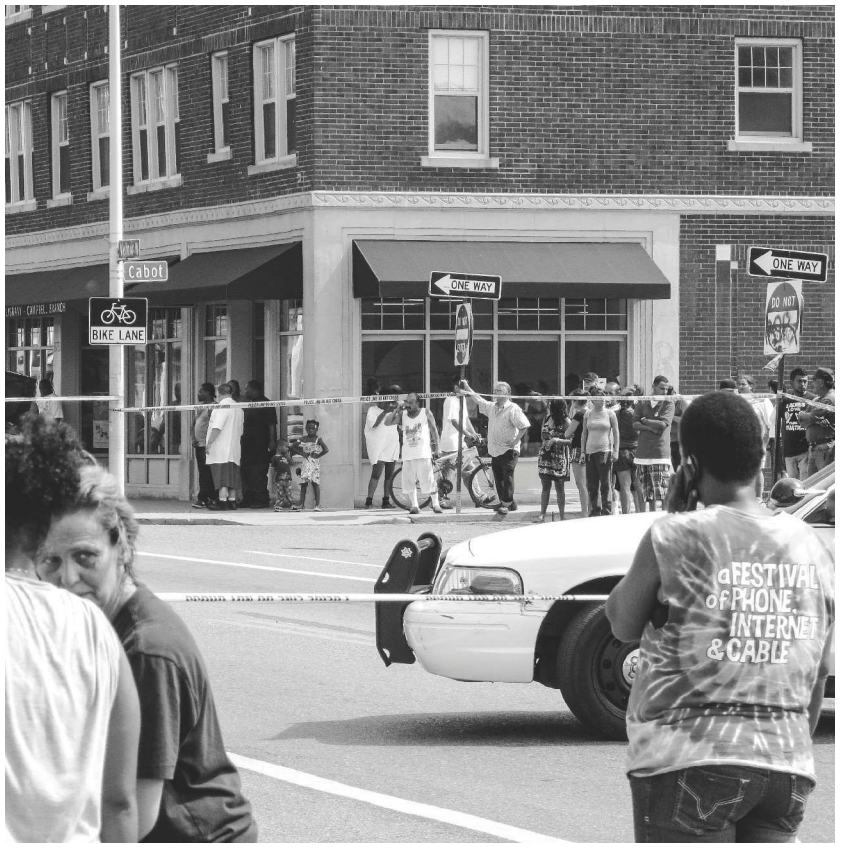
CAPSTONE PROBLEM STATEMENT

Over the past several years there have been numerous physical development projects occurring across the Springwells neighborhood. Currently the neighborhood is host to a new line-up of development projects, community planning initiatives, and opportunities to shape the social and physical landscape of the neighborhood for the future, creating a considerable opportunity for community building and engagement. However, these opportunities for participation could just as easily evaporate and the subsequent "development" and all of its richness could inadvertently serve to marginalize portions of the neighborhood's diverse population.

DEVELOPMENT WITHOUT ENGAGEMENT AS A SOCIAL JUSTICE ISSUE

In the Springwells neighborhood over the last nine years, community nonprofit organizations have invested over $20 million dollars in commercial and housing development projects that did not include any type of community-level engagement or participatory design processes. (Urban Neighborhood Intiatives 19) In fact, on occasion even remedial information about the development projects before and during their implementation were difficult to come by. One community resident in particular indicated having never received any information in the mail or by flyers from a community organization in the 5 years the resident has lived on Cabot near Vernor only four houses behind one of their major developments. However, several months ago the resident attended a bus tour fundraiser for the organization and now receives regular mailings by the organization with updates and contact information for the agency. This example highlights missed opportunities for non-profit corporations who are responsible for such a significant chunk of development that affect thousands of residents' daily lives and routines.

On Carson Street two large community non-profit organizations have made significant financial investments in properties on over the past 8 years. Carson Street is, in many ways, a microcosm of the physical, social, and cultural climate of the larger Springwells neighborhood. At the end of the block that is plagued by empty lots and scattered unkempt properties (closest to Dix) hundreds of thousands of dollars were invested to build a series of townhouses originally intended for grandparents raising their grandchildren. At the other end of the block nearest the commercial strip (closest to Vernor) and in the middle of the densest stretch of Carson, over 5 million dollars were invested in a multilevel apartment complex and a smaller apartment building that sit adjacent each other. (Urban Neighborhood Intiatives 19) These development initiatives look great on paper as they rejuvenate highly visible spaces--- improving visual real estate, providing alternative housing options, increasing density, bringing increased economic/ethnic diversification of



community blocks and neighborhoods and opportunities for innovative, high quality property management and resident services--- especially with community non-profits with strong histories and commitment to mission at the helm. In reality the wonderful opportunities inherent in the magnitude of physical development also have the potential to marginalize rather than empower portions of the community population. Residents who live in the Springwells neighborhood, especially on streets where developments exist, have strong opinions and bases of local knowledge regarding multi-unit apartment complexes. However, in many cases with recent development projects, neighbors are completely unaware of what is going on right next-door or down the street from their homes.

DEVELOPMENT + MARGINALIZED POPULATIONS

Diversity is one of the more readily identifiable assets of the Springwells neighborhood. Grandparents, masons, carpenters, homeless, social workers, artists, mechanics, and other professionals comprise a sample of current residents. Also represented here are a variety of underrepresented or exploited populations including large numbers of youth, immigrants, and the elderly (Data Driven Detroit 13-14). In diverse communities opportunities to participate in planning processes in meaningful ways can be missed for a variety of reasons. They can vary in as many ways as one can illustrate diversity within the community. In particular, residents of Southwest Detroit who are involved in street economies, not positively linked to institutions of safety and education, or that have issues with immigration status are typically absent from community planning processes. Others likely to be missing are those who have encountered language or physical barriers, had negative experiences with civic engagement, or lack access to any of a number of forms of technology. Within these groups countless volumes of local wisdom exist. Without their involvement and shared insights, the renewed bricks and mortar of buildings that exist on blocks with deep histories of gang and drug culture become weapons against the healthy development of people and place in the community. However, the effects these factors will have on current residents and new tenants moving in to renovated housing is avoidable.

Opportunities for community engagement in development processes, especially as they relate to physical development, are important. While I would like to be confident that communication and awareness is all that is required for an entity to make adjustments in their trajectory as it relates to the good of the community, this is not always the case. Even when there is a professed commitment to hearing a community's concerns, a participatory

process that engages and employs community voice is imperative as an extension of this belief. Community residents, especially their oft-marginalized voices, require an amplified voice at the table to be heard over the traditional power structure that hears dollars over participants in design processes. Otherwise an organization is placed in the role of being the community's judge, jury, and defense lawyer. In this situation, economic and organizational development will likely trump community need. Decision-makers of organizations must act in a manner that sustains the organization and, unfortunately, that agenda often is in contrast to the social bottom-line of the community. The goal of this capstone project is to demonstrate that community engagement and participatory process in community development can provides a jury of resident voice and public opinion.

BACKGROUND RESEARCH

with Appendix and Photo Essay

04

BACKGROUND RESEARCH

LITERATURE REVIEW

Participatory Processes

Community engagement in the development of a community is critical. The participation of residents and other stakeholders together toward effective and supported design is essential. Plans about altering peoples' routines and/or environments are of primary importance and the processes that guide these plans should be participatory if the maximum benefit is going to be realized. It is not enough to merely facilitate processes with only a minimal amount of members of a community based on the ease in reaching them and their amiability toward a particular process. This is tokenism and is what participatory processes guard against. In programmatic and physical participatory design processes participation alone is not the matter, rather it is the quality of the participation that is the focus.

There are a variety of approaches to arriving at a collaborative design of program or space in a participatory fashion. The primary foundation to participatory design process is a commitment to process and product. This is true whether addressing program or physical design projects. Design is an inclusive, collaborative, participatory process that involves a variety of stakeholders in decision making to ultimately affect the routines and/or environments of target populations. A significant amount of work is done ahead of the actual design process to engage stakeholders.

Participatory design is empowering. It facilitates simultaneous learning and sharing between various stakeholders (e.g., resident to decision-maker, resident to resident). "Communities that lack financial, political, and cultural capital are often excluded from decision making, planning, and design of their own social spaces, leaving them the object of external interventions." (Gordon 205) Yet, participatory design processes seek to turn traditional power structures upside-down to collect and share local wisdom and best practices to work together in designing the most appropriate and effective intervention whether it be physical or programmatic. Involvement in the process lends itself to future opportunities beyond the scope of the design project itself. In fact, Gordon and Choo mention that, "By sharing experiences of a planned space and having the opportunity to deliberate over, comment on, and alter that space, previously disempowered individuals are able to form politically powerful groups." (Gordon 204)

Community Organizing

Participatory processes can only be as good as the representation at the table. Therefore some discussion about the endeavor of building a strong, representative group of stakeholders for the development of program or place is due. Rather than a discussion about community organizing in general we will be concerned here with simply the organizing of community. While the wording is subtle the description will benefit by being able to remain nimble and specific. A full discussion of the history of community organizing, its mission and values, role in a variety of movements, and adjustments in trajectory over the years is not warranted as it relates to participatory design process. These things do become relevant in a discussion about the exclusion of community from these tables but that would be a discussion about advocacy for the employment of participatory design processes. Instead we are

discussing with the assumption that these processes are already subscribed to and the question at hand is how to organize a group of stakeholders that can adequately teach and learn toward the end of cooperative design.

In the Dudley Street Neighborhood Initiative (DSNI), much of the planning was from the bottom-up. Meaning that the community was concerned, organized, set an agenda and a list of priorities, garnered resources and support, and approached the city/county level as a partner rather than a constituent. This disrupted the traditional power balance and, in turn, earned DSNI a place at the table with the city and other organizations/municipalities to share decision-making power. This self determination shaped the immediate and long term future of the community, including the implementation of some and prevention of other development projects that were being manipulated in other communities to physically shape and earn income from the future of the communities in a way that disengages the resident (Medoff and Sklar 91).

The leadership development was driven by participatory process. "The focus was organizing around leadership development, around community development". (Medoff and Sklar) The approach was strength-based rather than conflict-based. Strength-based approaches work to promote low-cost, efficient, sustainable approaches to community issues that are rooted in relationship building and community voice. Conflict-based approaches, on the other hand, can be expensive, resource-heavy, and emotionally taxing approaches that at times dissolve after a particular "action" is carried out. According to the "The Troublemaker's Teaparty" there are several methods that can be utilized alongside the DSNI approach to leadership and community development. Paid organizers, focused goal-setting, and sustaining supporters interest and involvement all go a long way toward organizing and engaging community residents in community development. "A paid, experienced organizer can help when the task is to pull citizens together quickly or in large numbers." (Dobson 5).

However, there are lots of ways that groups and causes can save money by putting to work the social capital generated from a strong commitment to relationship building accompanied by a regular audit of needs and assets. Using the needs as a checklist and the assets as a toolbox a group can go to work in an introspective, aware fashion that honors the group's diversity, concerns, and talents. Involvement in such a process is validating on multiple levels for individuals and yields considerable benefit for communities. Simply following the process of organizing around an issue, research, community building (relationship), identifying/working with existing groups, deciding what kind of people you want in your group, door knocking, and organizing people into blocks and then regions can work wonders for your organizing effort. (Dobson 5-32) It, at minimum, commits to a process that in itself yields results at the same time that it improves chances for success in identified mission and goals. Keeping people involved in your processes is key. If they do not feel validated in discovering that which motivated them to join, they will simply fall away: stay in touch, welcome newcomers, pay attention to process, discuss the group contract (purpose), act more and meet less, keep demands modest, spread out the work, and provide skills trainings! This is the "dirty work", the long haul.

Digital Media and Community Engagement

Participatory processes are about access, participation, and empowerment. They are an extension of democratic

societal values in to the very design of that society's physical and programmatic developments. They promote society's access to decision-making by shaping the very tools for living (spaces, places, programs) we create that in turn shape us. (Latorre, "Digital Placemaking – Authentic Civic Engagement") Digital justice, essentially, is about access, participation, and empowerment. In fact, the degree to which the free-flow of information—from the top down, from the bottom up, and across between residents—is hindered is the degree to which "there is a denial to citizens of an element required for participation in the life of the community." (Knight Commission II) These first things rest on access. Without it there is no participation or empowerment. From access follows "education and training, public engagement and government transparency" (Knight Commission II). When access is facilitated the processes of the creation of digital media and its products can be actively leveraged promote the engagement of residents in the development of their communities.

Social Media (Access)

Various forms of digital media have supported the engagement of users across demographic classifications in process and product outcomes. Communication, education, social justice, the arts, and more have been revolutionized in recent years by digital media's technological advancements. SMS texting, social media sites, the ease of creating and sharing various forms of media, and broadband access have all had significant affects on the American way of life. Online communities in particular have proven themselves to be a fertilizer for group formation. Characteristics of various social media sites can support group formation.

This is because social media sites, like MMO's (massively multiplayer online games), "create a sense of belonging to something that manifests a shared purpose" (Gordon 210). People find their way to social media sites on their own, or with the assistance of friends and family, and engage on their own terms. Users interact voluntarily with people and groups as they choose and do not participate in ways that are not attractive to them. These "voluntary associations" hold potential to form strong group cohesion quickly with benefits to the group as a whole as well as the individuals that make it up and the community they gather around. As noted by Gordon and Koo about MMO's, groups brought together through social media also "strategize, execute plans, succeed or fail at these plans, and distribute the rewards among themselves. In all of this they demand commitment of their members." (Gordon 210). In these rituals an economy of social capital forms ripe for harvesting the collective resources it generates. A new community is formed virtually. The potential this holds in the marriage of virtual communities with geographic communities is vast. One local group, Southwest Pride, owes its existence to this very connection.

Successful utilization of social media toward the support of engagement in local communities varies according to goals, target audiences, and tools employed toward these ends. "Defining goals and audience is an often-overlooked step when it comes to social media, but it's a critical one... the more specific the better." (IdealWare 11). The authors suggests the "SMART: Specific, Measurable, Achievable, Relevant, Time-Based" approach to setting goals related to social media campaigns. For example, aiming to facilitate community-created narratives by engaging 10 resident media makers with 3 or more multi-media posts each to promote participation and engagement to empower resident voices within 45 days improves the likelihood of successfully reaching and engaging your target population through social media.

	Facebook	Twitter	Blogs	Photo Sharing
Advantages	200 million daily users, cell phone apps available, SMS services available, seen as a reference site to get information	Reach broad base of people quickly, minimal, millions of daily users, short posts, cell phone apps available	Short and informal postings acceptable (vs a website), include multi-media functionality, can advertise posts in other social media mediums	People will click photos before reading a whole story or post
Disadvantages	Difficult to leverage to increase/attract donations	Users often overlook large percentage of tweets	Many organizations experience only limited success	N/A
Useful For	Directing traffic to websites, moving people to take action for a cause (signing petitions, other advocacy actions), attracting volunteers, attracting event attendees, posting multi-media messages	Sharing resources with your network, sharing information and events, reaching out to new audiences, advocacy, providing real-time updates, coordination of decentralized groups	Education, publicizing your expertise on a topic, promotion, fostering discussions	Driving traffic to websites, internal organizational communications, quick event photo posting, linking photo files to other web locations
Required Maintenance	Posting updates, answering questions, research, outreach to extended networks	Daily or more frequent posting, acknowledging new followers and mentions, responding to relevant tweets	Comment moderation, weekly posting, promotion	Editing photos (optional), uploading photos, tagging uploaded photos for easier searching, posting photos in other locations
Required Skills	Networking, research, working with multi-media files, communication, content curation	Understanding reading and using of hashtags, creating concise messages, content curation	Writing, storytelling, communications, comment moderation	Effective photo selection,
Weekly Time Required	2.5-3.5 Hours	1.5-2 Hours	4-8 Hours	1 Hour
Liabilities That Decrease Effectiveness	Infrequent updates (less than several times weekly), irrelevant postings	Too much self-promotion (retweet others' tweets), infrequent updates	Infrequent updates	Improper quality or size of photos, offensive content, lack of tags for organization
Success Measures	Comments, Shares, Facebook Insights: Total 'Likes', Weekly Total Reach, People 'Talking About' Your Page, Engaged Users, Virality	Tracking how many people click on links, retweet your posts, or take action	Website traffic,Google Analytics, comments posted, off-line communication conversions (phone, in-person, etc)	Hits, interactions

BACKGROUND RESEARCH

The identification of your target audience is not simply a matter of knowing who you want to reach but also knowing what tools that group is most likely to use and for what and how often they can be reasonably expected to use it. Beyond specifically engaging your target population social media can be used to support a range of initiatives that an organization can use to increase their capacity to facilitate resident engagement in the long term. Successfully pairing your tools and your audience will be critical for success in your desired action. Findings show that different social media tools, of course, are better for certain goals. The chart on the previous page was compiled from the information provided throughout the IdealWare report and illustrates a range of findings about four different social media tools. The findings highlight feedback from a variety of nonprofit organizations' reporting on their successful implementation of the tools indicated. (Idealware 6)

The primary strength of social media is that it is not merely a static tool to be used as "a means to distribute one-sided requests or missives. It's a conversation." (IdealWare, 2011:7) This conversation makes social media dynamic in its employment to connect with your target audience. "In other words, (social) media starts conversations, encourages people to pass it on to others, and finds ways to travel on its own." (IdealWare 9).

Resident-Created Media (Participation)

In addition to its usefulness as a tool for building capacity to access and engage residents in the development of their community, social media also provides a gateway for residents, especially youth, to try their hand in media creation and distribution. Various integrations with tools for creating and sharing photo, video, and audio pieces are widely utilized by users of social media to share what is happening in their lives. This casual exposure demystifies the process of media creation and makes its products more accessible than they have been in the past. Yet full implementation of resident-created media is only supported, not achieved, through social media. Its creation and distribution must be encouraged in a developmentally and culturally competent manner to yield results toward the empowerment of resident voices in community development processes.

Resident-created media is an effective means to communicate a range of ideas, beliefs, and experiences about a community's people and places. Together these media form a community narrative when they are collected and activated. A critical element of establishing a community-based narrative is a mobilized resident based that has moved beyond merely consuming media about their community to creating media about their community. Through the processes of creating and sharing media, resident-created media promotes connected and informed communities.

Many strategies and approaches for promoting resident-created media are being developed, implemented, and tested for effectiveness against a range of goals and objectives. Photovoice is one such method. Since its inception over 15 years ago it has been widely used to curate and amplify the perspectives of "persons with little money, power, or status to enhance community needs assessments, empower participants, and induce change by informing policy makers of community assets and deficits." (Strack, Magill, and McDonagh 49) through photography. There are notable studies that have been performed using its processes in urban communities with youth.
Engaging youth in media creation is an exercise that promotes individual and community health. Providing

opportunities for a community's young to learn about prevailing narratives, develop opinions for or against what is being said, and create media that supports their perspectives is critical in supporting the creation of conscious community-based narratives. In a study of the Youth Voice Editorial Board in Finland it was discovered that an "important element is media publicity that allows mainstream audiences to hear the voices of young people. More work should be done to develop cross-generational interaction, i.e. adults being audiences for youth media productions and youth voices being heard by adults." (Kotilainen 255)

Eventually in working to support a mobilized based of resident media-creators toward a community-driven narrative about a neighborhood there is potential to form and build grassroots media outlets. "In such systems, there is collective ownership and consensus decision-making by those who work in the organization, no hierarchies and authorities, symmetric power distribution, no external private ownership, but economic self-management." (Fuchs 179) This is contrary to existing means of mass media production that work to create the prevailing narratives of communities that need to be debunked. It is not that these narratives are inherently evil or even dishonest. The issue with their existence without an accompanying counter narrative is in the ends they exist to serve. In mass media, "content is strictly defined by what is considered as popular and sellable. The drive for profit can result in a lack of quality, complexity, and sophistication." (Fuchs 179) By nature they are not able to consistently provide the type of journalism and societal protection and accountability function at the community level that the institution of American journalism has been relied upon to provide in the past. Communities need citizen-controlled journalism that is free from corporate and political pressures. (Fuchs 178) The importance of citizen journalism is not merely rooted in what it is but also what it is not. The fact that a given journalist is a resident of a given community or culture is not good enough toward that writer's ability to create community-based content. For this to occur the journalist also needs to be able to be free from mass media institutional influences that produce for an economic bottom line. "Anybody can be an author without specific training or expertise. Ordinary citizens can become journalists, so journalism is citizen-controlled.. Consumers become producers, the audience becomes active." (Fuchs 178)

Digital Media Creation and Civic Participation (Engagement and Empowerment)

Active audiences of media begin to participate and move beyond being only consumers to being producers of media that captures the essence of their experiences and perspectives. Participation facilitates access to information—whether shared or exclusive. This is because resident-created media supports connected and informed communities of residents that are connected to other residents and to a larger body empowered with their own systems that are able to generate and share information among themselves. According to the Knight Commission on the Information Needs of Communities In A Democracy, this access to information is critical. "Information is as vital to the healthy functioning of communities as clean air, safe streets, good schools, and public health." (Knight Commission XIV) In fact these very things are dependent on the efficient and comprehensive sharing of information. Communities equipped with information are able to effectively meet needs with existing assets and build relationships inside and outside the community to generate additional resources toward them. The creation and publishing of digital media by community residents aids in the collection and sharing of local information, including information about resources. "Indeed the path to active civic engagement may begin with

fulfillment of basic information needs." (Knight Commission XIV) In this fulfillment lies an empowered community.

Resident-created media initiatives effectively provide opportunities to participate in affairs that encourage sharing and discussion around resident perspectives. These can be shared in physical settings or in electronic forums as blogs, social media sites, or other interactive forms of online media. Though the road from access of opportunity to participation is often a long one, research shows that it is a shorter distance between participation and engagement in community especially as it relates to participation regarding specific digital media tools. Residents who are participating in the creation and distribution of digital media are more likely to move from participation in the collection and sharing of information to engagement in physical place community actions. In Internet and Community, Caroline Haythornthwaite and Lori Kendall note that it is true that "participation begets participation, but in this study, it is the participation in electronic forums, rather than local or face-to-face forums, that is associated with greater community participation. It is this form of participation that amplifies and adds to place-based community participation... attention to an online presence can net local civic benefit." (Haythornthwaite and Kendall 1088)

In addition to general resident involvement, digital media initiatives offer research-based opportunities and steps toward promoting youth involvement in civic activities. In supporting this end "the most important aim seems to be trying to offer feelings of societal influence to young people, for the construction of youth civic identities in contemporary societies circled with internet and other media." (Kotilainen 255) Through involvement in Photovoice and other best-practice methods that utilize digital media technology in community engagement youth participants are granted permission to own and boldly present their opinions. Developing perspectives are scaffolded with access to literature, training, and/or dialogue around the topic at hand. After examining and refining them they produce pieces of media that reflect their informed perspectives. Then their products are presented to the broader community of adults and other decision-makers in the community. (Wang and Burris 378-382) These processes offer feelings of "societal influence". These feelings beget civic participation.

Physical Media and Community Engagement

Developmental needs of individuals vary throughout their ages and life stages. But something that remains constant is the need to be able to provide meaningful input into decisions that affect their lives. This need for authentic engagement is present from early childhood through the elder years. Development projects that account for meeting these needs in their processes not only benefit the individuals involved, but also the target community as a whole as the products reflect the strengths and wisdom of the individuals involved. "Although projects may yield products of great skill and power, the process of awakening to cultural meanings and mastering cultural tools to express and communicate them is always primary. To be most effective, projects must be open ended, leaving content and focus to be determined by participant." (Goldbard 148) This is especially true when those involved in the processes are from the community that is to be served through the project processes and products. Physical media projects, in particular, are potent tools that can support community engagement process when delivered in a fashion consistent with principles of cultural community development and Positive Youth Development.

Cultural Community Development

According to Arlene Goldbard, as she writes in *New Creative Community: The Art of Cultural Development*, "In their creative endeavors, community-based artists value methods for building consensus, workable agreements, and open and honest sharing. They strive for understanding amongst individuals with common goals, despite cultural and class differences, developing works that provoke discourse, stimulate participation and encourage action… They help communities know themselves more fully, and can be surprisingly successful effecting profound change, such as reconciliation, where other methods have failed." (Goldbard 11) Modern urban centers are hungry for answers to age-old issues that plague their communities but, in times of economic prosperity, are easy to gloss over. When economic prosperity is removed from the equation, so is the mask that settles the spirit toward the social injustice that it costs. When the mask is removed we are left searching for real solutions that are accessible and sustainable. When the mask is removed, "people turn to culture as a means of self-definition and mobilization and assert their local cultural values. For the poorest among them, their own values are often the only thing that they can assert." (Goldbard 31)

Physical media is a potent tool toward the enhancement of community engagement processes. Art is a powerful community development tool because it engages. Engagement begets empowerment. In community development engagement is a critical and sought after element. Best practices in the field often require its presence to qualify an initiative as successful. But often it is an elusive, phantom element as organizations and initiatives strive unsuccessfully to fully engage participants in process or product. Yet, art engages people naturally. It is, in many cases, about process as much as it is about product. This is often difficult for traditional approaches to community development to grasp while art inherently understands and employs it. Cultural community development often emphasizes processes utilized to engage participants rather than primarily promote and evaluate a product (number of contacts, people reached, a booklet, et cetera). This focus on process over product produces a set of benefits rooted in social capital that lend assets to cultural community development projects that are difficult to purchase with expansive budgets and top-down planning.

Positive Youth Development

Capitalizing on cultural community development approaches toward addressing community needs with community assets lends itself seamlessly to working with youth and adults in urban communities in a developmentally appropriate fashion. Positive Youth Development principles are reinforced naturally through its processes. There are some basic things that youth need to develop and often the youth do not have access to these in their homes and community—especially when combined with limited to no involvement in community activities. A young person will make an attempt at obtaining these things even if it is in a way that is ultimately self-defeating. Some of these things include a network of support, something they're "good at" or a reputation, acceptance, real choices, and freedom to be who they want. Cultural Community Development processes support each of these ends and work to promote resiliency in youth.

BACKGROUND RESEARCH

Resiliency, while not a science, has been studied and reported on by various agencies and institutions and some common ground has been established as to what promotes it. In *Time Magazine*, Christine Gorman wrote "there are concrete things you can do to help a child grow up to be a relatively happy and successful adult. Indeed, as the more innovative children's programs in the U.S. demonstrate, many of the same elements show up again and again." (Gorman A54). Several elements are outlined touching on things from finding something that you're good at to advocacy, others' interest in a youth's development, and introspection. In particular, "Youth who are resilient have often found something to be better at than anyone else. It also helps to have in your life someone who believes wholeheartedly in you. The point is to take an interest and maybe have an expectation or two. Studies show that boys even more than girls need that external, emotional support and often fail to succeed without it. Another common thread among adults who rebound from adversity is that as children they were required to help others. Selfless acts that have no apparent reward... seem to give children some perspective on their lives. Resilience is real, but it is not inevitable." (Gorman A54) Other factors that are known to contribute to the resiliency of youth are present in research-based positive youth development approaches.

Positive Youth Development approaches do not work to "fix" the things that are problematic with young people but instead strive to provide an environment that supports the best possible scenario for youth to give and receive. HelpingAmericasYouth.gov tells us "positive youth development is an approach that focuses on young people's strengths rather than their weaknesses. Many adults tend to view youth as 'problems' to be solved, rather than as assets who can contribute much to their communities." (Helping America's Youth, "Positive Youth Development") By providing opportunities to be engaged, to be presented with choices, and to make decisions youth become vested in the outcome and learn valuable developmental principles in the process. These opportunities are part of the core of Positive Youth Development.

According to developmental theorists and research based approaches to youth development there are several key developmental needs of young people that include creative expression, self-exploration and definition, meaningful participation, positive interaction with peers and adults, physical activity, competence and achievement, and structure and clear limits. Programs that have a record of promoting and being consistent in the above principles show strong developmental outcomes. A major study by the Rand Corporation on the cost-benefits of youth development programs concluded that, dollar for dollar, well-targeted positive youth development programs were able to reduce crime five times as much as traditional incarceration programs. This is a testament to the methods of cultural community development in the processes of physical media projects that support the healthy development of youth as well as adults and communities in general.

Physical media projects can also be an easy sell to otherwise difficult to reach young people in urban communities. These initiatives benefit from the ideas about how people are impacted by visual messages being presented and, in particular, that youth are especially drawn to large-scale art installations that they are involved in as a source of inspiration.

CASE STUDIES

The Alley Project: Participatory Design

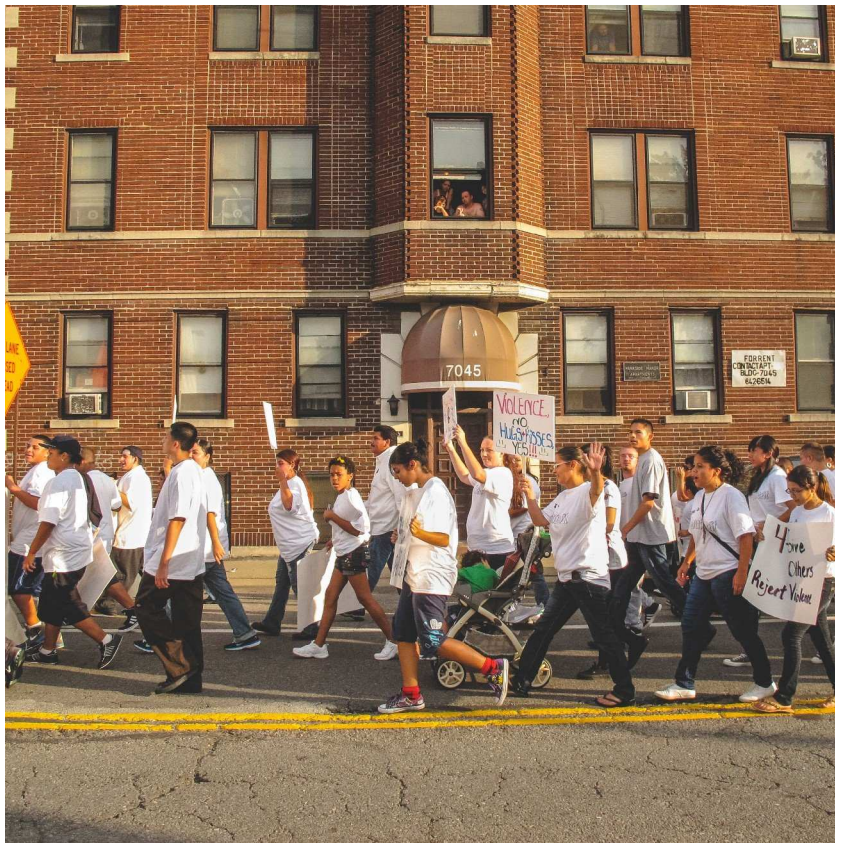
The Alley Project (TAP) Gallery is a community-based public art space on the southwest side of Detroit. Its mission is to provide a place to facilitate the themes of creative expression, positive youth-adult partnerships, structure, and community responsibility. TAP includes a garage converted to host a studio and gallery space, two lots serving as a common art space, and an alley spanning one city block with murals installed on garage doors. In these spaces youth and community members can create, show, and/or see street art in a way that is *l*egal, safe, and supports learning and relationships.

From its inception, The Alley Project was an asset-driven response to community-identified needs. In 2004, in collaboration with a neighborhood-based youth group, Expressions, several residents donated the use of their garage doors to youth who wanted to paint but did not have a safe, appropriate location to do so. With four garages to use as a canvas, established artists would spend time in The Alley with the youth sharing time, information, and resources. Relationships were being built between the artists, the youth, and the neighbors and sharing and learning became a regular byproduct. Over time, word about the space spread. This attracted new youth. But new relationships were not being built at the same rate that the word was getting around and it was estimated that between 35-50 youth were using The Alley each month. The result was that the frequency of use of The Alley was not supported by its physical design.

It was at this time in 2008 that neighbors, artists, youth, and service providers assembled a stakeholders group to talk about what was going well in The Alley and what needed improvement. From these conversations identified needs evolved in to a to-do list while

identified assets became the tool box used to get them done. Their plan was to embark on a participatory design process to develop the physical environment in The Alley to support safety, relationship building, learning, and the viewing, creation, and exhibition of art. Through a non-traditional funding stream, Community + Public Arts Detroit (C+PAD), artists and community members together were able to secure $38,000 to support their year long participatory design and build process resulting in the creation of TAP.

Between the fall of 2010 and 2011, The Alley Project made significant strides toward its vision through the design and build process together with affected populations. Twenty-three artists created 29 murals spread over one city block covering garages, frequently vandalized walls, and fences. Each of these installations included a workshop where youth and neighbors were invited to meet the artists and learn



about artistic process and discuss new ways to utilize The Alley. These workshops eventually reclaimed 2,800 square feet of visual space for public art during this time. Currently the stakeholders and new visitors gather weekly at TAP to enjoy its space and celebrate its mission. A sample TAP participatory design workshop is included in the appendix following this section.

Southwest Pride: Organization through Digital Media

'Detroit Southwest Pride' (DSWP) is a community-driven initiative in Southwest Detroit focused on the identification and care of locations in the community suffering from blight. The group's founders and volunteers are especially intentional to solicit input from the community in discovering blighted locations that affect the safety of the community's youth and families as they travel to and from school on foot. In addition to community clean ups, Southwest Pride is currently creating a group through which youth can be involved as community volunteers and also plan and host social events for other youth.

The group was initiated as a response to online narratives that were largely driven by former members of the community referencing the community's lack of desire and ability to create positive change. These narratives often referred positively of days of long ago in the community as the last time the neighborhood experienced community commitment, good neighbor practices, and a willingness to take responsibility for community issues. The founders of DSWP responded to the negative perspectives by organizing a Facebook Group dedicated to connecting people and organizations who are committed to the neighborhood and proud of southwest Detroit's past, present, and future. In the beginning the group's founders got together through Facebook and within a month's time had amassed an online following of over 300 people.

Since its inception, DWSP has carried out over a dozen

community clean ups, a youth dance, and is developing their by-laws and board of directors toward incorporation as a not-for-profit organization. They are maintaining an ever growing online group of concerned and involved members who profess their deep care and concern for the community in word and deed. Each event that DSWP has hosted has attracted the required number of volunteers and supporters to successfully carry out their goal. Neighbors, former residents, community organizations, neighborhood businesses, and local artists have all chipped in to create and sustain a movement that is making a difference to the youth and families that walk to and from school each day. In this way, they have proved to the authors of negative narratives that their's is not the whole story. Detroit Southwest Pride is using digital media to display power in the marriage of technology, passion, and action.

Candy Chang's 'Before I Die' or 'Hello, Neighbors'

Candy Chang's 'Before I Die' initially transformed one wall on one underutilized building front in a New Orleans neighborhood in February of 2011. The building was converted in to a community blackboard with the simple charge of engaging passers-by and displaying their comments. During and after the process of being filled out the building itself becomes a living public art piece that not only collects voices but also presents them to others in a fashion that begs for recognition. The final product is ornamental and it celebrates the location and perspectives that made it possible. It is actually a record of its own processes. This is one smart piece of art.

The project is an interactive art installation that transforms formerly underutilized spaces into hubs of activity collecting individuals' perspectives on a topic. The comments left complete the sentence: "Before I die I want to..." For all intents and purposes, 'Before I Die' is a community engagement tool. Upon visual introduction, an individual goes from being interested in the project, to being informed by it, then to engaging with it on their own terms and, finally, affecting its outcome in the process. What exists in the aftermath is

a collective action that serves a participatory purpose, builds relationships, sends and receives information, and enhances place visually.

Since its inaugural wall, the project has sparked interest in communities across the world leading to the reproduction of this crowd-driven community engagement tool on several continents and in multiple languages. Through the Civic Center, a creative community solutions collective in New Orleans co-founded by Ms. Chang and her colleagues, groups and individuals can order 'Before I Die' tool kits. The tool kits aid in the creation and implementation of a successful campaign to "humanize blank walls and turn them into valuable spaces made for and by the neighborhood." (Chang, "Before I Die I Want To Bring Peace of Mind To My Mom.") While the tool kits are focused on the topic at hand, the process lends itself seamlessly to the wider task of soliciting the feedback of neighbors and others on any number of topics or questions.

workshop agenda and feedback 02-03
image study thumbnails 04-09
signage concept collage and feedback 10-12

THE GALLERY project

Signage and Environmental Graphic Workshop
February 26, 2011-1200-200p, The House

000-050 How Does Font/Signage Affect Everyday Life?

Introduction: Why talk about fonts, signage, graphics, and environment? (5 min)

Discussion: Talk about a favorite store with each participant.
What is your favorite store? Why? What does the store sign and ads look like? How do they make the store look like something you and people like you would enjoy? What are some things that are the same from store to store in different locations.? (15 min)

Helvetica Film Trailer: Talk about impressions, thoughts. (15 min)

Discussion Continued:
After watching the trailer, what do you think about your favorite store? Do you think you could recognize it from far away? Why or why not? Where do you look in the store for information? Does the store interact with a website/flyer/magazine or something else outside the store? How? What do the bags look like? Can you recognize them in a crowd? How much of this do you think is on purpose? (15 min)

050-080 Intro to Fonts and Environmental Graphics: Images

Give each participant flip book of samples from each environment/application.

Review collection of images (digital) that illustrate a variety of uses of fonts and environmental graphics including way finding. (15 min)
Public Space - Service:
NYC Subways, Road Signs, Public Vehicles
Public Space - Commerce:
Building signage, Museums and Public Art, Ad Campaigns
Private Space – Home and Print
Books, Addresses, Magazines
Iconography and Other Signage
Men's & Women's Room, Telephone, Road Signs, Braille, Other Tactile and Audible Signage, Environmental Applications

Ask them to look through their flip book of images and make any notes on the backs of images about things that stick out to them that they notice, dis/like. (15 minutes)

080-120 Font/Graphics Feedback

Hand out 'Signage Workshop Feedback Questionnaire' to be completed and returned next week. (5 min)

Create 'Workshop Feedback Collage' by taking images out of flip book and sticking each image to one of two sheets: USE IN TAP GALLERY, DON'T USE IN TAP GALLERY. Also the sheet is divided into three areas... 'I Believe Strongly', 'I Think So', 'Maybe'? (20 min)

Discuss placement and impressions of created collage. (15 min)

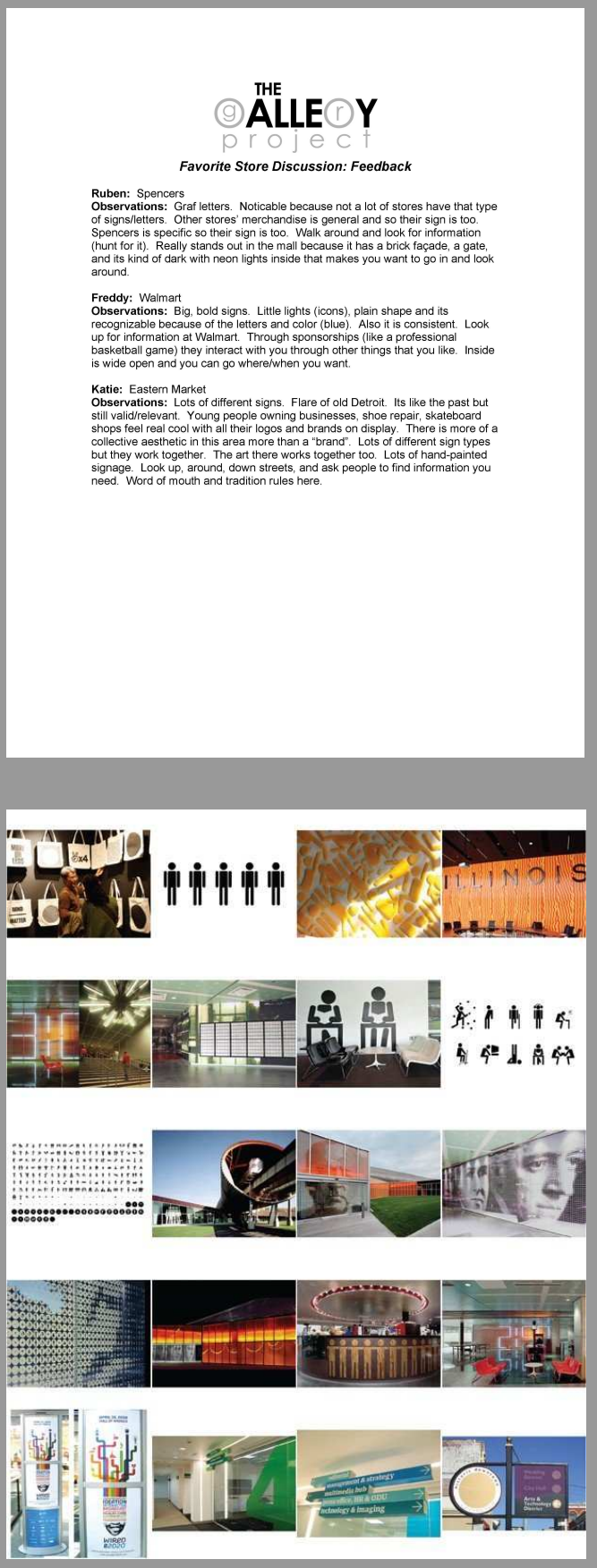
THE GALLERY project

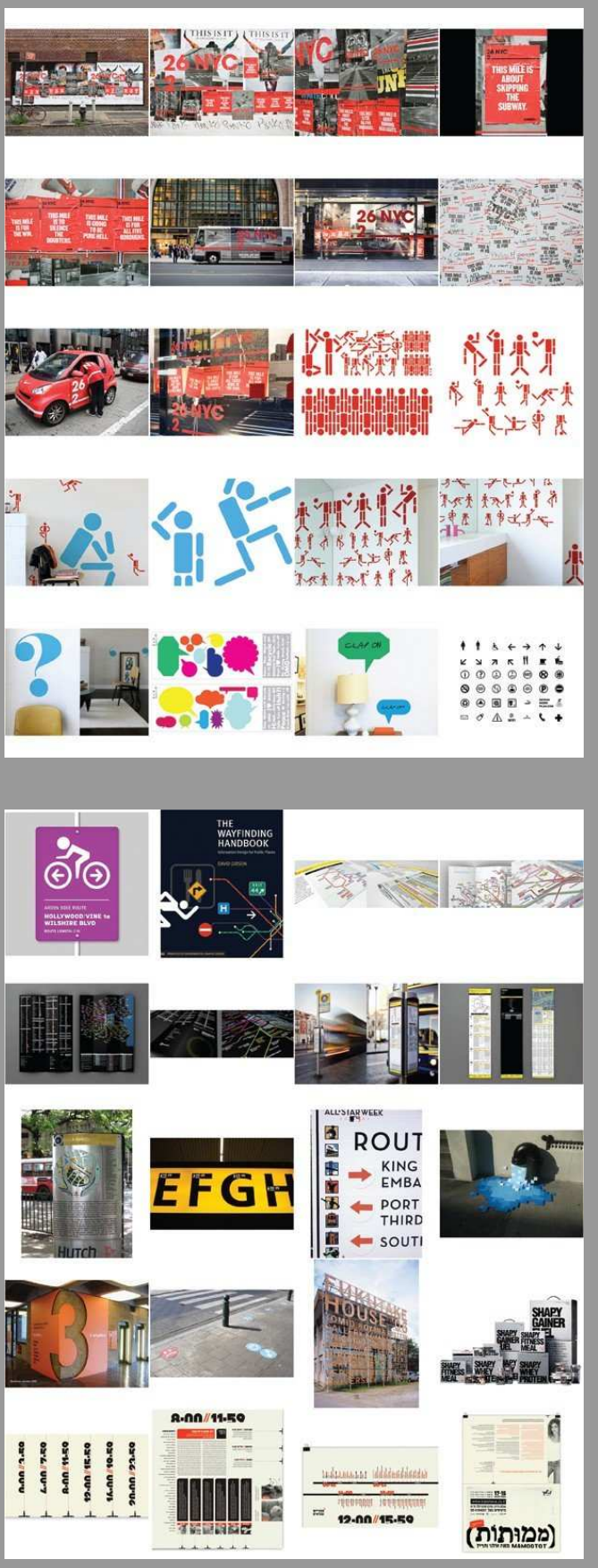
Favorite Store Discussion: Feedback

Ruben: Spencers
Observations: Graf letters. Noticable because not a lot of stores have that type of signs/letters. Other stores' merchandise is general and so their sign is too. Spencers is specific so their sign is too. Walk around and look for information (hunt for it). Really stands out in the mall because it has a brick façade, a gate, and its kind of dark with neon lights inside that makes you want to go in and look around.

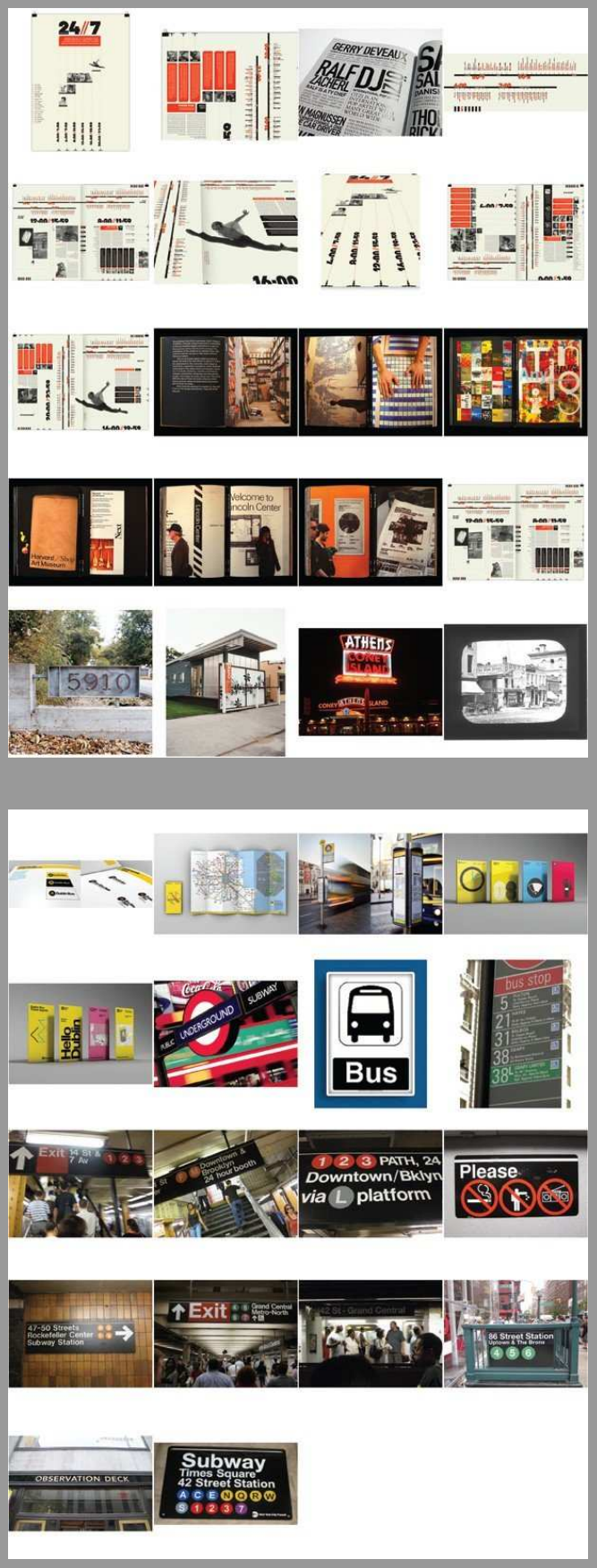
Freddy: Walmart
Observations: Big, bold signs. Little lights (icons), plain shape and its recognizable because of the letters and color (blue). Also it is consistent. Look up for information at Walmart. Through sponsorships (like a professional basketball game) they interact with you through other things that you like. Inside is wide open and you can go where/when you want.

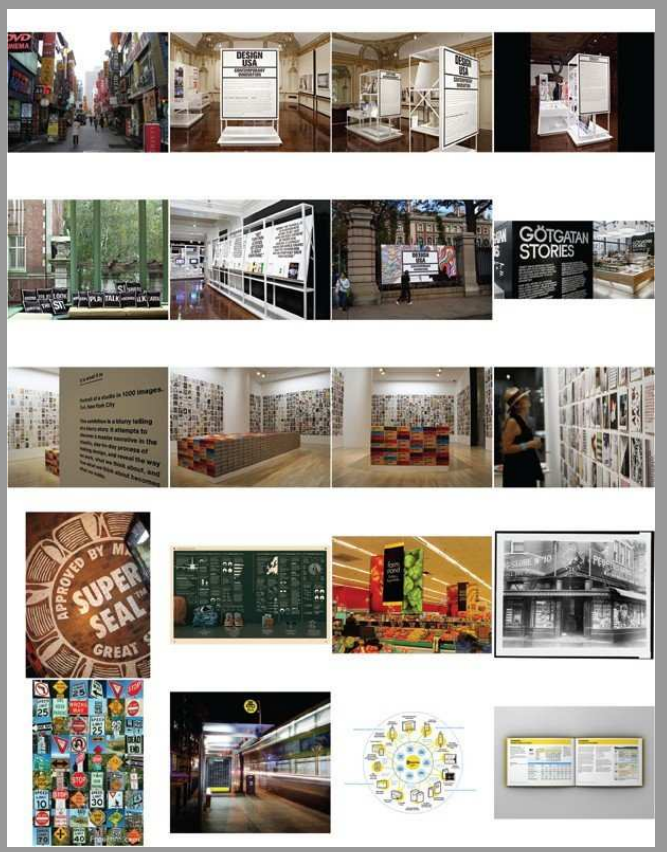
Katie: Eastern Market
Observations: Lots of different signs. Flare of old Detroit. Its like the past but still valid/relevant. Young people owning businesses, shoe repair, skateboard shops feel real cool with all their logos and brands on display. There is more of a collective aesthetic in this area more than a "brand". Lots of different sign types but they work together. The art there works together too. Lots of hand-painted signage. Look up, around, down streets, and ask people to find information you need. Word of mouth and tradition rules here.

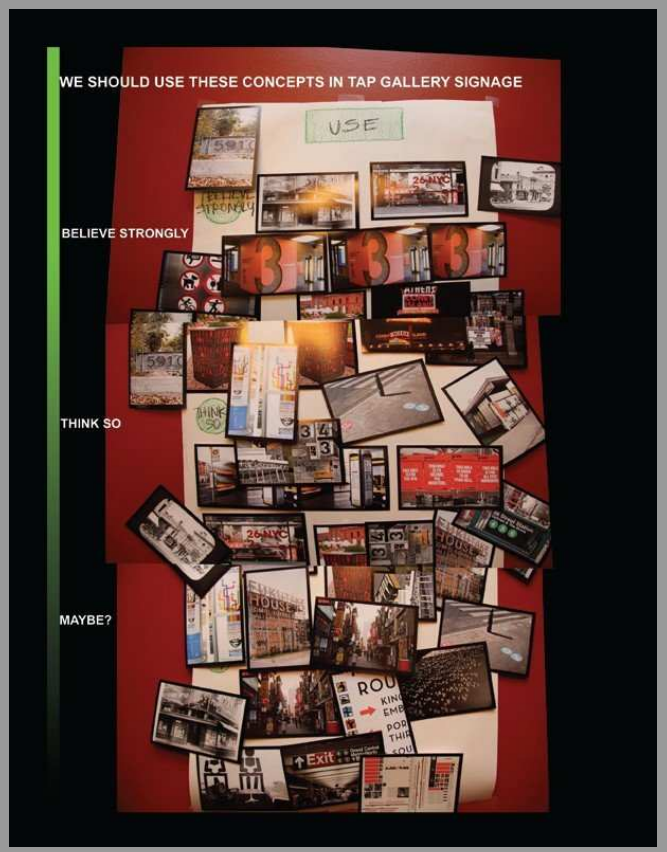


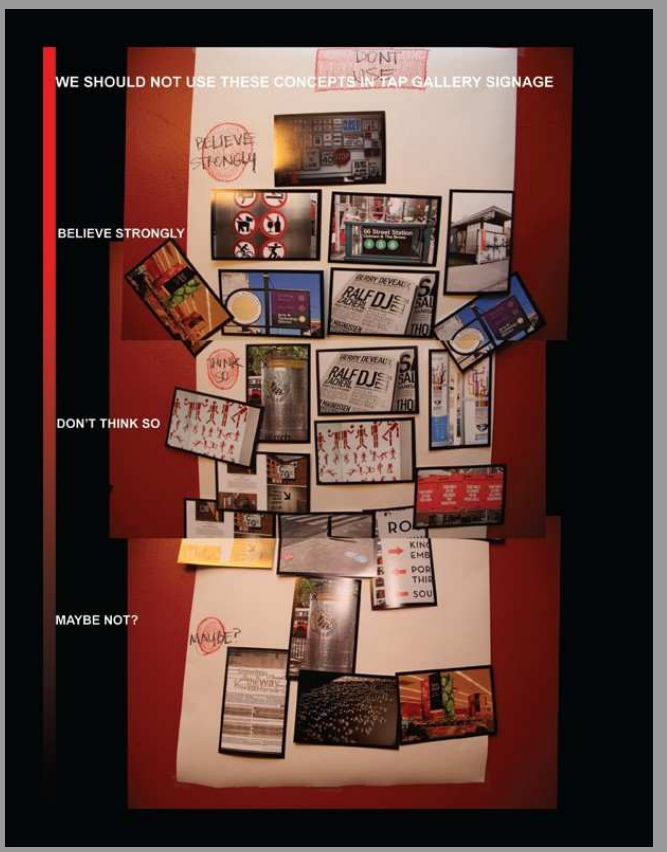


APPENDIX: TAP SIGNAGE WORKSHOP









01. Hand painting-signs is important to people who live in the time.
02. Like that there's a picture in the background that would get someone's attention.
03. GREAT!
04. I like the 3D element of this sign. BIG/BOLD
05. I like how the 3 has a curve.
07. I like the way the colors red, white, and black go with the chrome on the elevator.
08. 24 hours of info! 1950's look is fun.
09. Art with info works well!
10. A piece of art that is text.
11. All sides/LIKE!
12. Custom to environment!
13. RED is nice!
14. I like this as a piece of art, not a sign.
15. The colors and design make the sign stick out.
16. Fun/Info
17. Lots of info. Great use of busyness.

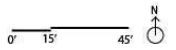
01. I do not like this signage. It is OPPRESSIVE.
02. Not creative enough. We can do better than this.
03. Not COOL.
04. TOO MUCH.
05. Too much.
06. I like the way it was laid out. Again red, white, and black are great colors! I disliked the image for TAP because paper wouldn't work.

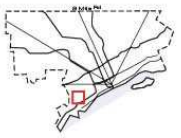
PHOTO ESSAY: THE ALLEY PROJECT (TAP)

Site

Master Plan

Key
- Programmed Space
- Open Space
- Seating
- Painting Surface
- Signage
- TAP Gallery Components
- Area of Activity





Elements
- biking
- bike rack
- digital media
- document
- create
- gallery
- garden
- green space
- seating
- social justice
- volunteer
- walk
- workshop

TAP (The Alley Project) includes a walking gallery along the alley that goes from one end of the block to the other with murals on garages and other surfaces, two lots that provide a common art space and seating for neighbors and artists, bike racks for youth traveling on two wheels, and a garage with a studio and gallery space inside. In this space youth and community members can see, create, and exhibit art in a way that is legal, safe, and supports learning and relationships.

Site

Statistics

The positive impact of the TAP Gallery can be measured in multiple ways. One way is through statistics. With the efforts of the community, volunteers and institutions TAP Gallery has been able to accomplish multiple successes.

- Over 2,800 sq. ft. of reclaimed visual space converted into public art.
- Over 900 sq. ft. of new public canvass was created.
- A 2:1 ratio of leveraged funding has been achieved.
  Every $1 funded matched with $2 of in-kind donations, price reductions, and volunteer hours.
- 1,400 volunteer hours were donated throughout the past year.
- 23 artists created 29 murals in the first year of the project.
- 5 youth leaders & over 30 youth in total were involved in planning and implementation process.
- 17 neighborhood residents actively engaged in planning and implementation process through 15 community meetings were held in a 12 month time frame.

* *Statistics provided by Young Nation*

Phase 1

TAP Gallery

TAP, The Alley Project, transforms a Southwest Detroit neighborhood alley into an inspirational graffiti art gallery. TAP does not create a place for viewing art alone (a typical gallery setting). It allows the opportunity to **make, view and display art.** The Design Center engaged a community of youth and neighbors to develop a strategy to transform the alley with a focus to cultivate the roadway and surrounding vacant lots into a public asset. The project has three main focus areas (1) the alley (2) the lot (3) the studio garage. The alley has become a walking gallery where the garages facing the alley are the canvas for art. Vacant lots will be transformed to allow additional art surfaces, places to gather and places to play. The main garage will be redesigned to accommodate youth. They will learn graffiti, art, socialize and have a place to make their own. Each component of the overall strategy reflects the need for architecture and urban design to be apart of a larger goal. TAP seeks to be a place for youth to grow in a positive environment that is further linked to surrounding neighborhood assets such as community centers, bike paths and parks. But most importantly, TAP provides the immediate need for a safe, secure and inspirational place for the community, centered on **youth, art and culture.**

prepared for youngnation.us

DCDC Detroit Collaborative Design Center University of Detroit Mercy School of Architecture

July 2011

The Outcome

2009-2011

Make, View & Display

It's about...
- Transformation *of People and Place*
- Engage *the Environment and the Community*
- Acknowledge *the Artist*
- Cultivate *People and Place*

Make

Display

View

Process

Workshop 1

Feedback Session

Youth Signage Workshops
Studio Luevanos Design Meetings
Studio Luevanos Build Days

Build Days

Open House

Following Days

JiREH
FOTO
2014
Believe.
Achieve.
Succeed.

PHOTO ESSAY: THE ALLEY PROJECT (TAP)

Valucraft

PHOTO ESSAY: THE ALLEY PROJECT (TAP)

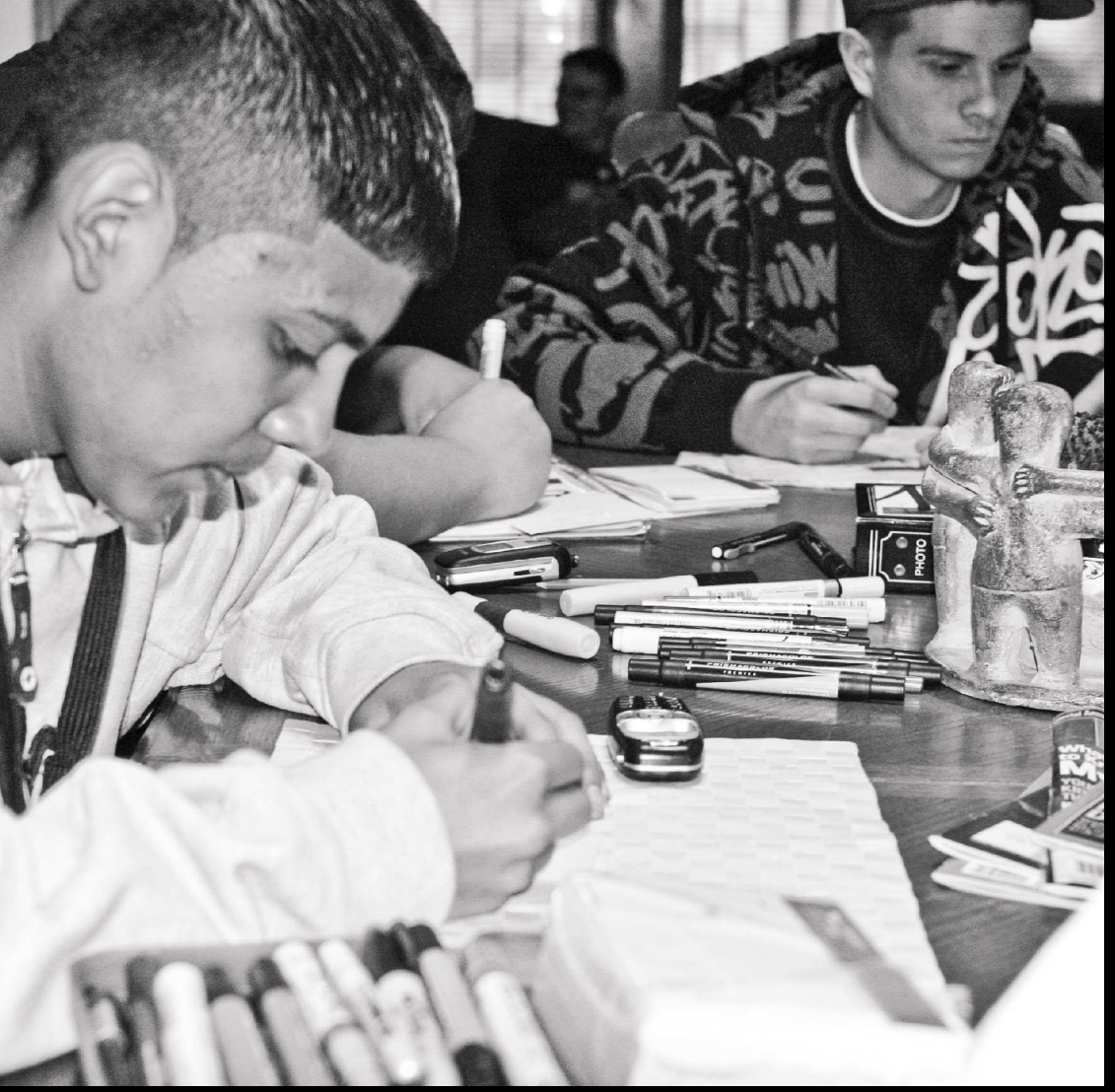

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PHOTO ESSAY: THE ALLEY PROJECT (TAP)

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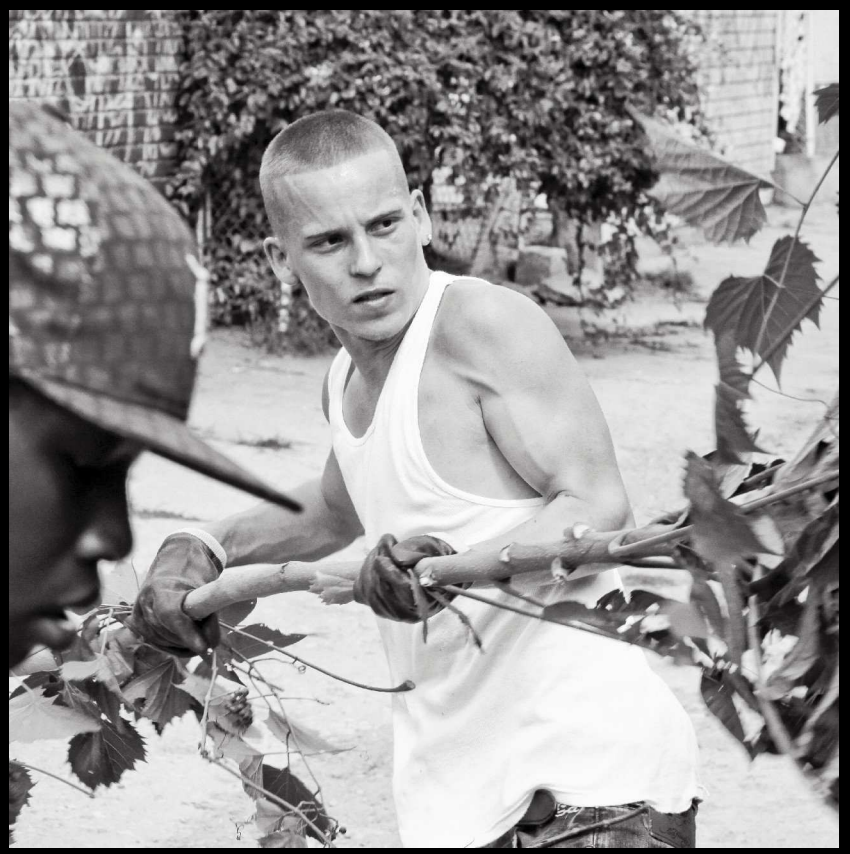

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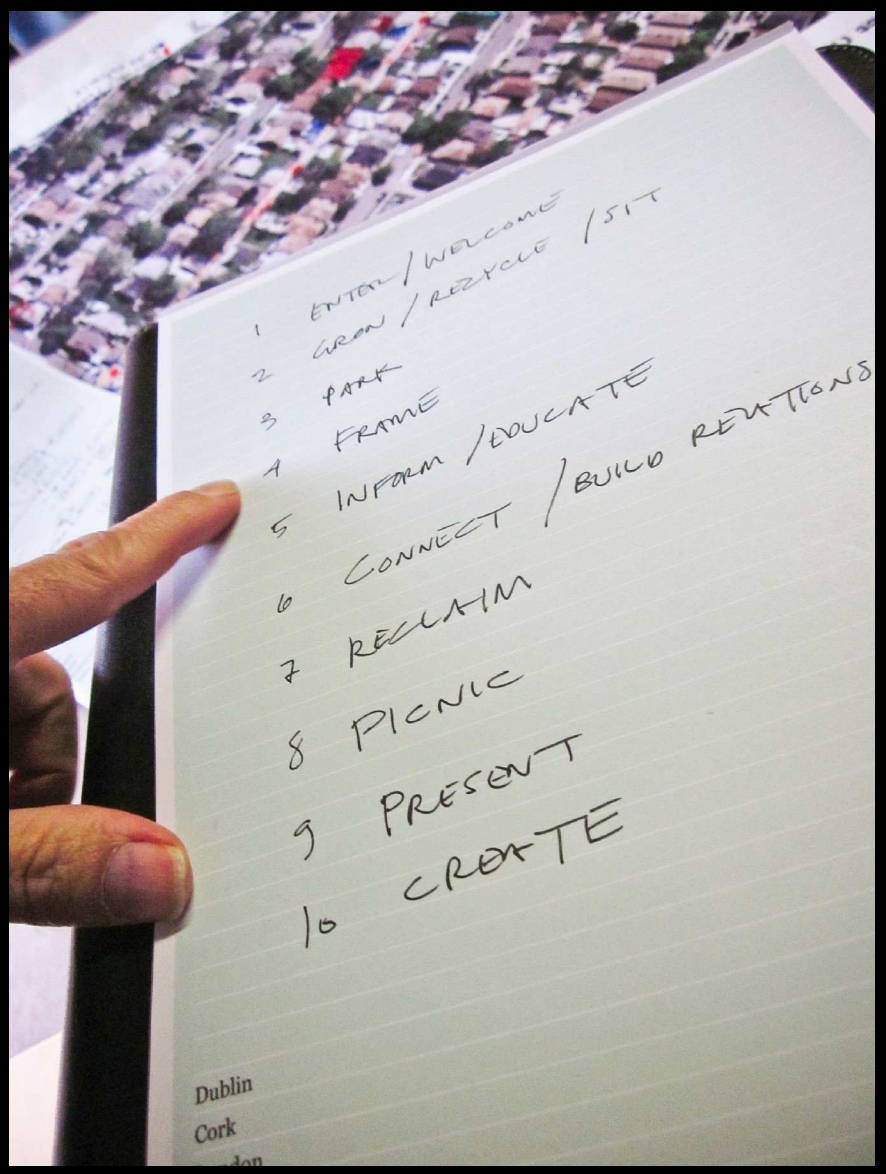

CONNECT/
BUILD
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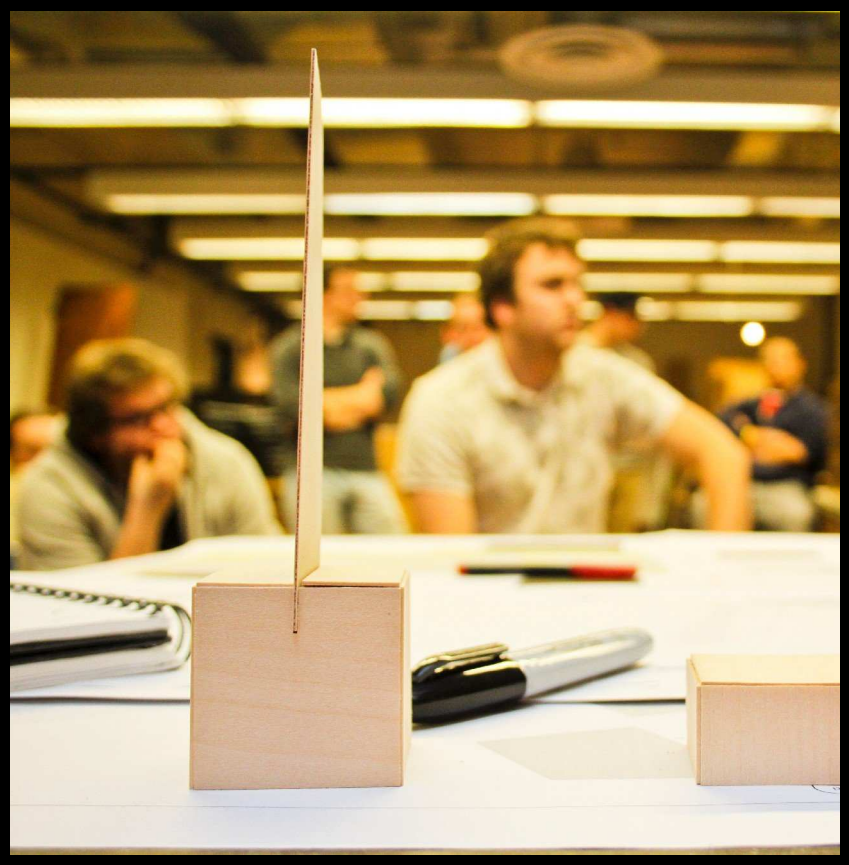
PHOTO ESSAY: THE ALLEY PROJECT (TAP)



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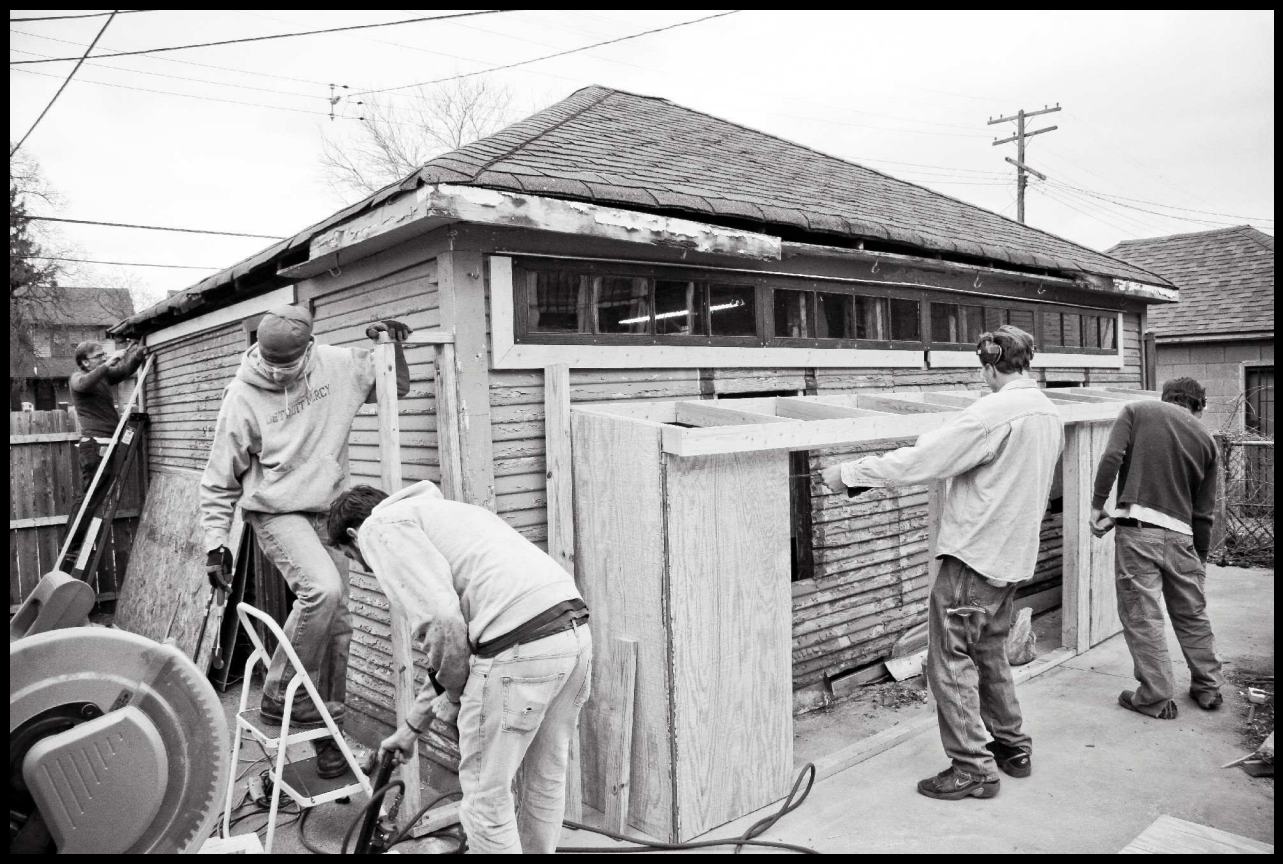

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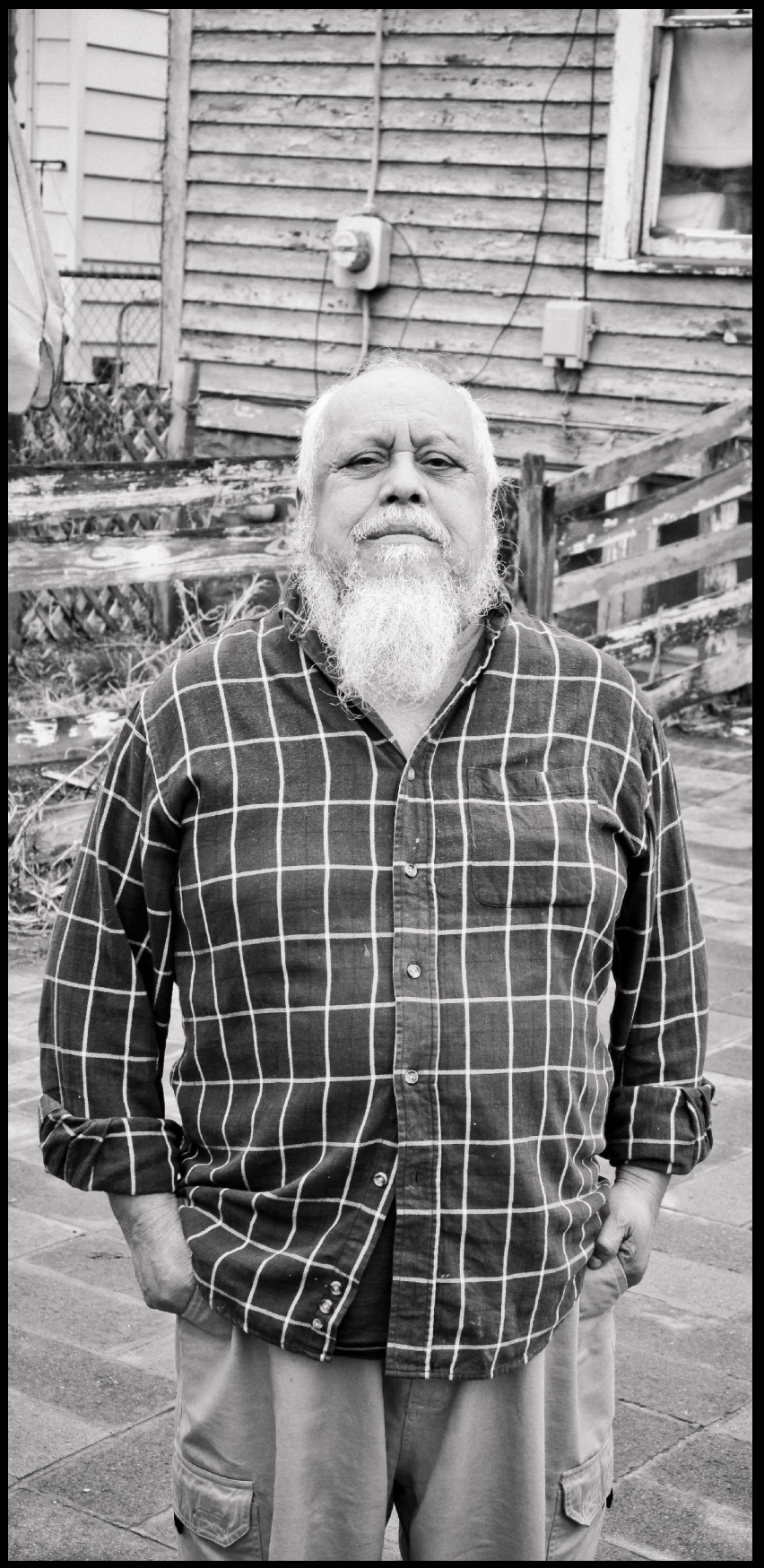

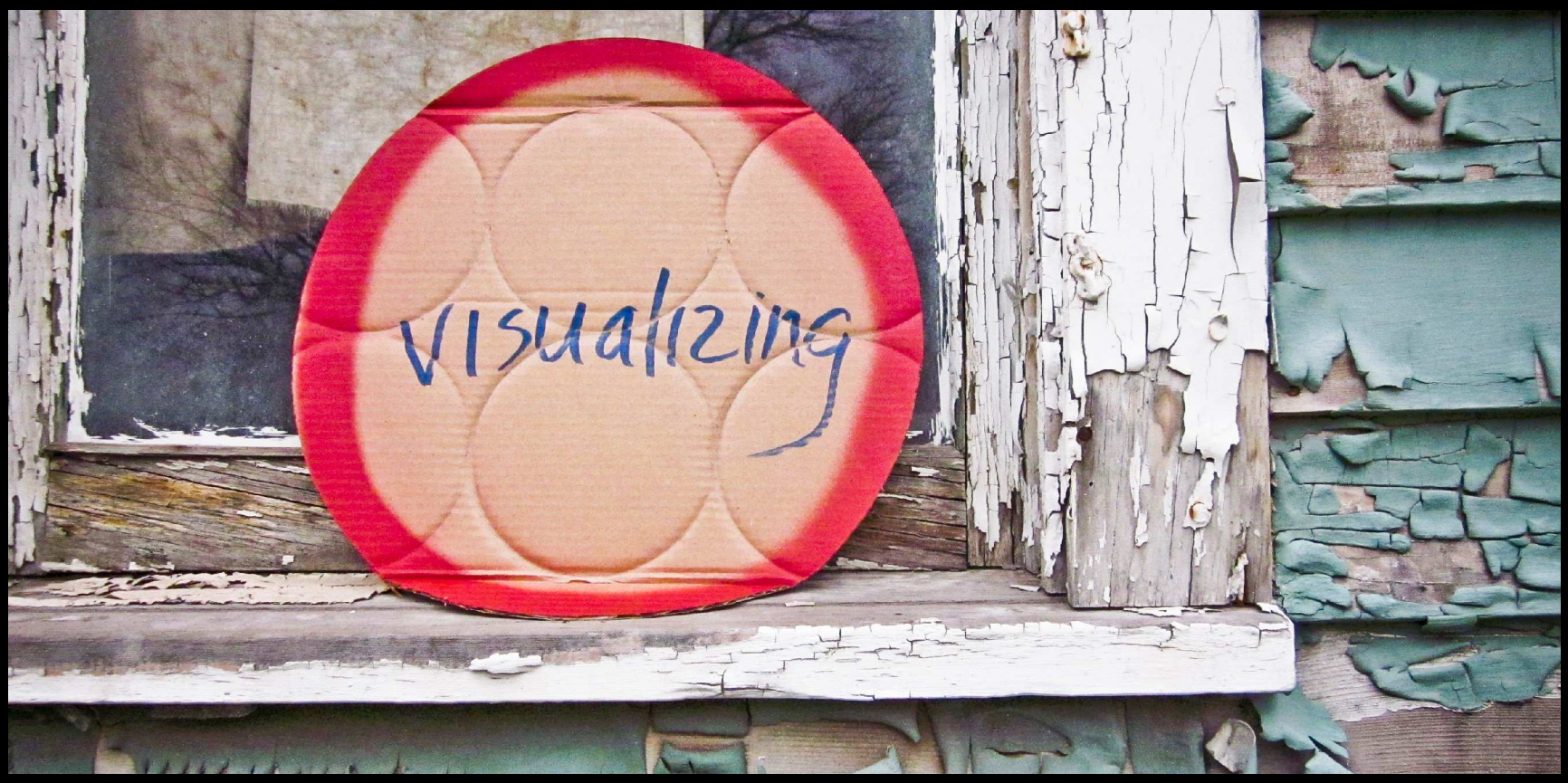
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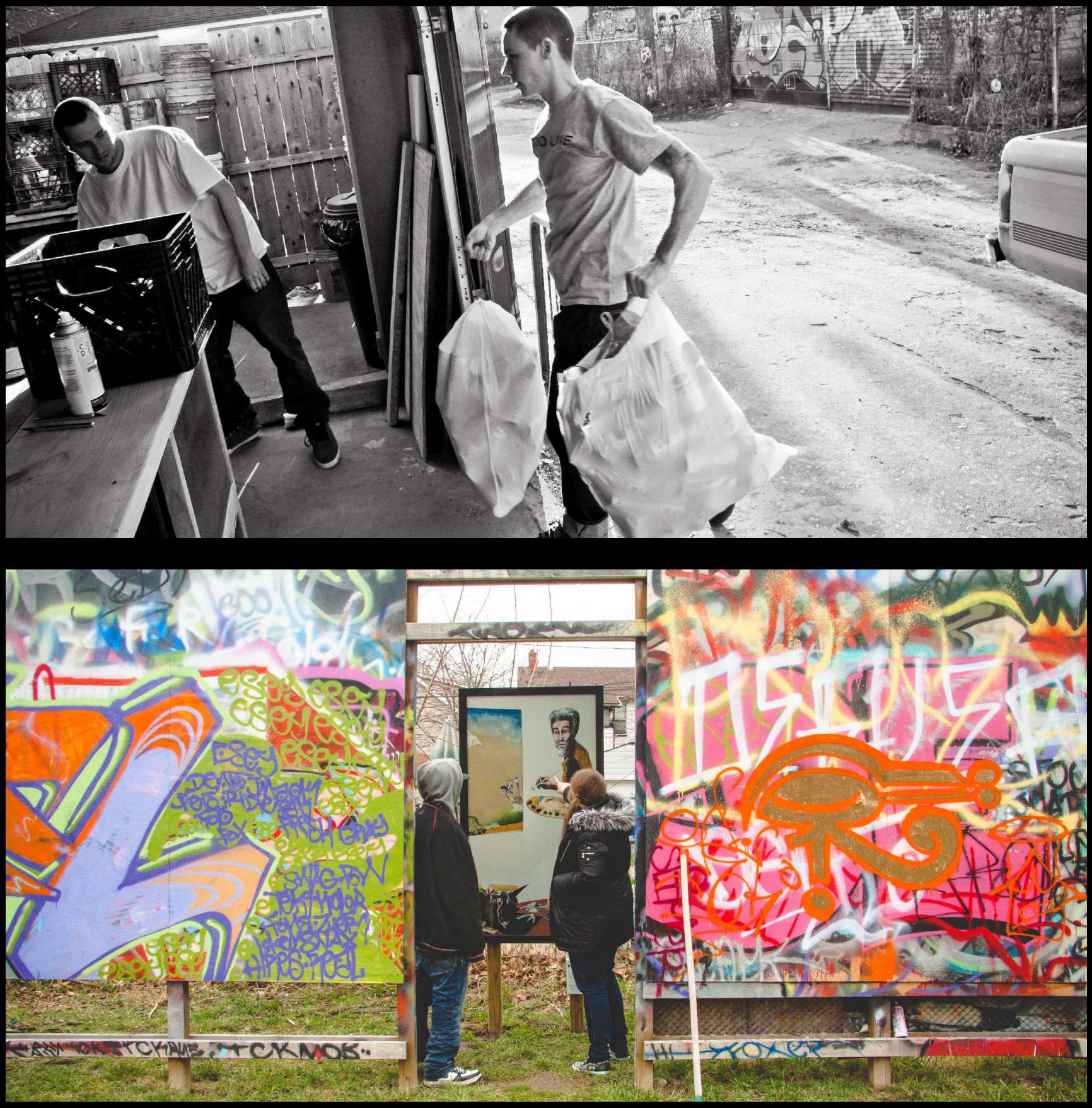

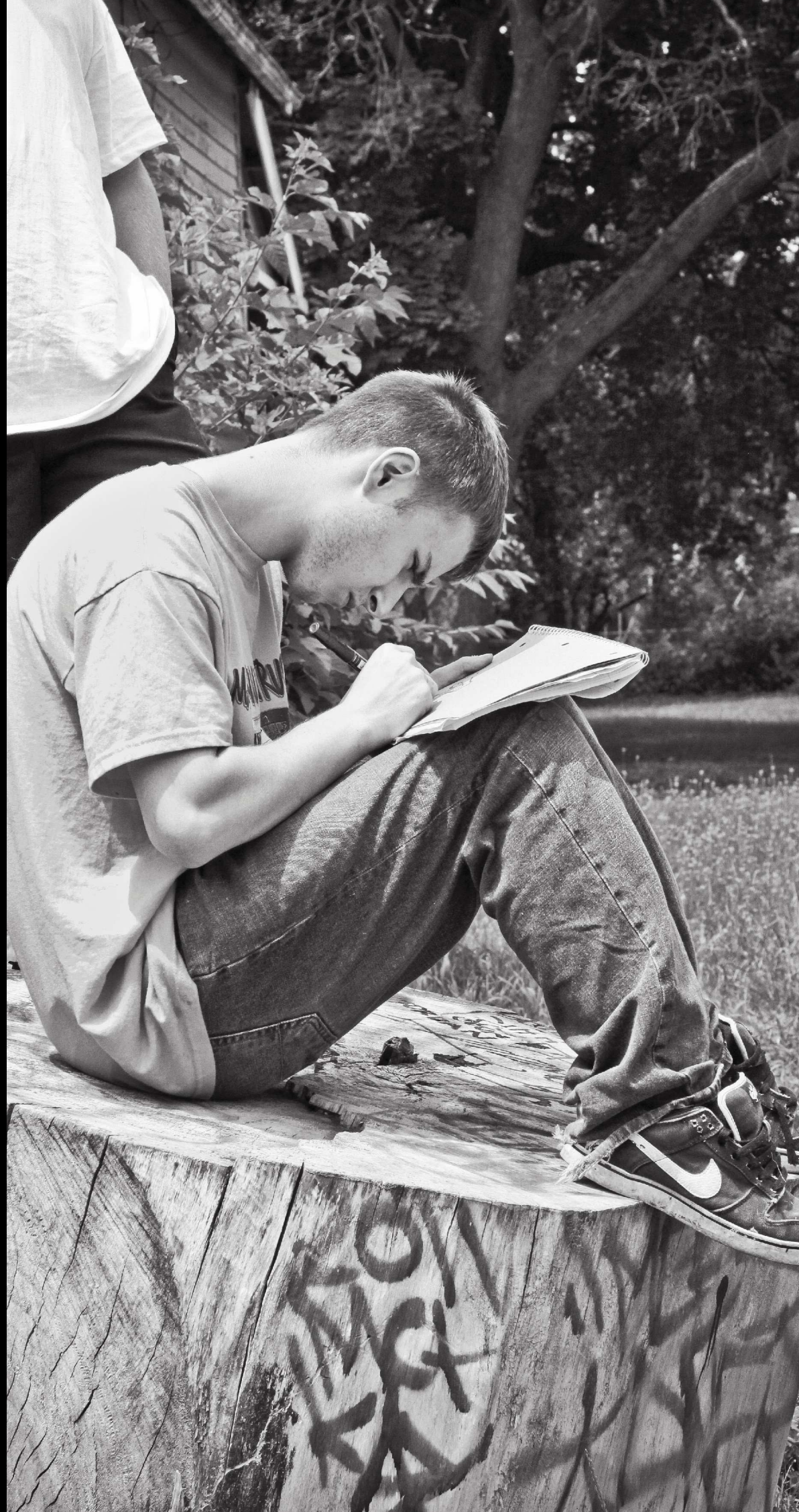

PHOTO ESSAY: THE ALLEY PROJECT (TAP)

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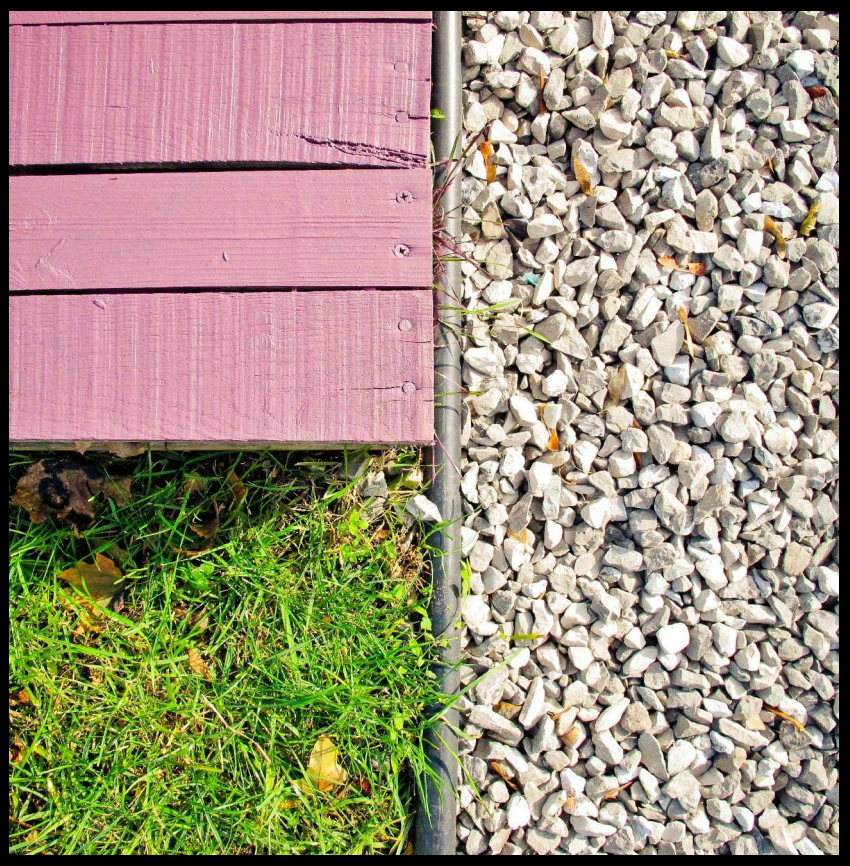

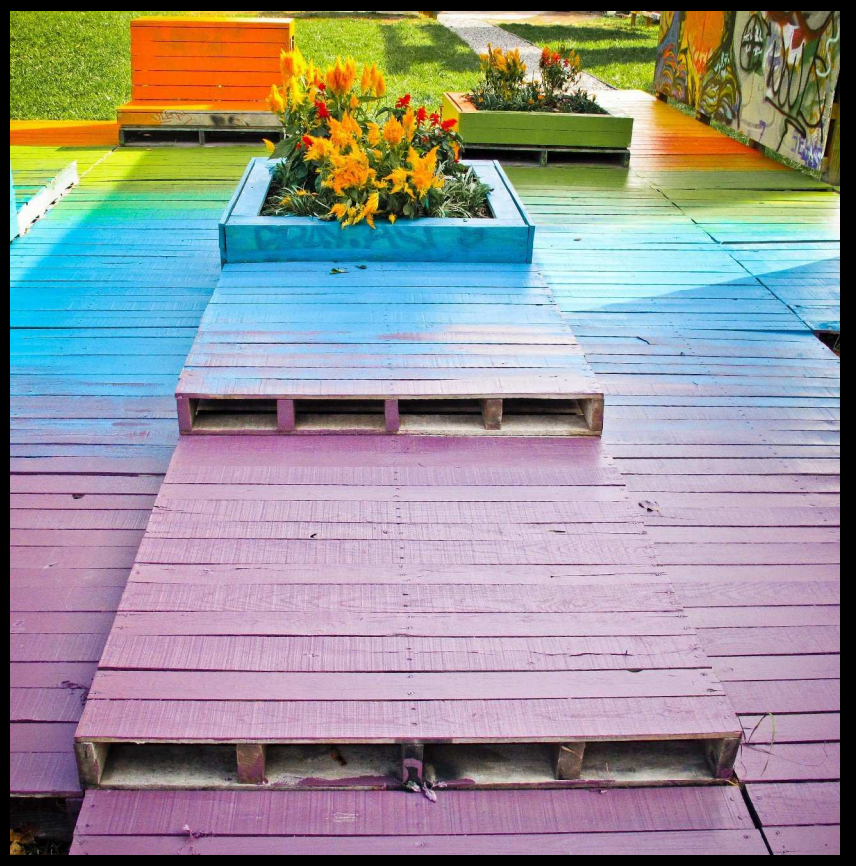

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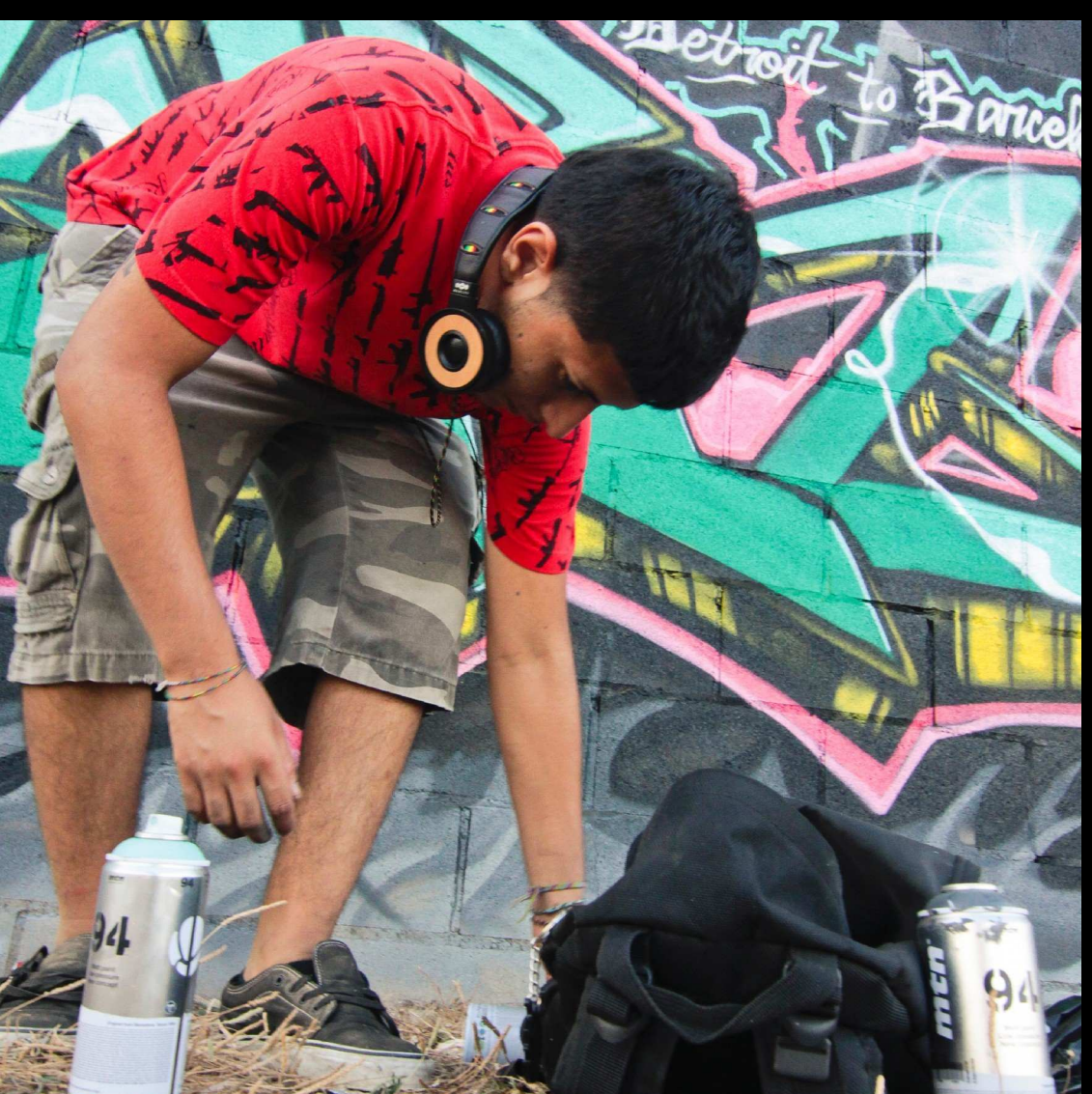
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PHOTO ESSAY: THE ALLEY PROJECT (TAP)

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PHOTO ESSAY: THE ALLEY PROJECT (TAP)

PART II: PROCESS AND METHOD

with Appendices

05

PART II: PROCESS AND METHOD

The initial step of this Capstone project was to survey the Springwells community. The project was based on an understanding of community conditions that were not previously documented. Therefore, a survey and a series of interviews were conducted with key resident informants across cultural, ethnic, gender, and age groups to begin to build a localized base of knowledge about development in Southwest Detroit as it relates to residents' awareness and engagement in community development processes. The surveys and interview questions appear in the appendix to this section along with a sampling of resident interviews with responses. Also several interviews were conducted with representatives from organizations who work in the neighborhood to promote the development of the individual and community in Southwest Detroit.

The resulting collection of information guided further empirical and narrative research about Southwest Detroit in general and, more specifically, led to study of the Springwells neighborhood. When available, demographics corresponding to the census tracts in the designated community were available they were assembled and when not, collaborations were forged with organizations that had conducted and organized some of their own collections of information on the same area. In addition to empirical data, visual ethnography and photographic survey of the physical qualities and conditions were conducted, again guided by the initial interviews. Eventually specialized surveys concerning Technology and Information, Community Engagement, and Community Health and Safety were developed to fill in gaps in information and further inform the foundation and direction of the Springwells Voice Initiative.

NEEDS ASSESSMENT SURVEY

The following statistics were collected through the administration of a "Community Engagement Survey" created by the Springwells Voice Initiative to learn about residents' feelings toward each other, organizations, and civic institutions. The survey analysis was conducted as the initial phase of this Capstone project to determine the following three key needs as they relate to community engagement:

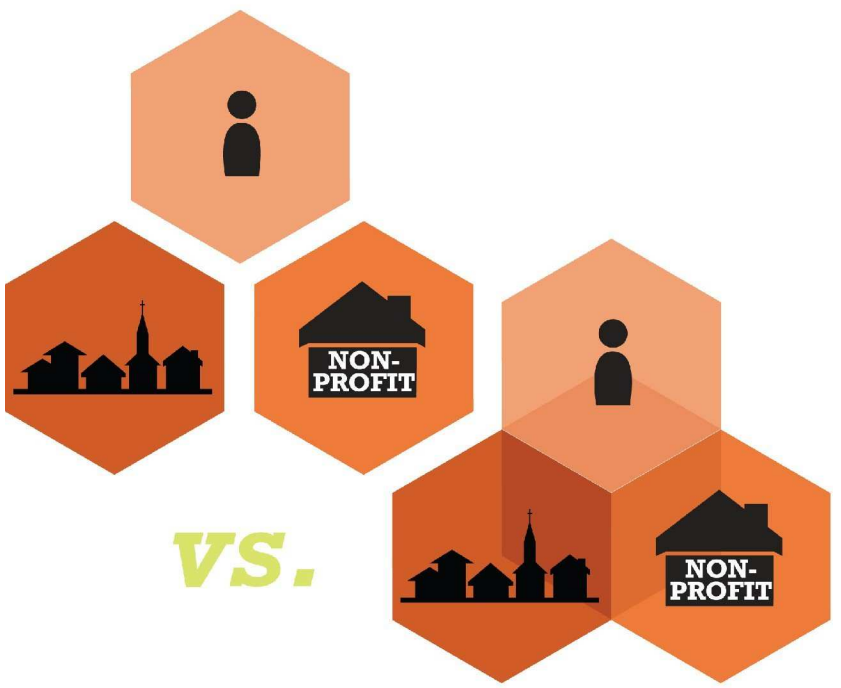
NEED 01: COMMUNITY DEVELOPMENT WITH COMMUNITY ENGAGEMENT

Finding: Residents' Connection to Nonprofit Organizations

Although community non-profits are responsible for significant developments in the neighborhood and state a desire to involve community input in their processes, more than half of residents surveyed indicated feeling 'Not At All Connected' to community non-profit organizations. Residents who do not feel connected to non-profit organizations were also likely to feel disconnected from other community groups and institutions.

Supporting Data

Fifty-seven percent of all respondents surveyed indicated feeling 'Not At All Connected' to non-profit organizations. This is more than half of the people who were, in fact, within the reach of the study conducted. There is a positive correlation between respondents' connection to non-profit organizations and how connected they feel to a number of community groups and institutions.



-The majority of respondents who indicated feeling 'Very Well Connected' to non-profits indicated feeling the same toward a range of community groups and, inversely, the majority of respondents who indicated feeling 'Not At All Connected' to non-profits indicated feeling the same toward the same range of community groups. These groups include community resources, elderly residents, elected officials, law enforcement, and volunteer opportunities.

-Respondents who indicated feeling 'Not At All Connected' to non-profit organizations are approximately twice as likely than others to feel the 'Not At All Connected' to school teachers, youth residents, and neighbors.

-Residents who indicated feeling 'Very Well Connected' to nonprofits are three times more likely to feel this way toward their neighbors and seven times more likely to feel the same toward youth residents.

Residents living within close proximity to physical development projects of community non-profit organizations indicated not receiving information about or opportunities to provide input in development processes or decisions. A community resident indicated, "*There is a lot of development. That's growing. But the community is not part of it.*" Additionally several residents who indicated having strong connections to community non-profit organizations and their neighbors, as well as displaying wide-reaching networks across the community, have been left in the dark about recent developments on their blocks. The same resident says, "*There is new housing on our block too. Who owns those? If we're interested in living there how would we find out how to do that? Who would we even talk to about it? There are no signs, there is no information.*"

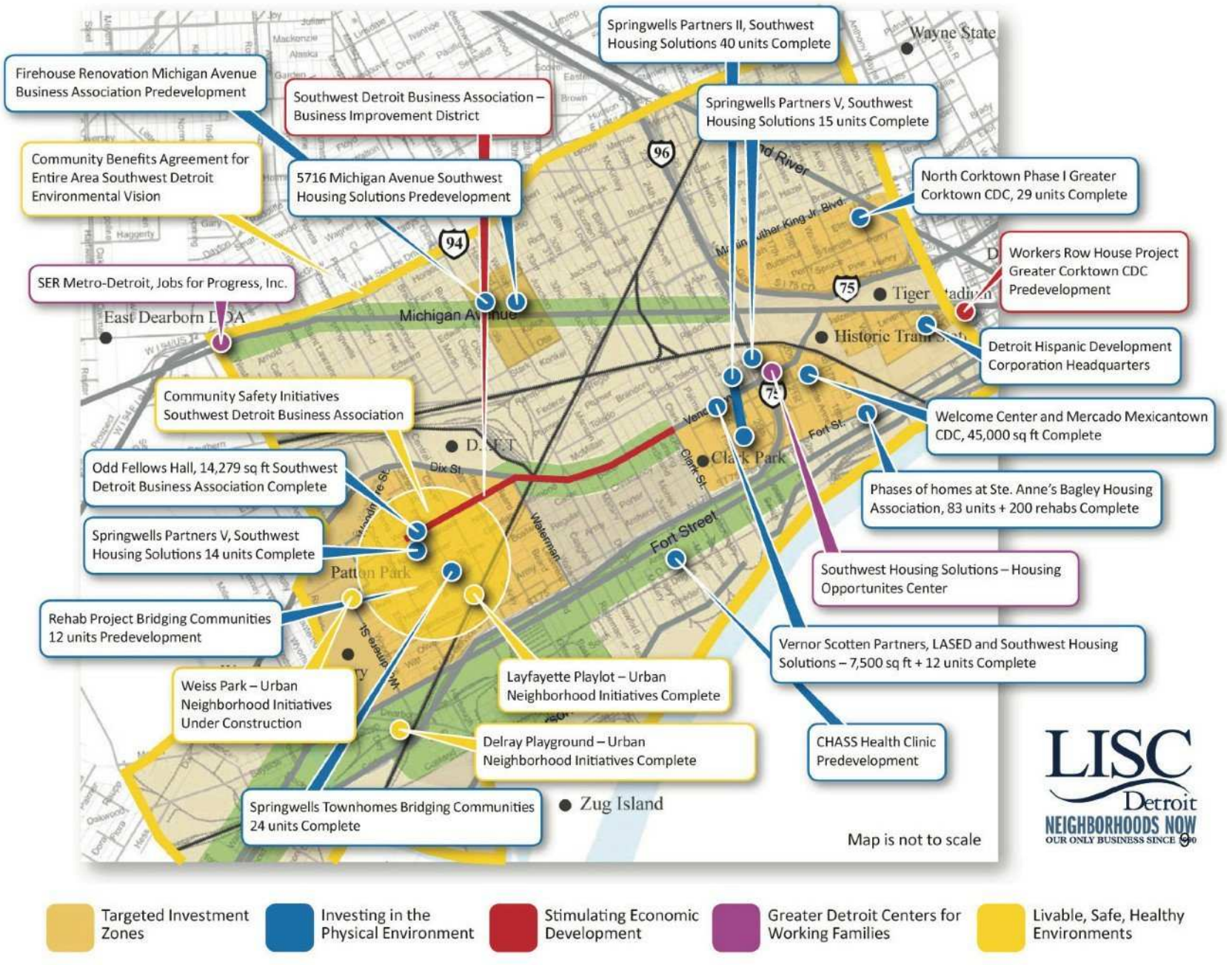
Implications

Community non-profits are responsible for significant community developments in the neighborhood. Community input in community development is imperative and beneficial, yet residents in the neighborhood indicated feeling disconnected from community non-profits. Non-profits can improve their connection to residents and their access to local knowledge and assets by working to improve resident-to-resident connections. This approach can efficiently and effectively connect non-profit organizations to residents and residents to the broader community by creating a loop of resource and information sharing whose value would be difficult to match with grant dollars.

In a city like Detroit where community non-profit organizations often perform many functions, comparable to that of civic institutions in other

LISC Investment In Southwest Detroit

This map reflects $50M in LISC Investment leveraged to a total of $325M for development in Southwest Detroit. Map and statistics compiled by LISC, 2009



communities, access to and relationships among community residents and non-profits are of primary importance to quality of life issues. This is especially true regarding non-profits that are involved in community development of neighborhoods in the city. For example, in the small area that constitutes the Springwells neighborhood alone community non-profits have planned and implemented more than $20 million in physical developments over the past 10 years. (Urban Neighborhood Initiatives 18-19)

The majority of these dollars represent no commitment or action toward involving the very residents of the community whom the nonprofits were said to be serving by planning the developments. Even though this does not necessarily demonstrate a lack of commitment to community residents, it does bypass processes that can confirm and celebrate their dignity. Exclusion of residents in programmatic and physical developments in the community stifles access to information and decision-making. It invites a variety of forms of opposition and exploitation through facilitating the marginalization of target and/or native populations. On the other hand, participatory processes work to share information, incorporate local wisdom, and build trust. Authentic versions of these processes find, engage, and consider the voices of all stakeholders in any design project. While top-down developments save time and money in the short term, they miss opportunities to affirm a commitment to processes that prioritize people and organizational missions over products and economic bottom lines. In the long term, dealing with a lack of community support for community developments costs significantly more time (and money) than would be required to involve target populations in development processes from the start.

The majority of residents surveyed in the Springwells neighborhood do not feel connected to community nonprofit organizations. In fact, on Carson Street where major developments by multiple community nonprofit organizations have commenced over the past 8 years, a community resident indicated, "*I would feel better and more comfortable with knowing what is happening on my own street at least. Even though I live here and am involved in my community I'm just not familiar. We seen them being built but we don't know much else. They need to communicate with us.*" These findings should be a matter of concern for non-profits' ability to engage the community in participation in developments in the community that they are overseeing. Stronger connections to neighborhood residents can improve non-profit organizations' capacity to involve the community in programmatic and developmental processes.

Nonprofit organizations can (and should) work to build and strengthen this connection with residents through a commitment to processes and initiatives that facilitate stronger connections between residents. Residents who do not feel connected to nonprofit organizations were also likely to indicate feeling disconnected to other groups and institutions in the community. According to findings regarding the segment of the community who *do* feel connected to nonprofits, improving nonprofits' connectedness to community residents can also facilitate residents' access to the wider community. This access, in many cases, supports the work of non-profit organizations' mission. It especially supports the mission of organizations who oversee community development processes and projects.

Working to strengthen residents' connections to other residents can effectively serve to build nonprofit-to-resident relationships while building the capacity of the community through stronger connections within itself. This work promotes an organized, connected base of community residents. In the process, value is added to an organization and their ability to work toward their

mission. The resources that are generated through the process of building and strengthening relationships

with people in the community (beyond an organization's immediate client or customer base) are difficult to match with grant dollars. The ability and commitment to do this often sets apart organizations that do a lot with a little from organizations that need a lot to get something done. When these relationships do not exist or exist only in silos, considerably more grant dollars may be required to start and then to maintain programs and initiatives. Often the work required to fulfill grant requirements cannot be performed efficiently without strong relationships in the community.

NEED 02: INCLUSION OF MARGINALIZED POPULATIONS' VOICES

Finding: Spanish-speaking Households

With our most popular current forms of communication and information sharing in the community we are missing considerable segments of the population, including those from primarily Spanish-speaking households. Even when the messages are presented in both languages the mediums we are using have been indicated by respondents to be accessed considerably less by this population (at approximately half the rate) than their counterparts from primarily English-speaking homes.

Supporting Data

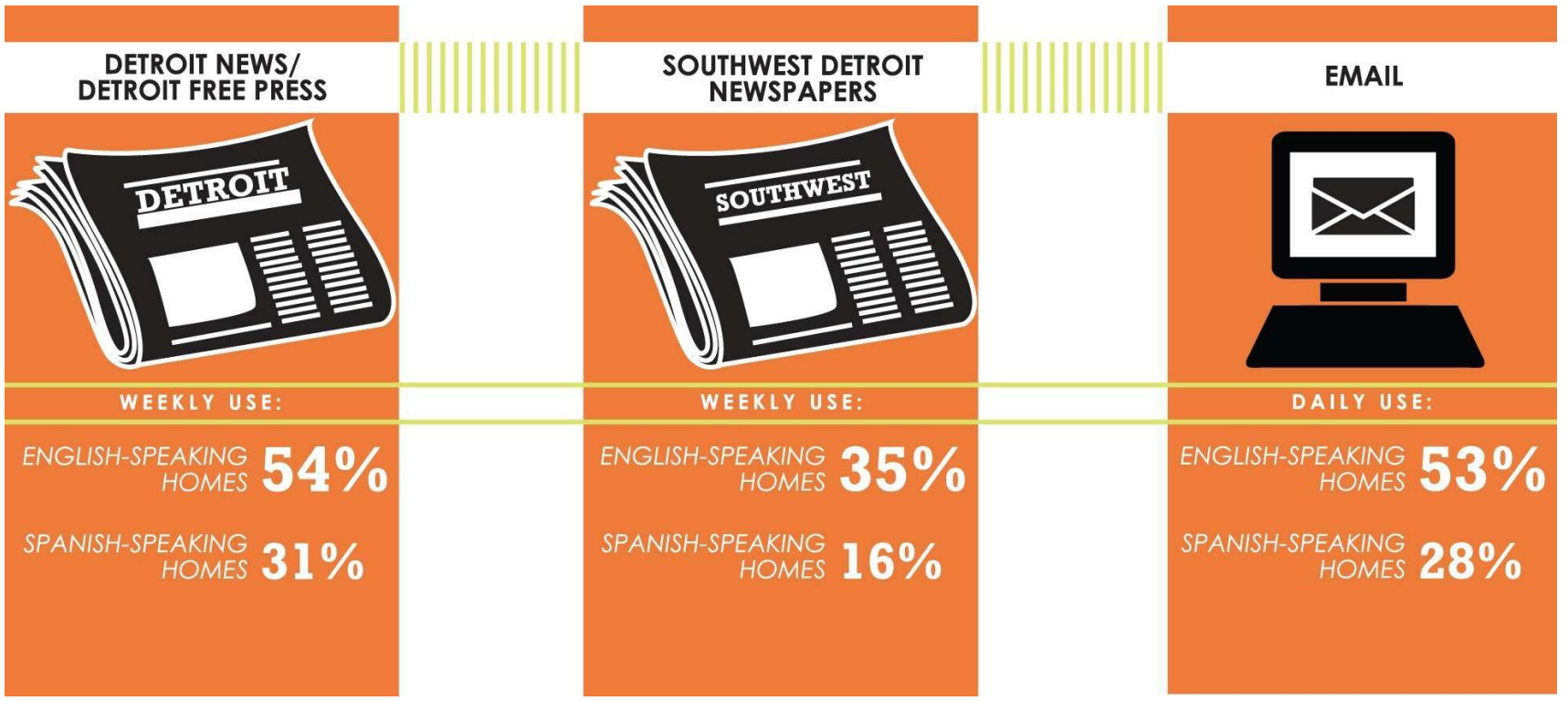
Fifty-four percent of respondents from primarily English-speaking homes indicated reading the Detroit News or Detroit Free Press at least weekly compared to 31% of respondents from primarily Spanish-speaking homes.

-Consistent with this, 35% of respondents from primarily English-speaking homes indicated reading local Southwest Detroit newspapers at least weekly compared to 16% of respondents from primarily Spanish-speaking homes. Respondents in primarily Spanish-speaking homes are only reading the local papers at about half the rate as the rest of the community.

-Similar numbers reported their use of e-mail with 53% of residents from primarily English-speaking homes indicating that they use e-mail daily compared to only 28% of residents from primarily Spanish-speaking homes.

Implications

From these data several questions have emerged that will require additional study beyond the scope of this project to determine solutions for creating effective means of communication with this large segment of our neighborhood population. To date, no research has been done to document how marginalized populations in this community are affected or how their voices relate to processes of community engagement. If marginalized populations are not reached through communication and outreach efforts then the community cannot plan well for their role in the involvement in healthy community. The community needs access to their narratives. This finding is a small glimpse into the broader issue of targeting, accessing, and informing marginalized populations about processes of



community engagement.

Some of the answers to broader concerns may exist in other strategies implemented in community schools and churches. We know that, for example, relying on e-mail blasts to get the word out about events is missing a large segment of the population, even when sent out in both languages. We need more specific research and information on this segment of the population beyond Southwest Detroit and also in the Springwells neighborhood more specifically so that we are effective in both sharing and collecting information as it relates to this population. "To harness the great amount of local knowledge and resources, residents need improved methods to reach out to their entire community" (Chang, "Hello, Neighbors!")

Even beyond residents from primarily Spanish-speaking households, e-mail--although widely used as a means of information dispersal—misses much of the population in Southwest Detroit. It works well for communication with partners and community organizations to share information, but not so for all of our target populations for programs, initiatives, and processes in the community. Additional segments of the population are traditionally absent from community engagement tables who are also routinely being missed by popular communication and information-sharing methods that more targeted information can help to address. If not done well, marginalized populations may miss important opportunities to be included in the development of their communities. Thus we run the risk overlooking these populations' needs and of being unaware of and unable to connect their assets with community processes and other community members.

Community developers need to discover the most accessed and used information and communication tools for residents from primarily Spanish-speaking homes in the community. Also, we need to know what they are for other targeted, marginalized populations. Are they really that different from those in primarily English-speaking homes? If not, what is creating the

discrepancies in frequency in accessing local papers, radio news, and e-mail? Is it a variable outside of the home's primary spoken language? These questions need answers if we are to be routinely informing and learning from populations in the community that have traditionally been absent from community planning processes.

NEED 03: WELL CONNECTED AND INFORMED NETWORK OF NEIGHBORS

Finding: Neighbor-Neighbor Connections

How connected residents, specifically neighbors, feel toward each other was found to be an indicator of how involved they are in their community and how connected they feel to community resources.

Supporting Data

Approximately 1 of every 3 respondents who indicated feeling 'Very Well Connected' to their neighbors consider themselves to be involved in the community whereas fewer than 1 out of every 12 respondents who indicated feeling 'Not At All Connected' to the neighbors consider themselves to be involved in the community.

-This same connection holds concerning community resources. Seven out of 10 of respondents who feel 'Very Well Connected' to their neighbors indicated also feeling connected to community resources while only 1 of 3 of residents who reported feeling 'Not At All Connected' to their neighbors indicated feeling connected to community resources.

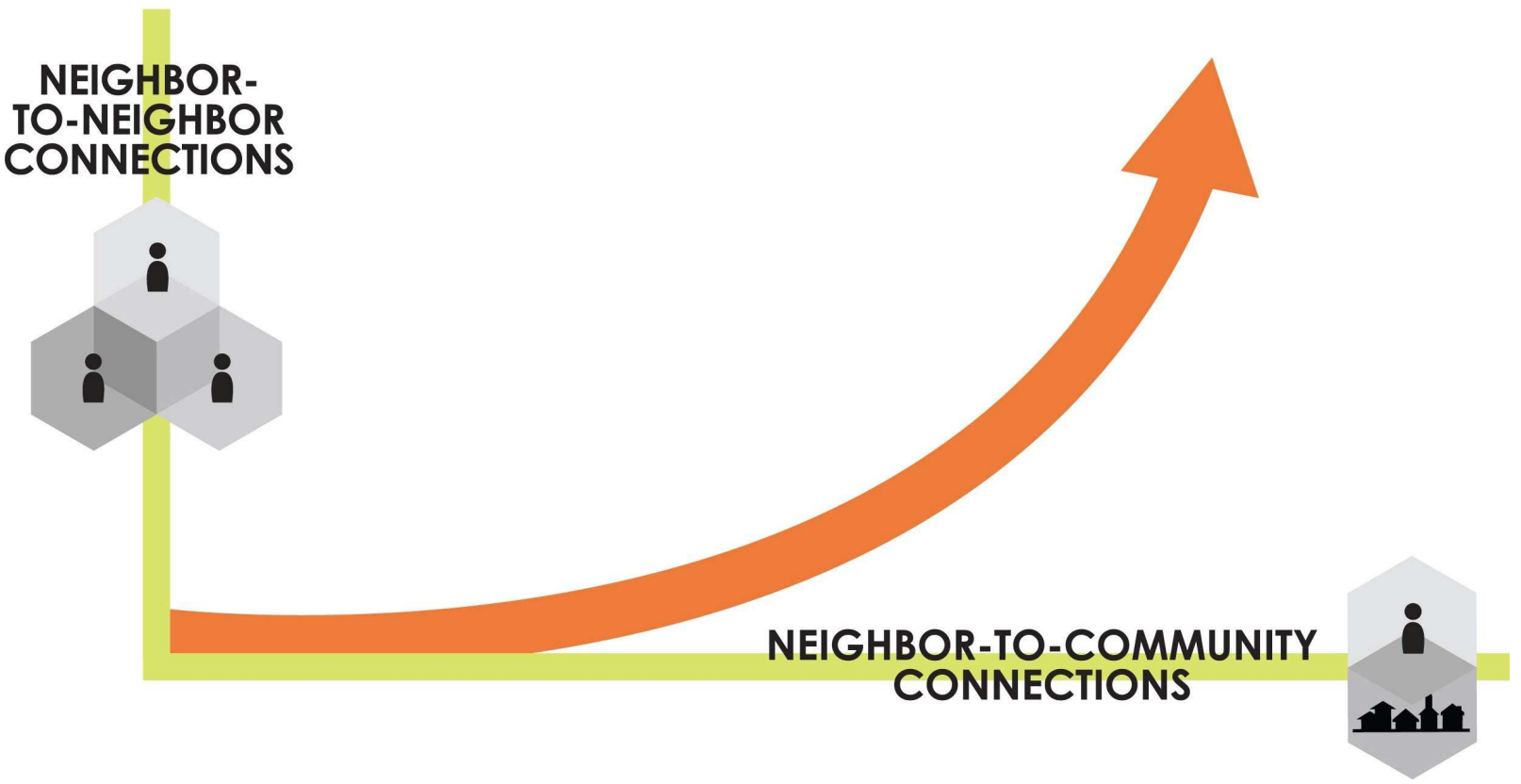
-Slightly more than 1 out of 3 residents who feel 'Very Well Connected' to their neighbors also reported feeling 'Very Well Connected' to non-profit organizations. These residents with strong connections to their neighbors indicated a significantly higher rate of connection to non-profits than fellow respondents who did not report feeling 'Very Well Connected' to their neighbors.

-Only approximately 1 out of 8 of those who feel 'Somewhat Connected' and none of those who feel 'Not At All Connected' to their neighbors reported feeling 'Very Well Connected' to non-profit organizations.

Implications

These results imply the real value of social networks beyond what can be easily tallied. Residents' relationships with each other are the building blocks for connected, informed groups of community members. Stronger resident-to-resident connections build relationships that promote access to community resources and assets. Ongoing community engagement processes that collect and distribute community voices can work to promote a consistently growing, well-informed network of neighbors that benefits individuals and the community.

Decision makers in communities hold a range of titles and positions. They are involved in decisions that identify needs what will be addressed, the allotment of resources to address them, and the methods by which they will be addressed. Traditionally, community engagement is seen as a process by which residents have access to these decision makers and vice versa. It is often felt that it is here that engagement pays for itself: through residents' access to decision makers' resources and the ability to get things done for the community with them. While this is an important component, it is at least as important to promote residents' connections to other residents. Resident-to-resident connections improve the implementation of traditional community engagement processes.



There is ample wisdom in communities waiting to be tapped into that holds the keys to personal experiences, opinions, and neighborhood expertise. Residents know who lives where and does what, how people feel about issues, and what really happened before the news showed up, for example. However, too often these resources and their corresponding narratives are not empowered. Local wisdom often exists without contact with decision makers and without contact among the sources that constitute it. According to Chang, "Most residents do not look to their neighbors for informational support… Residents are brimming with local knowledge from the trivial to the empowering. All of these fragments of local information are dispersed amongst a population within a defined area, and many people within this group would benefit from the knowledge and resources of others. If residents do not communicate with most other residents, however, this wealth of knowledge remains largely untapped." (Chang, "Hello, Neighbors!")

Residents' connections to each other grant access to these local resources and also were found to be related to residents' connectedness with decision-makers (nonprofit organizations) and community resources. Residents who were only 'Somewhat' or 'Not At All' connected to other residents also indicated feeling less connected to non-profit organizations and to community resources as a whole. This disconnection affects residents, non-profits, and the prevailing community narrative. It can make it difficult for decision-makers to look to residents as resources beyond their roles as clients, constituents, or customers. Especially as it relates to soliciting feedback about community needs, assets, and development. Instead identified needs and decisions regarding resources and community narratives are shaped by outside, but otherwise competent, perspectives about what's happening that

are not always rooted in local wisdom. This can cause even residents to second-guess how they feel about their community.

To promote a well-informed base of community residents it is important to support residents to move beyond being mere consumers of media to being creators of media. Promoting media creation among residents helps to build a body of community-driven perspectives. Methods of collecting and distributing this body of voices can empower residents, organizations, and communities. Such a process also can grant residents access to a broader, more locally rooted narrative about their communities and improve decision-makers' access to residents and their perspectives.

In summary, a connection among neighbors either provides or facilitates a sense of community involvement and access. Either way, it is worth actively promoting stronger connections between residents. The constant collection and distribution of community voices in a way that facilitates information sharing and opportunities for feedback can help support stronger connections between residents. In this sense, connecting residents to residents can redefine community "engagement." (Medoff and Sklar 91)

PROFILE SITE:

You are completing this survey via...
{ } Facilitator { } Internet { } Self

Are you:
{ } Male { } Female

What is your age?
{ } 0-11 { } 12-14 { } 15-18 { } 19-24 { } 25-34 { } 35-44 { } 45-59

{ } 60-74 { } 74+

What is your ZIP Code?

Are you currently or formerly a resident or employee of the area of SW Detroit between Dix, Woodmere, Fort Street, and Waterman (area around Springwells Ave)?

Check all that are true of your relationship to the Southwest Detroit community:

{ } Attend Church { } Born and Raised { } Current Resident { } Former Resident

{ } Family Lives Here { } Visit for Food, Entertainment, Shopping, or Rec. {] Work Here

What block do you live on? (ie. 9200 Block of Chamberlain, 2500 Block of Inglis, et cetera)

What cross streets do you work at?

Do you and your family rent or own your home/apartment?
{ } Own { } Rent

How long have you lived in...

	0-1 Yr	2-4 Yrs	5-10 Yrs	11-19 Yrs	20+ Yrs	Lifetime
Your Neighborhood						
Detroit						

What is the primary language spoken in your home?
{ } English { } Spanish { } Arabic { } Other:

Indicate all languages spoken in your home:
{ } English { } Spanish { } Arabic { } Other:

What is your race/ethnicity? Check all that apply.
{ } Asian { } Black or African American { } Hispanic/Latino { } Native American

{ } Pacific Islander { } White { } Other:

Optional: If you would like information about how you can be involved in new ways with your neighbors, local community organizations, or the community in general or would just like someone to contact you about questions or comments please write your name and contact information:

Name:

Contact Info:

Interested In:

TECHNOLOGY AND INFORMATION SURVEY

Do you have internet access?
{ } Yes { } No

If yes, where do you access the internet (check all that apply):
{ } Home { } Work { } Public Wi-Fi { } Cell Phone { } Other:

How often do you use the internet?
{ } Daily { } Weekly { } Occasionally { } Not At All

In general, my preferred tool of communication with my friends and family is:
{ } Phone { } Text { } E-Mail { } Social Media

In general, my preferred tool of communication for work and community is:
{ } Phone { } Text { } E-Mail { } Social Media

Check the boxes that indicate if and how often you use or access the following technology and information tools:

Technology	Daily	Weekly	Occasionally	Not At All
Text Services				
E-Mail				
Facebook				
Twitter				

Information	Daily	Weekly	Occasionally	Not At All
Bulletin Boards				
Detroit News or Detroit Free Press				
Flyers and Pamphlets				
Local Blog Sites				
Local SW Detroit Newspapers				
Model D				
Radio News				
Signs and Billboards				
Television News				
Other:				
Other:				

COMMUNITY HEALTH AND SAFETY SURVEY

How would you rate the following services and amenities in your neighborhood? Indicate which are your top 3 priorities for improvement.

Services and Amenities	Excellent	Satisfactory	Needs Improvement	Poor	Top 3 Priorities
Access To Healthy Foods					
Arts and Cultural Programming					
Animal Control					
Educational Institutions					
Entertainment					
Fire Services					
Health Services					
Legal Services					
Parking					
Parks and Recreation					
Police Presence + Response					
Postal Services					
Public Art					
Public Library					
Public Lighting					
Public Transportation					
Roads and Pathways					
Youth Programming					

Check which of the following are concerns in your neighborhood. Indicate which are your top 3 priorities for improvement.

Concerns	This Is A Concern	Top 3 Priorities
Abandoned Buildings		
Blight and Dumping		
Burglaries		
Drug Dealing		
Gang Activity		
General Safety		
Graffiti/Vandalism		
Litter		
Mistreatment By Law Enforcement		
Prostitution		
Stray Dogs		

COMMUNITY ENGAGEMENT SURVEY

How many people would you estimate that you KNOW in the following categories?

	0 to 5	4 to 10	11 to 20	21 to 50	More Than 50
Your Street					
Within 4 Blocks					
Southwest Detroit					

How many people would you estimate that you are FRIENDS with in the following categories?

	0	1 to 2	4 to 10	11 to 20	More Than 20
Your Street					
Within 4 Blocks					
Southwest Detroit					

How often do you communicate with your 2-3 favorite neighbors?
{ } Daily { } Several Times Per Week { } Weekly { } Occasionally

How "involved" in the community do you consider yourself to be?
{ } Very Involved { } Involved { } Somewhat Involved { } Not At All Involved

Why or why not?

How connected do you feel to the following...

	Very Well Connected	Somewhat Connected	Not At All Connected	Negative Relationship
Church				
Community News and Information				
Community Resources				
Elderly Residents				
Elected Officials				
English Speaking Residents				
Law Enforcement				
Neighbors				
Non Profit Organizations				
Schools and Teachers				
Spanish Speaking Residents				
Volunteer Opportunities				
Youth Residents				

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name:	Name:	Name:
Age:	Age:	Age:
Address:	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

Do not forget to capture direct quotes when possible! These can be powerful and we don't want to miss opportunities to represent residents with their own words.

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

02. What are a few of your interests/talents? <*If needed, also ask...*> What are some things you feel you are particularly good at?

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

04. What makes you proud of your community? What do you love to do in your neighborhood?

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

06. Please talk a little bit about your relationships with your neighbors. <*Next, use leading questions*> When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

10. In your opinion, how can we get more residents involved in the community?

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

12. Who is someone that you see as a leader/role model in your community and why?

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: Female AR120417	Name:	Name:
Age: 45	Age:	Age:
Address: Central	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

I live here because I came to visit my son in December and I actually like it here. I'm working and I'm here with my two teenagers. I was in Pennsylvania visiting my sister for 3 months before here. I'm gonna be here for a while longer and then I'm going back to PR where I live after some time.

02. What are a few of your interests/talents? *<If needed, also ask...>* What are some things you feel you are particularly good at?

I like to be a community leader, I like to help out people, I like to spread the word of activities going on in the neighborhood. And I love music, everything outdoors, and different culture and arts.

03. When you or others complain about something -on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

A lot of shootings close by, music being too loud, the parking lot being open. Workers in the building don't do their jobs. Security guards are rude. Lack of security. They don't care who comes in to the building.

I would like to have a bus route here and a park closer to the area. A lot of gangs need to be gone. Drugs need to be cleaned up. We need a stronger police presence. I don't like the burned down houses, remove them. A small store would be nice.

04. What makes you proud of your community? What do you love to do in your neighborhood?

I guess some of the people who live around here that are nice. I like that there are commercial stores that are close by and within walking distance. The community room is down stairs. We play games down there. It's nice to go down and talk to the older people. The other building has a better structure.

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

Pretty much connected. I get invited to go eat with them, I go out with some of them to the store, and we keep each other company. Keep in touch on the phone and stuff.

06. Please talk a little bit about your relationships with your neighbors. *<Next, use leading questions>* When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

We talk on the phone or go to each others apartments. We do this pretty much everyday.

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

I've heard they do get together when someone passes away. We have a warm up bus to get warm during the winter months. The community room is where we all get together. Plan on going to the zoo in June and doing some other activities during the summer.

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

None really, other than going to some community meetings.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

I think some of the things need to change, some of the way things are done are not good enough. I think that the people who live here are responsible for what is happening.

10. In your opinion, how can we get more residents involved in the community?

Communicate with them. Bring a lot of Spanish speaking people around and have them on the streets. Go to the community room and talk to everyone. The best way is to bring surveys in Spanish and English since there are a lot of Mexicans, that what I have noticed. And Arabic also.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Spring wells neighborhood in the next 5 years?

Burnt down houses gone. Something new to be put in its place. All the people who are on drugs maybe a rehab area for them close by, more stores for more jobs, big stores close by. City buses on time and not have to wait 45 minutes. A community police center. More things on Vernor, an office where people could go and bring up their problems and get assistance. For the teenagers maybe transportation for them to go to the recreation area instead of walking.

12. Who is someone that you see as a leader/role model in your community and why?

Besides myself, David. He is in the wheel chair, he is very outgoing.

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: N/A120327	Name:	Name:
Age: 53	Age:	Age:
Address: N/A	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

I have to. I don't have a way out of here I grew up in southwest Detroit and I don't have a means to get out. My mom and my older sister also live in the neighborhood.

02. What are a few of your interests/talents? *<If needed, also ask...>* What are some things you feel you are particularly good at?

I was always interested in taking things apart and putting them together, figuring out how things worked, don't deal much with cars and trucks anymore due to my physical condition, I mostly mess around with firearms. Don't take up as much room and they have lots of cool parts.

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

Right now the numbers one thing is crime, and the lack of police response. less crimes less police, Has a lot to do with city services, not doing what they're being paid for.

04. What makes you proud of your community? What do you love to do in your neighborhood?

The people that are still working and trying to raise a family… that used to be pride of this area, not anymore. It was a blue-collar neighborhood it wasn't the ghetto. You have these people that come in with the attitude and that is what is becoming. Other than yard work I would leave the neighborhood to do something that I enjoy.

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

I would say about 50/50 it used to be more, I used to be more involved with things, to tell you the truth I'm starting to get a shitty attitude about things. My neighbors expect me to do everything for them.

06. Please talk a little bit about your relationships with your neighbors. *<Next, use leading questions>* When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

Most of us have each others phones numbers, a lot less social communication, got tired of being the go to guy for everything. We are there for each other, but I feel I'm there more for them, and then they are for me. I trust most of them but like Regan said, "trust but verify." Mostly when I see them outside. Just typical greetings, the phone calls are only if something happens. I do a lot less socializing now than I used to.

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

Just when my neighbors' houses are being broke into. Nothing other than that.

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

Southwest Detroit Improvement Association. I've been a member of that for 20 something years, I was the chairman of the board. We did a lot of the planning for the area. I also go to community meetings.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

I don't like the way things are being done, the stuff that is being done is not being done right. The people who live in the neighborhood are responsible and so are the leaders of the community.

10. In your opinion, how can we get more residents involved in the community?

In a positive way I don't know? I think if people saw results they would get more involved. People needs to see results first before they want to get involved. With the police people are disgusted with the lack of response and they stop calling, if you don't call they wont come, if you do they might show up.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

I'd like to see the streets fixed, go back to the way it is supposed to be,. I'd like to see more city services, police response better, until this stuff is done nothing else really matters.

12. Who is someone that you see as a leader/role model in your community and why?

Erik Howard because he cares and has the drive to still do it.

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: Female JA120417	Name:	Name:
Age: 17	Age:	Age:
Address: Stair	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

This is where me and my parents moved to when we came here from California.

02. What are a few of your interests/talents? *<If needed, also ask...>* What are some things you feel you are particularly good at?

I like to rollerblade and go swimming, I think I am really good and teaching people how to do things. It doesn't matter what it is, as long as I can do it I'm sure I can teach someone else to do it.

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

Well my mom and dad complain about the people who can't drive for anything around here and the way the area looks with all of the condemned houses. I think the thing that needs to be improved most is the crime. It is really unsafe here.

04. What makes you proud of your community? What do you love to do in your neighborhood?

I like how for certain events everyone comes together especially for good causes. I like walking my dog around the neighborhood and just being outside in the summer

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

With most of them pretty well actually. In the community the same I guess. I know a lot of the store owners by name and vice versa.

06. Please talk a little bit about your relationships with your neighbors. *<Next, use leading questions>* When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

When I see them outside I say hi and with a few of them I go over and have conversations. And some of them do the same with me or my family. We talk about just the normal neighborhood things and ask how everything is going with each other.

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

There is nothing that I can really think of right now

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

I haven't done anything for the community really, I volunteer at school for certain things but helping out the community I have not done anything.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

The people and City Council are responsible for what happens here. It's good because the people have a voice but it is also bad because who knows who only is in it for the money or personal gain.

10. In your opinion, how can we get more residents involved in the community?

Get people on the streets, in the stores, handing out fliers, talking to people, telling their friends families, going to the schools. Going wherever people are and making them listen.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

I want to see Patton Park get a make over. I want to see a lot of the abandoned houses torn down. I want to see the streets fixed and the streetlights, trash picked up more often, and the police out more and seen more.

12. Who is someone that you see as a leader/role model in your community and why?

I think all of the teachers in our schools are the people who are the leaders and role models in our community. They are the ones who have the power (along with the parents) to educate and inform children at a young age and mold them into something great.

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: Male AH120312	Name:	Name:
Age: 20	Age:	Age:
Address: Lafayette	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

I lived on Lafayette because our house there accommodated all of our needs in Detroit. It was fairly close to our school at the time we moved in, it had enough rooms for a large family and a big yard for our van. I was also in a descent neighborhood with nice people. There were plenty of kids our own age around who had similar backgrounds as us. Our house also had a lot of potential for remodeling to our liking.

02. What are a few of your interests/talents? *<If needed, also ask...>* What are some things you feel you are particularly good at?

I am interested in nature and environmental conservation. I'm also interested in drawing and video. I'm good at anything biology related, and I'd like to think I'm also good at drawing and making videos since I just said I'm interested in them.

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

I complain a lot about the lack of closeness to nature. The problem I have with my neighborhood is the same problem that I have with any large city, or even our global society: we wipe out the natural environment everywhere we go. I'm not the type to think small. I never think "we just need a park over here and a tree over there." That isn't good enough for me, my entire generation, or for future generations—we are being ripped off. We are witnessing the largest environmental crisis we have ever faced and, for me, focusing on any other problem is only going to make things worse. So what should be improved? EVERYTHING. I don't even know where to start. How's that for outside the box?

04. What makes you proud of your community? What do you love to do in your neighborhood?

If I'm being completely honest, just looking outside of my window makes me sick. But that doesn't have to do with living in this particular neighborhood. I feel disgust when I'm around any large concentration of man-made structures. All I can think about is the resources we're wasting, and the natural habitat that was destroyed to make way for houses for people to live in—where they can be comfortably ignorant of global issues.

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

When I was younger (11-13 years old) I knew pretty much all of the kids on our street. I also knew both of our next-door neighbors and we would hang out all the time. We would even go over to each other's houses. But as we grew older we also grew apart, and I stopped seeing them as much. We're more like

strangers now. For our community in general? I feel that my views are sometimes a little too radical for me to ever feel truly connected to anyone living in Detroit. I feel that the average person in Detroit doesn't even think about their environmental impact, global warming, or anything related to that.

06. Please talk a little bit about your relationships with your neighbors. <*Next, use leading questions*> When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often? Verbal phone, hangouts etc..

I only talk to my neighbors when I see them, and when I do it's small talk. "How've you been?" "Where are you going to school?" "Oh you had another baby? How's that going?" —That sort of thing.

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

We have our neighbors watch our house when we travel. Also, if something happens to our pet chickens they let us know. I also know things are stolen from our area a lot, so we usually try to look out for each other when it comes to that sort of thing. I don't really recall anything more specific than that

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

I was once in this program called the Generation of Promise (you can look it up, they have a website) It opened my eyes about the world beyond Detroit and how underprivileged people are here. But in general I don't get involved that much in anything. I DID help out with cleaning up garbage off the streets once though. It's pretty useless—people will just dump their shit there the next day.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

I'm sure you can guess by know that I pretty much disagree with anything that takes focus away from what I believe to be the world's most pressing issue. I think that Detroit has this idea that it can return to its former glory (wooo! Cars! That's it). I think that dream is ridiculous. It will never go back to being what it was. If people want change they need to look towards the future, not the past. If Detroit decided to be innovative and become a leader in green technology and environmental protection, that would bring in jobs, and people would move back into the city. And most importantly people would be educated about the environmental crisis we find ourselves in. I don't know who is responsible for the decisions made about the city, and I don't really care because they are so far away from the things that I feel need to change and are important.

10. In your opinion, how can we get more residents involved in the community?

I've been thinking about that for a long time and let me tell you—I have absolutely no clue.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

I want it all gone. To be taken down so that the natural beauty that once stood there can return.

12. Who is someone that you see as a leader/role model in your community and why?

In my community? No one comes to mind.

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: Male AH120315	Name:	Name:
Age: 19	Age:	Age:
Address: Lafayette	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

Parents came looking for jobs in Detroit, house was affordable and we all suited in well.

02. What are a few of your interests/talents? *<If needed, also ask...>* What are some things you feel you are particularly good at?

Soccer, gym, physical work out, X-Box, and hanging out with friends. Talented in soccer and interested in Math.

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

Usually some theft, break in or some type of drama going on between neighbors. Crime. Not being able to leave your car parked out front. Most neighbors park their cars in the back of their houses.

04. What makes you proud of your community? What do you love to do in your neighborhood?

A lot of my friends that I knew they had a lot of potential and are currently in college. I love to barbecues with my family.

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

Very well, I know everyone on my street and I have family who lives next door. Honestly the only person I talked to in my neighborhood was my next door neighbor, a friend named Joey. We exchanged games and I played soccer with him.

06. Please talk a little bit about your relationships with your neighbors. *<Next, use leading questions>* When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

Verbally on the phone, hangouts, etc..

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

One time, there was an old lady who lived on our street. When she was going in her house she got robbed once. Once we heard about it we payed her a visit and gave her some money and helped her out.

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

There's an empty lot by my house and we planted some flower trees in it just to make the neighborhood look better. When I ran track we did a bake sale to donate to charity. Mainly in high school I did a lot of service.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

It doesn't work very well. The vandalism is high in Southwest. The crime controls Southwest. I think this is a weird question. I don't believe anyone is responsible because everyone is poor and people result in robbing or doing side jobs to get some type of money. The economy I guess. This could be good because it might encourage people to work together. It might motivate a few students to not want to live this lifestyle and work hard to not become another bad percentage.

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10. In your opinion, how can we get more residents involved in the community?

Schools because they say our youth is our future so molding a positive a positive attitude can spark a change.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

I hope the crime goes down, vandalism cleans up, and I hope people stay in the neighborhood so the vacant houses wont get burned.

12. Who is someone that you see as a leader/role model in your community and why?

I believe my dad. He helps our neighbors like the lady who got robbed. My dad mows her lawn and helps her with groceries. It was his idea to plant trees so we could make the neighborhood look better.

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: Female JB120326	Name:	Name:
Age: 22	Age:	Age:
Address: Avis	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

I grew up here; my entire childhood has been based around this house. I use to be able to go outside to play and not worry about the dangers that I have to worry about now. The house I am at is affordable, and I can't afford to move out of the city.

02. What are a few of your interests/talents? *<If needed, also ask...>* what are some things you feel you are particularly good at?

I enjoy reading, but music is my passion. I enjoy learning. I feel I am particularly good at science.

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

The abandoned buildings/houses that surround Detroit are just plain ridiculous, there are so many abandoned houses that you see going do any street in Detroit. They are not only ugly to look at but dangerous as well. The fact that there is litter everywhere is also a complaint. A lot of the landscape that surrounds Detroit is just plain awful. Those are the most needs to be improved.

04. What makes you proud of your community? What do you love to do in your neighborhood?

The fact there is so many different cultures and religions that surround Detroit make me love my community. I love to eat out at all of the different restaurants that range from Hispanic and Arabic to good old country cooking. There are taco trucks, and fruit stands; you see various types of street markets that are very interesting. These different things showcase the cultural diversity that the city has to offer. These are things that you will not find outside of our city.

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

I feel quite connected to several of my neighbors. The ones that have been there all there life, as I have, are the ones I hold the strongest relationships with. Then there are the neighbors that are in and out of the neighborhood. There are also some negative neighbors that bring the community down as a whole. With the drugs and crime that revolve around their house.

06. Please talk a little bit about your relationships with your neighbors. *<Next, use leading questions>* When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

I get together with my neighbors whenever we have the time. Sometimes I speak to them while we sit on

our porch, sometimes I just pop over and pay them a visit. Then there are those neighbors that I can call and talk to no matter what time of the day it is. We usually invite each other to gatherings in the summer.

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

When my granny lost her 12 year old blind Shi Tzu several of the neighbors helped walk the streets to find her. Others made fliers and helped post them and some just looked out for her if she came through their yards. The dog was found and safely returned by a couple 6 blocks away. Word gets around when people work together.

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

I worked for a non-profit organization called Southwest Counseling Solutions. I assisted in house placement for homeless veterans in the Detroit community. I also volunteered for the Greening of Detroit planting trees throughout the Detroit community.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

I feel that people of the community should be responsible for the way it looks, feels, and works, I do not believe this is the case though. Without the opinion and help from the people in the surrounding community then what needs to be done will not be accomplished. There are still good people out there, we just have to find them.

10. In your opinion, how can we get more residents involved in the community?

I believe just getting the word out in the community would do the trick. You just have to show how it will affect the community.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

I hope that it cleans up and becomes safer for me to raise my 2 year old son. Get rid of the abandoned houses, and get all the litter cleaned up because I don't want him to have to go through some of the things I did and see how bad the city is. I want him to be able to see a good Detroit."

12. Who is someone that you see as a leader/role model in your community and why?

It's sad, but I honestly do not have a leader or role model from my community. And I know a lot of people that feel the same way. Maybe we should start there.

Building Sustainable Communities / Springwells Voice Initiative Interview

Date:	**REFERRAL 01**	**REFERRAL 02**
Name: Male AR120325	Name:	Name:
Age: 30	Age:	Age:
Address: Pearl	Location:	Location:
Phone:	Phone:	Phone:
E-Mail:	Reason:	Reason:

NEEDS AND ASSETS (20 minutes)

01. Why do you live where you do?

Me and my family moved to southwest when I was about 5 and I have not moved out because I love it here.

02. What are a few of your interests/talents? *<If needed, also ask...>* What are some things you feel you are particularly good at?

Well I was in the Marines and went to Afghanistan right after 9/11. I am really interested in guns and different types and preparations for a zombie Apocalypse. (laughs)

03. When you or others complain about something on your street or in your neighborhood, what kinds of things does it involve? What do you feel MOST needs to be improved?

Just the typical shit that comes living in an area like this in a big city like Detroit. The crime, gangs, lack of police and that stuff. But the thing I would complain about is the lack of feeling of community between our neighbors.

04. What makes you proud of your community? What do you love to do in your neighborhood?

I like how diverse it is, not sure if that makes me proud but I really like that.

RELATIONSHIPS AND ENGAGEMENT (15 minutes)

05. How connected do you feel to your "neighbors" on your street? In the community in general?

Not at all, even though I have lived here my whole life its hard to get a connection with people when every month it seems like a new person moves in on the block. I just stay to myself. And not at all connected with the community.

06. Please talk a little bit about your relationships with your neighbors. *<Next, use leading questions>* When/how do you communicate with your neighbors (phone, text, porch, gatherings, lawn work)? What do you do/talk about and how often?

Man, the people around here keep to themselves and that's the way I am too. I don't talk to them and they don't talk to me and I like to keep it that way. It's not like that with all of them but the majority it is.

07. Please recount an instance/example of neighbors coming together to support each other (simple, danger, financial, etc).

Well, one of the people I actually talk to, her sons house burnt down a few blocks over and we all pitched

in to help them out as best we could.

COMMUNITY INVOLVEMENT (15 minutes)

08. In what ways have you been "involved" in the community? What projects or organizations have you been involved with?

I help out all the time with my two daughters' school. Whatever they need I'm there for. Also I just joined Detroit 300 last month.

09. How do you feel about decisions that have been made about how the community should look, feel, and work? Who do you feel is responsible for these decisions? In what ways is this good and in what ways does it need to change?

From what I've seen whatever is being done is being done alright. It could always be better. I feel everyone from the mayor to the homeless person on the corner asking for change should be responsible for what happens here. It needs to change by getting people in there who actually care about what happens and not just making money from it.

10. In your opinion, how can we get more residents involved in the community?

Not really sure, other than doing the typical fliers and having meetings. It doesn't seem like a lot of the people living here want to do anything to help or be involved.

LEADERSHIP AND VISIONING (10 minutes)

11. What do you hope happens in the Springwells neighborhood in the next 5 years?

A stronger sense of community. Get the dummies who are committing all of these crimes out of here. Have everyone looking out for one another and taking pride in our neighborhood, We don't have much but it is ours. There is no reason we should drive by a house and see it half burnt and junkies coming in and out. Maybe an outreach for people to help rebuild their houses.

12. Who is someone that you see as a leader/role model in your community and why?

No one that I can think of. I think I would make a good role model for the younger people because I have been there. I've sold drugs and been in a gang and I got out of that and made something better for myself.

THE CAPSTONE PROJECT

with Appendix

06

THE CAPSTONE PROJECT

This Capstone project was designed to meet the unique needs of the community addressed above. The project is based on localized community knowledge, which is not widely acknowledged-- including my experiences as a lifelong resident of this community. The assumption of this Capstone is that programs, processes, and places are better when designed in collaboration *with* the populations they intend to serve rather than *for* the respective populations. The Springwells Voice Initiative was founded on the idea that the successful execution of a range of physical and digital media interventions can support the organization and engagement of residents that may otherwise miss the opportunity. Once organized, SVI's objective is to connect residents to information and resources, existing planning opportunities, facilitate processes that allow residents to self-identify community assets and needs, and create opportunities for authentic participation in the design and implementation of interventions in their respective communities.

PROJECT DESCRIPTION AND FOUNDATION

Springwells Voice Initiative Collaboration Meetings

The Springwells Voice Initiative was formed to determine ways that residents could be better mobilized to participate in the community development of the Springwells neighborhood in Southwest Detroit. A preliminary set of community needs and assets were assembled and reviewed as a starting point to begin work together. From this set and a proposed scope of work various organizations and individuals were invited to participate. The goal was to account for representation of a spectrum of components of community development: human, organizational, physical, and economic development. Bridging Communities, Urban Neighborhood Initiatives Youth Development, Urban Neighborhood Initiatives Community Development, and Young Nation agreed to move forward in collaboration with several additional organizations identified for support and advising roles. We assembled the collaborative, identified our values, and decided on our objectives and initiatives together. Then we began collecting research and determining our approach and strategy for outreach and data collection.

"our mission... to utilize physical and digital media to engage community residents as partners in the development of the Springwells neighborhood"

Development of Goals and Objectives

Several conversations over the course of our organizational meetings helped to steer the ultimate development of the initiative's goals and objectives. They ranged from issues of community needs that fall between the lines of various community programs and initiatives to specific applications of the skills at the table toward development in the Springwells neighborhood during this season of engagement initiatives and how both

can be addressed to best leverage the involvement of residents and employing community assets in the process. Below is a brief summary of some of the discussion during this time.

Communication

Very early in the process there was mention about need in the community to improve communication among and between residents, organizations, and institutions in the spirit of being in touch with and sharing information. At this point in the process the communication conversation included the creation or improvement of tools such as a community calendar or ways to make public statements about your community to support or contradict prevailing narratives. Additionally, related to the issue of communication, the group explored the issue of the number of residents we are collectively in contact with that feel marginalized or otherwise isolated. Here we began to explore where or not we can leverage social media or other digital tools efficiently to help with this concern.

Digital Engagement Tools

During the process we asked ourselves what exactly we want these digital engagement tools to do for the community toward our emerging mission. It became clear that there is value beyond measure in having a set of accessible tools that allows community input to be collected without discretion, organized, compiled, and distributed back to the community itself and made available to decision makers in a variety of capacities depending on their significance to a said project. Working to support the community in becoming creators of media beyond merely consumers would support the need to provide a stage for the community voices to be presented. It would also account for a feedback loop that informs other residents about what is being said and collected while allowing for commenting on what exists as a body, giving residents the opportunity to contribute to a resident-authored narrative about the community to support or refute what exists. This luxury is not traditionally available to residents in mainstream media or in community development processes. An attempt at building a foundation of these digital engagement tools is being taken on in the first phase of the Springwells Voice Initiative. In this initial phase we decided that it would be best to pick several digital media tools to use in everything we do to support our mission to being to provide access to these tools through exposure and explanation rather than attempting to establish a series of trainings. Our hope was that this would facilitate familiarity and be more effective than formalized trainings that would require recruiting and early commitments. Their further development and full implementation will be prioritized for future phases.

Target Populations

Urban Neighborhood Initiatives identified several key populations in the Springwells neighborhood that they anticipated having a difficult time reaching as they have traditionally been underrepresented at community engagement and development tables. These groups include apartment building tenants, Spanish-speaking residents, Appalachian populations, and Arab speaking Muslims. Youth involved in street economies, elderly residents, and populations that struggle with substance abuse were, in return, mentioned by others at the table. In consideration of these populations outreach and focused activities at multi-unti apartment complexes in the community were noted to be of primary importance to efficiently reaching these segments. While targeting the apartments would not be all-inclusive, focusing on buildings in the community with six or more units would put us in direct contact with a majority of the populations of concern. Between the Pablo Davis Elderly Living Center, Central Towers, and the

Southwest Solutions-owned properties we could effectively reach large numbers of the target populations. And extending our focus to tenants in general in the Springwells neighborhood would help to be more inclusive of those not represented at the said structures. This focus is where we settled for our target population of this phase of the Springwells Voice Initiative. Additionally a commitment to residents who are Spanish-speaking, involved in street economies, or with a history of substance abuse was reiterated in this decision.

Springwells Voice Initiative Overview

After the completion of our initial planning meetings and all related tasks we agreed to move forward with the guiding elements of a mission, values, target population, goals, and scope. Our mission, to utilize physical and digital media to engage community residents as partners in the development of the Springwells neighborhood, would be carried out with several approaches in mind. Principles of Cultural Community Development, Positive Youth Development, and Participatory Process would guide the objectives and future actions that follow from our goals. The first goals established to promote our mission were to 1. Connect the target population to the Building Sustainable Communities planning process, 2. Engage the target population in media creation that reflects first-person accounts and perspectives of the state of the community, and 3. Curate and distribute target audience-created information, feedback, and narratives collected during the process. From these goals flowed several objectives that are outlined in detail in the following section.

The immediate value of these goals was seen to be their potential to have a direct and lasting impact on LISC's Building Sustainable Communities community engagement process that was about to commence in the Springwells neighborhood at the behest of Urban Neighborhood Initiatives, a partner in the Springwells Voice Initiative. However it was also acknowledged that they mended themselves seamlessly into the fabric of several ongoing initiatives in the broader Southwest Detroit community as a way to improve processes and amplify resident voice in the development of the neighborhood. Our statement of scope asserted that our primary focus would be on residential tenants in both homes and apartment complexes with a particular emphasis on previously "un-engaged" individuals.

springwells VOICE initiative

MEETING AGENDA
January 24, 2012

Attendance: P Edwards, C Bell, T Tononi, P Krystyniak, E Howard

000-005m Welcome and Why We're Here

005-015m Introductions and Expectations
-To engage folks that we haven't engaged successfully in the past (CB)
NOTE: Inform/Engage (Public Service Announcements + Questions, something interactive, installations perhaps)
-To learn more about how we can use digital media and get more people to use it (TT)
NOTE: Trainings (to create media makers, provide info, target a specific group, etc)
-To involve elders and create opportunities for intergenerational work. Also would like to see work (not just concepts) come out of this collaboration. (PK)
NOTE: Working with/at Pablo Davis
-Growth in the community, creating connections (new, strengthening old), and unifying community across barriers. (PE)

015-035m Project Presentation
Sharing of 5-slide summary of SVI
-Open for comments/criticisms. At a point where we can make adjustments to serve our target populations. (EH)
-There are two parts here... the thesis/capstone that has to be completed that explores the utilization of physical and digital media toward organizing and engaging residents in development of the community. Then, there is the actual work we will do together... which is the application of this concept toward the mission and populations that we serve. (EH)
-Additionally the final documents can serve as a foundation for any development needs that may need to be met depending on the approach/initiatives we decide upon together. (EH)

035-050m Proposed Action Plan
Suggestions for Initiatives/Approaches toward SVI mission/goals
-Building Sustainable Communities with UNI/LISC (TT)
-Ways to link physical/digital media. For example getting someone like Gaby and Wally to be engaged/provide feedback on same issues. (PK)
-Real Media with UNI. Engaging them in community content creation. (CB)
-Ways to engage people: via SMS with online activities/content creation and through interactive installations in public/semi-public places (EH)

050-080m Thoughts and Comments
-Communication is a great piece to tackle. It's beneficial to our populations. Helps us to stay in touch and to share information. (PE)
-There are many consumers of digital media. But not many are engaged in content creation! Interested in the capacity of social media to build real relationships and foster civic engagement. (CB)
-How many do you have to reach to produce 'engaged' or 'activated' targets?
-We have lots of folks who feel marginalized. How do we engage them? Can social media help us with this?
-Interested in how the love of learning impacts the use of technology. (CB) *NOTE: Passion/Project-based learning?*
-How helpful are various "incentives" in promoting engagement/participation? (CB)
-Seems that incentives are only beneficial if their source is sustainable (tied to people's interests, value in the work being done, not require financing, etc).
-What does 'activation' look like?
-What are the fears/inhibitors for seniors re: digital media? (PE)

080-090m Closing/Additional Resources
Viewing of books that are laid out that are foundational to a variety of our initiatives/approaches with Young Nation

TASKS:
-Meeting next Wednesday, February 01 from 10a-12p (EVERYONE)

-Bring/forward any relevant documents (research, data, et cetera) that we can review (EVERYONE)

-Process/present notes from today's meeting and share via e-mail as well as offer suggestions re: today's input at the next meeting. (ERIK)

APPENDIX: SPRINGWELLS VOICE INITIATIVE STEERING MEETINGS

MEETING AGENDA
February 01, 2012

Attendance:

000-005m	Welcome
005-015m	Review/Recap of Last Meeting
015-035m	Presentation of Potential Initiative Overview with Mission, Methodologies, Components, and Application (Focus)
035-060m	Comments/Questions -General discussion -Assembling research? Who, how, when? -Define approach -Decide primary initiative to support with our products
060-080m	Proposed Action Plan (Decisions, Timeline, etc) with Tasks
080-090m	Closing/Additional Resources

OVERVIEW
February 01, 2012

Investigating: How effectively can physical and digital media be used to organize and engage residents?

Mission: Utilizing physical and digital media to engage community residents as partners in the development of the Springwells neighborhood.

Objective 01: Connect residents to existing opportunities for engagement in development of community.
Objective 02: Creation of new opportunities for resident engagement in development of community.
Objective 03: Engage residents that are "hard to reach" or typically not engaged in community/civic processes.

Primary Methodologies
Cultural Community Development (Goldbard)
Digital Justice Principles (Allied Media Projects)
Participatory Process (Detroit Collaborative Design Center)
Positive Youth Development (H/S Foundation, Search Institute, 4-H)
Community Organizing (Allied Media Projects)

Secondary Methodologies
Placemaking (PPS), Harm Reduction, Social Justice, Social Capital

Potential Components (Approaches)
-TRAININGS for using technology to engage in community discussions, access to decision makers, create content
-Engaging residents in media CONTENT CREATION to support community created narratives and access.
-LINKING physical and digital media initiatives toward same ends to access and engage a wider range of residents
-ART process and creation toward
-PROMOTION and PSA campaign
-Engage and COOPERATE with other organizations (not as steering members) to apply these approaches <SW Pride, SWSOL, CoC, ??>

Potential Initiatives (Applications)

Springwells Village Community Engagement (BSC)
Using Technology To Reach/Empower Underrepresented Populations (ISD)
Youth-Created Content/Media (Real Media)
The Alley Project (Young Nation)
'The Tenants' Organizing Initiative (UNI, YN, SWSOL)

NOTES

-Some of these we don't really see as separate. Going with BSC would put us in more of a supportive role, while some of the others would be their own, new initiatives (CB)
-Potential for impact with BSC is HIGH like it was with something like Skillman in 2005 when the community/youth (Expressions) had the opportunity to shape the language in the mission about how those millions of dollars would be spent in their communities. (EH)
-With BSC we are timely with getting involved, supporting the effort because of where it is in its planning/development. (PK)
-Focusing on tenant engagement could be beneficial for sure as they are often underrepresented (TT)
-Perhaps we could focus on ALL underrepresented and/or marginalized populations with an emphasis on tenants, but not exclusively (CB)
-The tension right now could potentially destroy any development work at its foundation so this is an important focus! We can't afford not to work hard to engage them. (CB)
-Potentially 2 out of the 10 engagement sessions for BSC could happen in multi-unit buildings (focused on people who are renting) including the one that will take place at Pablo Davis Center. Also, we could focus on getting tenants to some of the others as well. (TT)
-We could pick like 3 technology tools/approaches we will use at EVERYTHING we do to make it simpler and more clear and use them intensely to help it catch on more easily. (EH)
-Utilize our technology approaches at EVERYTHING that we do (meetings, etc) and people will learn about them by proxy rather than in a formalized training. Vanguard was doing this at a meeting this week. (TT and EH)
-Once we engage "the masses" our goal becomes two-fold. Its not JUST about asking everyone what they want... its also about getting them up to speed with the resources and information that the traditionally engaged portion of the populations have access to when providing input and making decisions. This scaffolding portion of engagement is critical for informed, meaningful contributions to community dialog/decisions. (EH)
-This is in the spirit of activation rather than manipulation. (PK)
-We need to know WHAT HAPPENS afterward? How does introduction to new approaches change people's behavior? We need to know what the impact is. There is a huge push to use social media but we're only on the cusp of understanding what benefits it has. Focus on the digital divide. (CB)
-How can we display usage of these tools? (??)
-What do we want these tools to do? Do we want people to use it, read it, see it happening? It seems they are valuable just as a tool for documentation if for nothing else. When there is more value, it can be a bonus. (EH) It gives us something we can go back to and summarize/distribute.
-Taking the value of the "word of mouth" in Southwest Detroit (extremely valuable) and thrusting that dialog to a place in front of decision makers can be beneficial for all. (CB and EH)
-What is the need with BSC regarding engagement? It will be valuable to hear from Tiffany on this after getting to think about it a little bit. (CB)
-Initially spanish-speaking and tenant populations are certainly part of the engagement need with BSC. (TT)
-Where are our youth going to high school? Southwestern, Western, CCAHS, Cristo Rey, Casa Richard, Schools of Choice (suburbs) (CB)
-Block by block owner occupancy rates could be REVEALING if we could get that informaiton. (PK)

NEXT MEETING

-Tighten up our focus on various underrepresented and/or marginalized populations
-Create objectives, tasks, and evaluation strategies
-Identify any required resources to carry out our initiative
-Create our timeline for delivery of services

TASKS

-Tiffany had a GREAT example of tech use/approach from a meeting at Vanguard she attended that she will forward on to us. (TT)
-Send thoughts regarding the major needs for BSC concerning engagement. (TT)
-Compile and distribute notes and tasks from discussion. (EH)

APPENDIX: SPRINGWELLS VOICE INITIATIVE STEERING MEETINGS

MEETING AGENDA with NOTES
February 07, 2012

Attendance: T Tononi, C Bell, P Krystyniak, E Howard

000-005m Welcome

005-015m Review and Make Adjustments to Today's Agenda (and/or Name?)

-May be able/trying to use the name across the board for all the community engagement pieces So we should assure we're alright moving forward with it. Potentially will have to run it by the consultant also but if we get press or put out items. (TT)

015-040m Confirm and Finalize Application (Initiative and Scope), Overview, Mission, Methodologies

-BSC has identified groups that they would anticipate having a harder time reaching. These include apartment building tenants, Spanish-speaking, Appalachian populations, arab speaking Muslims. (TT) Youth involved in street economies, elderly (general), substance abuse populations (PK, EH, CB)
-Potentially comparing/contrasting how various initiatives reach/touch different marginalized populations. (TT)
-Do we want to focus on a particular marginalized population or to try, in general, to reach/engage NEW input? (EH)
-Focusing specifically on tenants in apartments runs the risk (if we do a REALLY good job) of getting solid feedback that we can do something with from a group of people who JUST got here and may not stay long. The risk is amplifying these voices louder than say our Spanish-speaking population. (EH)
-Focusing on tenants in general can help us to get around this perhaps... inclusive of all the groups BUT with a definite focus. (EH)
-Central Towers would be a great place to do outreach and focus some of our efforts. Right next to the school, low-rise apartments, access to street economies potentially. (PK)
-Need to understand how the underground economies work. At least in our heads. So that we can address the risks that come from it as it relates to community engagement (ie. involvement in the UNI Apprenticeship Program). If we want to talk about stabilizing a neighborhood a new building, great school, et cetera is going to fix these other pieces. Young people involved in street economies could be part of our focus. (CB)
-Mission: Utilizing physical and digital media to engage community residents as partners in the development of the Springwells neighborhood. CONFIRMED
-Statement of Scope: Our primary focus will be on residential tenants in both homes and apartment complexes with a particular emphasis on previously "un-engaged" individuals.
(Notes from discussion: including long time, marginalized, previously uninvolved, families, elderly, youth? Need to define "engaged".)
-Additionally we're interested in WHY they have not previously been "engaged". (PK, EH)
-Potential to do a quick needs assessment for our targeted groups as well as keeping them in mind for all of our outreach and initiatives. Also we could take the sign-in sheets from the last neighborhood improvement strategies meetings and check informally as to who was and WASN'T there. Take the addresses of the 5 largest apartment complexes in SWD and check it against the list to establish that they are not within. (PK).

040-075m Confirm and Finalize Components, Goals, Objectives, and Timeline with Consideration of Required Resources
- What components will we include?
- What goals should follow from our mission?
- What objectives should follow from our goals?
- What is a reasonable timeline for delivery of initiative components?
- What resources (existing or additional: partnerships, time, money, et cetera) will be required for delivery?

-Components (CONFIRMED)
- -Trainings
- -Content Creation
- -Linking (Phy/Dig Media)
- -Art Processes toward community building
- -Promotion/PSA
- -Collaboration

-While this may seem like a LOT to try to cover... our focus is on trying to assure that the things we do are incorporating as many as possible for EACH objective/action.

-Goals

1. Connect target population to the Building Sustainable Communities planning process

NOTES: Also connecting residents with higher interest/capacity to engage deeper in community development processes (TT)

2. Engage target population in media creation that reflects first-person accounts and perspectives of the state of the community.

NOTES: Of media creation that tells their own stories about the people and neighborhoods that make up the community. (CB, EH)
-House on Woodmere a PERFECT precedence of this through physical media (PK)
-Creators rather than subjects... always getting talked about in the meeting but never at the meetings, written about in papers but not creating the articles or quoted in them. Should facilitate community building. Promotes awareness. (PK, EH)
-Are the major decision makers LISTENING and acting on all this feedback!!? This is part of what we want to do ultimately.

3. Curate and distribute target audience-created information, feedback, and narratives collected during the process.

-Objectives

NOTES: Basically our "components" serve as objectives. They just need to be fleshed out and applied to action steps below the different goals. Erik will do this as a rough draft and forward on to the group.

- -Trainings
- -Content Creation
- -Linking (Phy/Dig Media)
- -Art Processes toward community building
- -Promotion/PSA
- -Collaboration

-Timeline

- -BSC Timeline is late April or early May
- -Capstone community presentation is late April
- -Erik will make an attempt at a rough first draft of a timeline as it relates to objectives set forth.

075-110m Research (Quantative and Qualitative Data)

- Disclosure of what we have to date.
- What numbers/input will support our work?
- Where do we get them?
- Who can work to assemble which pieces?

-Population numbers, renters, occupancies, residents that have formerly been engaged and/or aware in the process (BSC, Neighborhood Improvement Strategy), how people feel about how equipped they are to be involved in the community, feelings about their involvement in community building past and present, neighborhood population, age-groups population, different community engagement strategies (NIS... how many young people during development of Springwells Village Youth Development Plan, SV Neighborhood Strategies Plan) looking at how many they have actually engaged, Data Driven Detroit is being contracted to provide data packages to LISC for BSC at the census tract level (first draft is due February 21st!!)... this is grounds to work the stats piece later instead of earlier (CB, TT, EH)

110-120m Closing/Evaluation

TASKS

-Process information from meeting and make suggestions re: implementation (EH)
-Forward any and all relevant research/stats that support building a case for our work here and beyond April (ALL)

CORE FINDINGS

The central question of the capstone was "How can physical and digital media be used to organize and engage residents in the development of community?" Therefore the more significant findings should, logically, provide answers (or more questions) toward discovery of methods to do this well. However, due to the feedback solicited and our intentional responsiveness to community input, we are acknowledging that some of the most significant findings are not directly related to the central question itself. Instead of being directly related to how to engage residents they are the things that we learned about our engaged target population's perspectives and opinions about their community. It contains the data that was collected while exploring our central question by developing and implementing practical applications toward our mission.

The core findings will explore both objective and subjective insights related to what works best to organize and engage residents through physical and digital media. Additional findings will focus on residents' input on a range of topics related to the development of their community. All of the primary and additional findings specifically speak to or were collected using physical and digital media to organize and engage residents in the Springwells neighborhood. It is probably safe to apply the findings in Southwest Detroit in general or even beyond in a broader context to other urban communities that share some of Springwells' age, ethnic, physical, political, or economic dynamics. But the initiative was intended to explore and affect local processes toward engaging community residents as partners in development of the community.

FINDING 01: SOUTHWEST DETROIT EXPATRIATES

There is a passionate, concerned base of Southwest Detroit expatriates who are still well connected to the community. This network indicates through feedback that it occasionally differs in opinion with current residents about identification of community concerns and priorities.

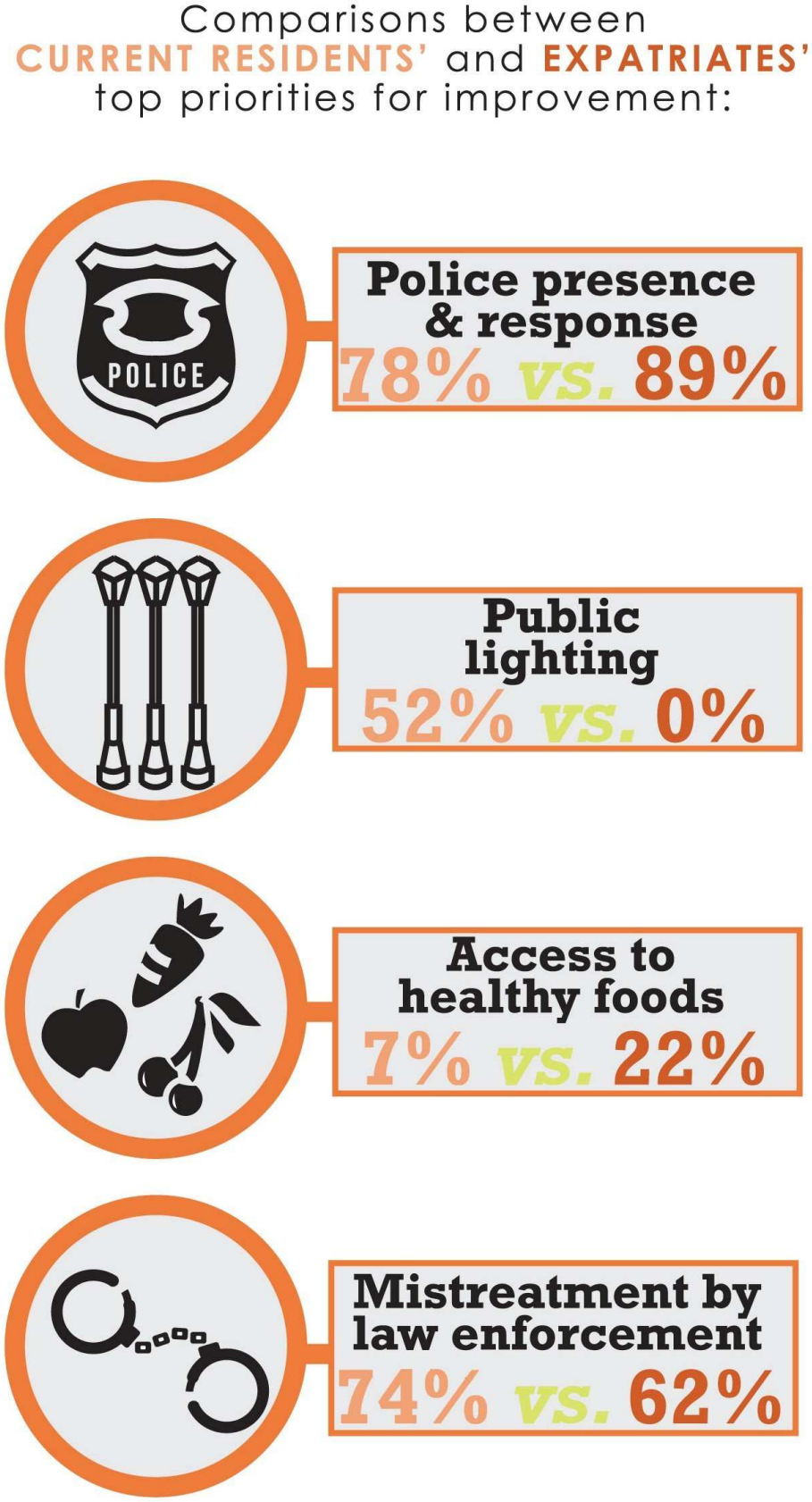
Supportive Data

The following statistics were collected through the administration of the "Community Health and Safety" and "Community Engagement" surveys created by the Springwells Voice Initiative to learn about residents' feelings toward each other, organizations, and civic institutions. The analysis is as it applies to the central question of the initiative: "How can physical and digital media be used to organize and engage residents in the development of community?" Additionally, support for this finding was discovered through interviews conducted with community residents.

More than half of all former residents who responded to the 'Community Engagement' survey indicated either living in Detroit for more than 20 years and/or for their entire lives before moving. Fifty-six percent of the former residents have just left within the last 10 years with more than half of this group having left even more recently within the last 4 years. Approximately 9 out of 10 of these former residents still have family and friends who live here.

-Seventy-eight percent of current resident respondents indicated that 'Police Presence and Response' is among their top priorities for improvement compared to 89% of Former Residents.

-Fifty-two percent of respondents who are current residents indicated that 'Public Lighting' is among their



top priorities for improvement compared to 0% of Former Residents. Though less stark Access To Healthy Foods and Mistreatment By Law Enforcement is similarly scored.

-Twenty-two percent of respondents who are Former Residents indicated that Access To Healthy Foods is among their top priorities for improvement compared to 7% of Current Residents.

-Seventy-four percent of respondents who are Current Residents indicated that Mistreatment By Law Enforcement in the neighborhood is a concern compared to 62% of Former Residents who indicated that this is not a concern.

Application

These findings could indicate that there is a difference in understanding about what is happening in the community. This could be due to prior residents' perspectives being more rooted in popular opinion than personal experience or that in recent years certain issues have improved. Whatever the case, it would seem that when analyzing feedback from respondents the priorities of current residents would take precedence as it relates to understanding of the current state of the community. Alternatively, this discrepancy could be due to a mere difference in the priority of what should be happening to support a healthy community between current and former residents. Potentially a higher rated priority by a former resident could stem from a specific concern being part of the reason the former resident left. In this case insight about what can be done to retain current residents could be efficiently gathered by interviewing former residents in line with concerns where the discrepancies in priority lies.

While there are several noted differences in perspectives about concerns and priorities in the

community, involving former residents in current community development initiatives holds much potential for value. There is an age-old debate about who really are the stakeholders in a community and what degree of involvement is appropriate for each of them. This will continue. However the fact remains that, with appropriate roles, increased frequency and depth of perspective improves a participatory processes' competency. In "Internet and Community," Haythornthwaite and Kendall highlight how "online interaction mobilizes and sustains a now-dispersed community." (Haythornthwaite and Kendall 1089) These findings indirectly support the idea that there is a collection of former residents that have moved away and yet are still within reach for discussion and involvement in the community have long personal and family histories rooted in the community. This--coupled with the reality that they still have access to community initiatives and surveys--hints at the existence of an interested, energized, and mobilized group who know and understand the community. In part this access can be attributed to digital media tools as most of the expatriates filled out their surveys online via Inside Southwest Detroit.

Expatriates' experiences in the neighborhood and especially their insight concerning the reasons that they left provide a wealth of knowledge about community concerns from the perspective of someone who did not remain in the neighborhood for whatever reason. Conversations with people from this group about what it would take for them to return to the community as a volunteer or even a resident could prove invaluable toward current resident retention. It could also provide insightful suggestions about the mobilizing groups of expatriates with a potential for great impact. Volunteers who are former residents, especially recently moved, understand community issues intimately and often still have networks in the neighborhood they can tap to vision and mobilize efforts. Non-resident volunteers who have a stake in the community generally hold greater potential for lasting impact than randomly volunteer groups assembled to perform interventions developed around a one-day goal. This has been demonstrated repeatedly by Southwest Pride. The passion of former residents in collaboration with current residents can contribute significant motivation and energy toward the resolve of stubborn community issues. At times current residents simply don't have the vision or capacity to organize around some of the more challenging neighborhood issues as they are dealing with them on a daily basis and their proximity to them can limit their resources or even create safety issues depending on the nature of the required interventions. However, it is important to restate that these resources are best utilized in conditions where appropriate roles and levels of involvement and engagement have been determined collectively.

FINDING 02: TEXT MESSAGING

Text messaging was found to be overwhelmingly the most popular and accessible form of written-word based communication among respondents. Texting was indicated as being more frequently accessed than the other leading means of information sharing among print and digital methods in the same survey—more than e-mail, flyers, bulletin boards, and even newspapers.

Supportive Data

The following statistics were collected through the administration of the "Technology and Information Survey" created by the Springwells Voice Initiative to learn about residents thoughts and habits around communication and information. The analysis is as it applies to the central question of the initiative: "How can physical and digital media be used to organize and engage resident sin the development of community?"

Of all communication tools, text messaging has the highest indicated daily use among respondents at 67%. In fact, 88% of respondents between 15-34 years old text message daily while 63% of the same age group use Facebook daily and only 44% e-mail daily.

-Forty-one percent of the same 15 to 34-year-old respondents e-mail only occasionally or not at all.

-Sixty-four percent of respondents between 35-59 years old text message daily while approximately 55% of the same age group use Facebook and e-mail daily. While Facebook access is similarly high, text messaging is clearly the most widely used and should be utilized when possible to reach and engage residents.

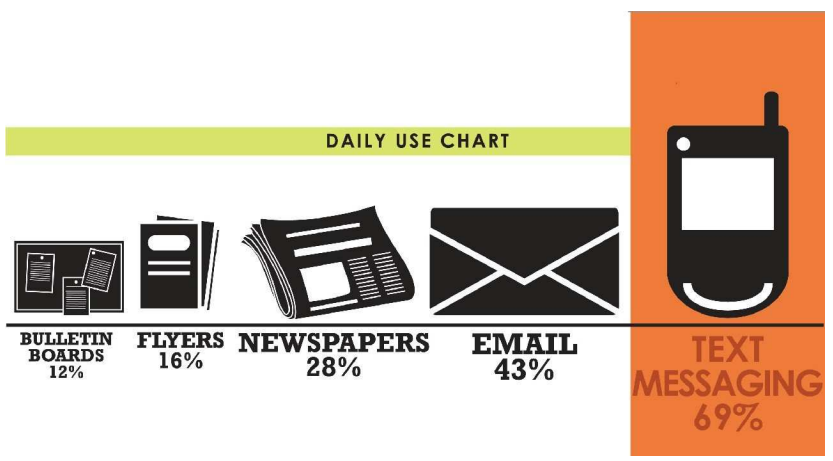
Application

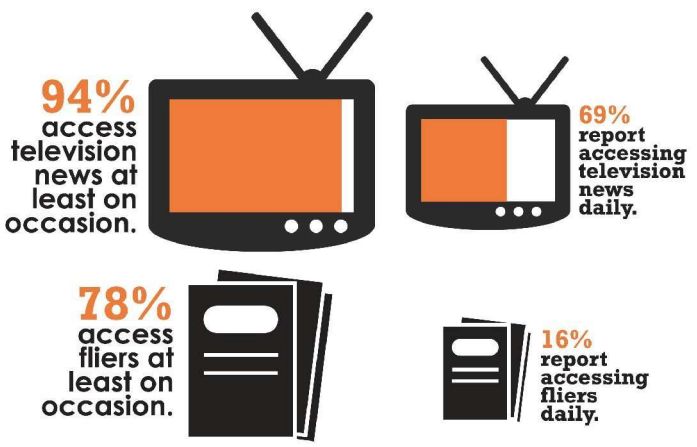
Text messaging is accessible. It can be used to inform, engage, and learn from residents. Establishing methods to allow residents to participate in various processes via SMS texting opens low-no cost solutions for a variety of community information and engagement needs. An investment in an information sharing or promotional campaign between residents that utilizes text messaging is a low risk, low cost, and high return investment. While your best choice for sharing info can certainly depend on the type of information that needs to be shared, text messaging reveals itself to be the overall most accessible across various demographic groups in the community regardless of age or primary language spoken in the home.

Polling is an example application of this technology. Whether conducting a static poll or a dynamic community conversation, there are multiple free services to meet your needs. Poll Everywhere (www.polleverywhere.com) is an example of a service that allows you to create and use polls for free to a point depending on your needs. Participants can vote with real time results displayed as part of the free account. Additional services are available at low costs to handle more sophisticated needs. Other services such as GroupMe (www.groupme.com (http://www.groupme.com/)) work well in small group contexts where information needs to go out quickly and especially when immediate feedback is needed on something. It is sort of like a private chat room via SMS text. The initial text sent out goes to everyone, subsequently every member on the list receives everyone else's responses. This should be used with caution and only among groups with consensus that this method will be used because it could be harassing of someone who is involved without their consent. It can service a variety of needs from a neighborhood watch group sharing live information about suspicious activity to preplanned brainstorming sessions about an upcoming events with a group of youth leaders.

Text messaging seems to be the most effective way to meet a range of short, specific communication and information needs digitally while Facebook's similarly high indicated usage among respondents makes it the logical choice for sharing multi-media messages with social networks.

Other forms of information sharing can also take advantage of the accessibility of the users cell phone to create and publish content. Facebook, Twitter, and Instagram are all popular examples of this feature at work. While they are each accessible and flexible in their own respect allowing multi-media creation and distribution to commence instantly none are as widely accessible to residents of Southwest Detroit as text messaging. For example, 74% of those surveyed indicated using Twitter 'Not At All'. This tells us that while we can utilize Twitter as a tool with a select group of residents here in the community it will need to involve some training and is certainly not a reliable tool for general communication or promotion of events and





ideas among residents at this point. If this tool is to be effectively leveraged we will have to be active in its promotion with select residents.

FINDING 03: TELEVISION NEWS AND FLYERS

Television news and flyers are both widely acknowledged as regular sources of information for residents of the community.

Supportive Data

The following statistics were collected through the administration of the "Technology and Information Survey" created by the Springwells Voice Initiative to learn about residents thoughts and habits around communication and information. The analysis is as it applies to the central question of the initiative: "How can physical and digital media be used to organize and engage resident sin the development of community?"

Television News a source of information that 94% of respondents indicate accessing.

-Television news is overwhelmingly the most accessed information tool with 69% of those surveyed indicating accessing it 'Daily', and 30% indicating at least occasional access.

-Flyers are the second most accessed information tool with 78% of those surveyed indicating at least occasional access.

Application

This information suggests that television news and flyers are adequate methods of information sharing in the community depending on your target audience and

your message. A push to get the word out about something specific, perhaps a community education piece or an event, could appropriately leverage a news spot to inform residents. However this approach could involve a disproportionate amount of work to be successful. Its results hold the potential to not only get the word out but also shape the community narrative and public opinion effectively. This is also its danger. Its strength and its liability are the same. At times voices not necessarily representative of the community get published and popular narratives are formed that effectively marginalize community perspectives. This is why promoting stories generated in and from the community is beneficial. Without proper press contacts this approach could be considered a potentially high cost but high return approach. A method of collecting and promoting community perspectives in an ongoing fashion is needed.

Posting and distributing flyers can also be an effective means of sharing information. Urban communities, and especially Southwest Detroit, provide ample visual real estate that is consistently being competed for. Corporate interests, event promotions, vandalism, community murals, and resident postings populate walls and other spaces throughout the neighborhood. The volume of vacant and burnt properties increases the amount of sought after public space in Southwest Detroit several times over as compared to other more traditional urban communities. In her Masters Thesis from Columbia University, Candy Chang writes that "outdoor flyers… enable individuals to communicate with a large population in public space. By better understanding how these current systems work and why people use them, these tools can be improved to transform neighborhoods into extensive informational networks." (Chang, "Hello, Neighbors!") Taking full advantage of this approach and the current physical conditions in the community can be effective toward reaching, informing, and engaging residents.

Effectiveness of flyer distribution and posting depends on the utilization of specific locations toward your goal Effectiveness of flyer distribution and posting depends on the utilization of specific locations toward your goal and target audience. It is safe to assume that public places that are frequently visited by residents are good places to distribute flyers on cars, hand-to-hand, and on bulletin boards. Grocery stores, churches, and elementary school parking lots are typically effective locations for distributing information on a range of topics while surfaces adjacent to routes populated by foot traffic to and from these locations are prime locations for posting flyers. Community bulletin boards are worth considering for posting information as well but as a specific destination it assumes an interested group of residents are seeking out information. Aside from just location, there are a couple clues to whether or not a bulletin board is a well-read and updated location for posting. Checking current dates of the events that are being promoted and looking at solicitations for apartment rentals or various services that include tabs at the bottom with a phone number to see if they are being torn and taken or ignored are good indications of the effectiveness of a bulletin-board location.

The walls in the neighborhood especially are prime real estate for shaping residents' (especially youth's) perspectives about the community and ultimately their behaviors. Intentionally installing flyers and other information regarding community initiatives in areas with a high-incidence of vandalism helps to reclaim visual real estate toward the promotion of a healthy community while simultaneously gaining access to the same audience targeted by the graffiti. Often vandalism facilitates negative perspectives of community in residents by creating the impression that no one cares for or maintains the space and community where the vandalism occurs. Flyers help to create an impression of activity. If these spaces can be used as such an influential opinion-shaping tool for exploitative (economic, social) ventures imagine their potential when leveraged intentionally and on a large scale.

RESULTS AND RECOMMENDATIONS

with Appendices and Photo Essay

07

GOAL 01: CONNECT TARGET POPULATION TO PLANNING PROCESSES

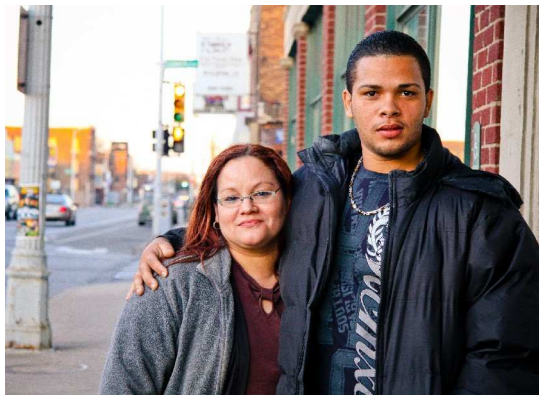
The first goal of the Springwells Voice Initiative was to connect the target population to the Building Sustainable Communities planning process. There were several potential ways to do this from the onset however the primary approach is outlined below. This goal was intended to attract residents to participate.

Outreach

Various groups of stakeholders from the Springwells neighborhood gathered at different host locations to participate in Urban Neighborhood Initiative's focus groups as part of the BSC community engagement process. UNI conducted the series of focus groups with various populations of community stakeholders to gather feedback around a set of questions that will inform how a $10 million commitment by LISC will be spent in the Springwells neighborhood over the next 3 years. In addition to the focus groups UNI also hosted a series of brown bag lunches, community meetings, and taskforce groups in several areas of community services and concerns. A plan for outreach to access the target population traditionally underrepresented at local planning efforts included collecting and distributing information at apartments, in public places, and online through social media outlets. Additionally administering one on one interviews to approximately 100 residents of the Springwells neighborhood was a component of engaging a variety of residents in an in-depth manner. Many of these outcomes were suggested by LISC or UNI as a part of the community engagement strategy. The strategies to accomplish them with the support of the Springwells Voice Initiative are outlined below.

Apartments

Part of the outreach plan to reach residents from the Springwells Voice Initiative's target populations for the focus groups and community meetings became to visit every apartment building in the community with 6 or more units. This was in order to meet people living in apartments as a way to reach renters in the community and distribute printed media with information about the ongoing community engagement process. These flyers were distributed for community focus groups and for the larger community meeting that took place after the focus groups were completed. While visiting the structures we were able to access each apartment in the



buildings. Our best results, in both access and contacts made, were realized at Southwest Housing Solutions apartment buildings around Lawndale and Vernor and also at the Central Towers at Central and Pitt. In both cases we made personal contacts with people who were able to connect us to others in the building. Our initial contacts attended several focus groups as well as the larger community meeting that followed. Each visit provided a venue for them to contribute written and verbal feedback in individual and group settings. In fact Ana Ramos, a resident of the Central Towers, has since become involved in several community initiatives as well as the Detroit Works Project Community Conversations where she was able to provide input in a broader city-wide planning process.

Walking, bike riding, one-on-one conversations, and referrals from others we were coming in to contact with each strongly supported our efforts to connect with populations identified as frequently underrepresented at community planning and development efforts. These amount to selecting a target population and then being present in places we could likely be in contact with them. And that's what we did. Several contacts with residents involved in street economies, affected by mental illness and/or addiction, and others who identified as not having been previously "involved in the community" were reached and participated in one way or another. New relationships were formed and some older relationships were strengthened employing the methods decided upon in the initiative. Most importantly numerous residents who would have otherwise not been aware of the planning and development taking place were able to contribute their voices to the process.

Churches, Grocery Stores, and Schools

Reaching the same target populations in locations away from their homes was also prioritized. By visiting local churches, grocery stores, and schools during morning and afternoon hours to distribute flyers and collect completed surveys we reached a number of people not contacted through outreach at the buildings. Outreach at each of these locations was especially effective at reaching residents from primarily Spanish-speaking homes. A handful of the contacts made at these locations also provided contact information to receive notifications of related upcoming events. A focus group with primarily Spanish-speaking parents of school-aged children was conducted at a local school and a number of surveys were conducted at LSCO meetings, also targeting primarily Spanish-speaking parents of school-aged children.

Online Outreach

A third method of outreach to engage residents in the BSC community engagement process separate from contact at the apartments and in public gathering places was distributing surveys online. Inside Southwest Detroit and young leaders from Young Nation distributed links to surveys on Facebook and through other targeted methods. Approximately 40% (119) of the nearly 300 community surveys collected were completed online where people could share the links themselves with their networks. While we did not solicit feedback from our target population at as high of a rate as with the other methods this served to provide us with a broader spectrum of respondents with whom to compare feedback from our target population with. Social media sites were also utilized to help locate residents of specific demographic groups with whom to conduct interviews. Young leaders with Young Nation facilitated over 60 one on one interviews with a focus on

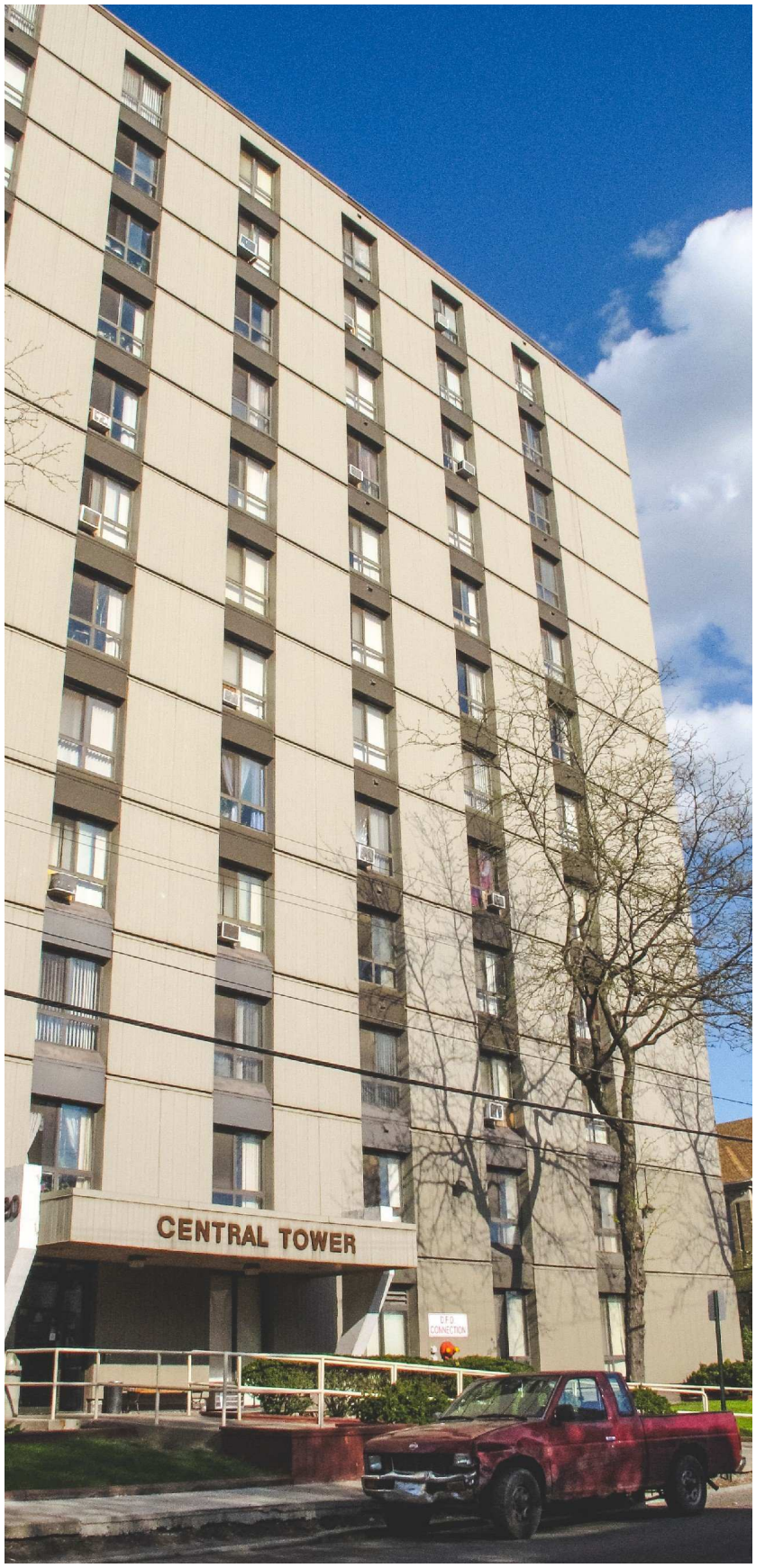
conducting a proportionate number of interviews with the target population. Data from several of the surveys distributed online also helped to inform future action steps to accomplish the other goals of the initiative's first phase.

GOAL 02: ENGAGE TARGET POPULATION IN MEDIA CREATION

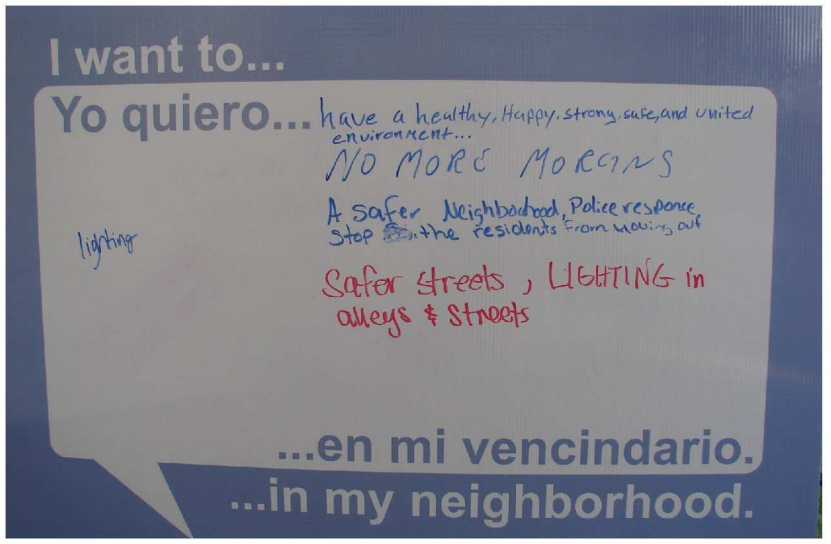
The second goal of the Springwells Voice Initiative was to engage the target population in media creation that reflects first-person accounts and perspectives of the state of the community. This goal was intended to actively engage residents in narrative creation. Narratives are sticky and travel fast. Many entities compete to be heard on a range of topics regarding communities. Since a community has as many voices as it has residents it is important to collect and then organize these voices to begin to identify where there are patterns. Otherwise the risk is losing current resident voice in a sea of otherwise credible and convincing perspectives.

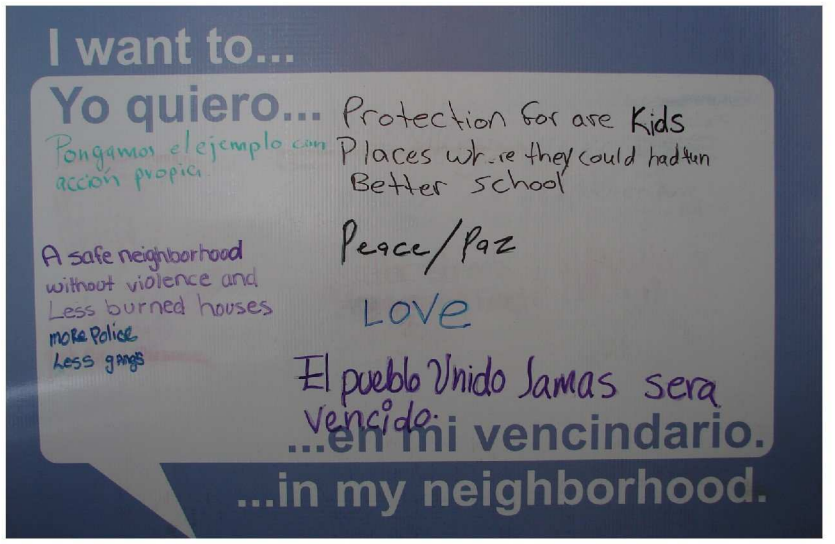
'I Want To/Yo Quiero' Boards

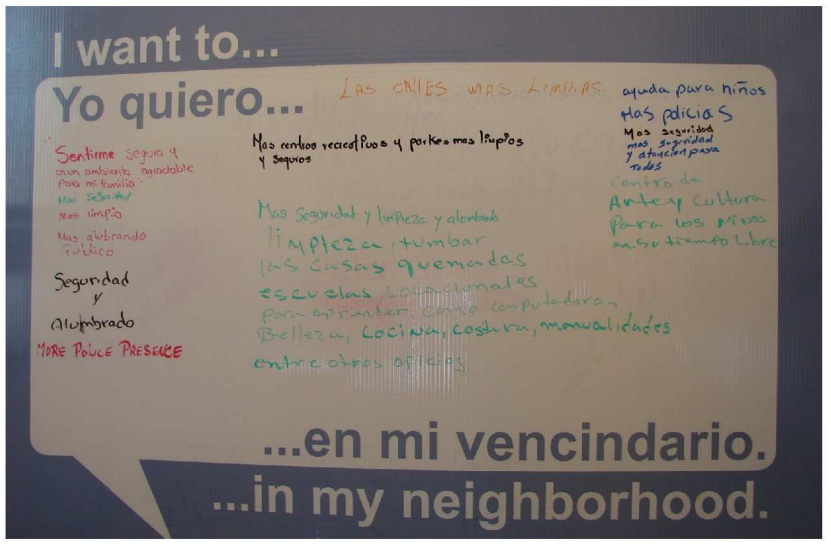
To provide people with an opportunity to give personal, written feedback about their neighborhood at community meetings and focus groups during the Building Sustainable Communities community engagement process we opted to print a large board to be on display that could be written on at the meetings. This was based on the concepts at work in Candy Chang's 'Neighborland' initiative with a couple slight adjustments to account for differences between Neighborland's ends and our needs. Our board displayed the sentences "I Want To... In My Neighborhood" and "Yo Quiero… En Mi Vecindario". They were introduced at various times during the focus groups and community meetings and participants were

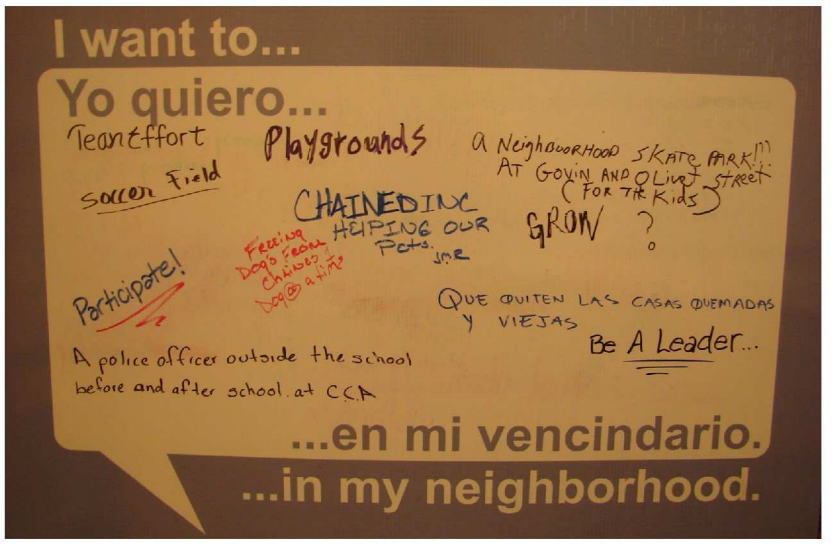


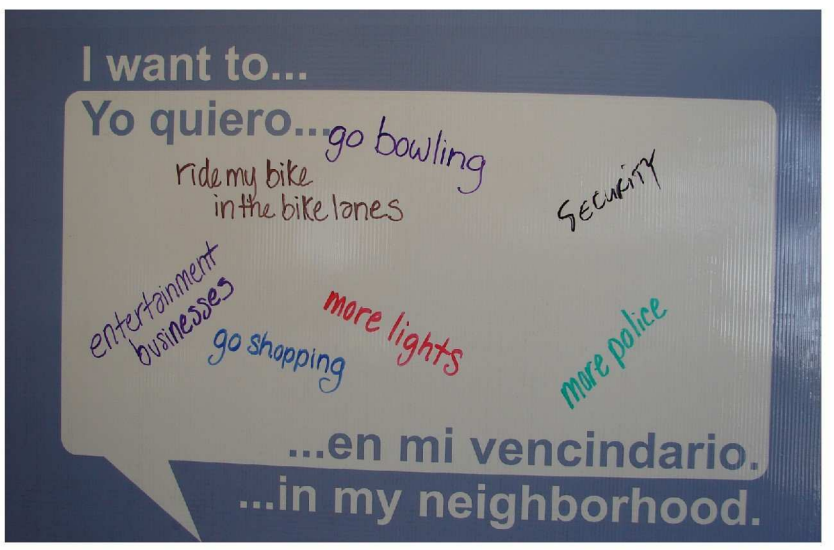
RESULTS AND RECOMMENDATIONS









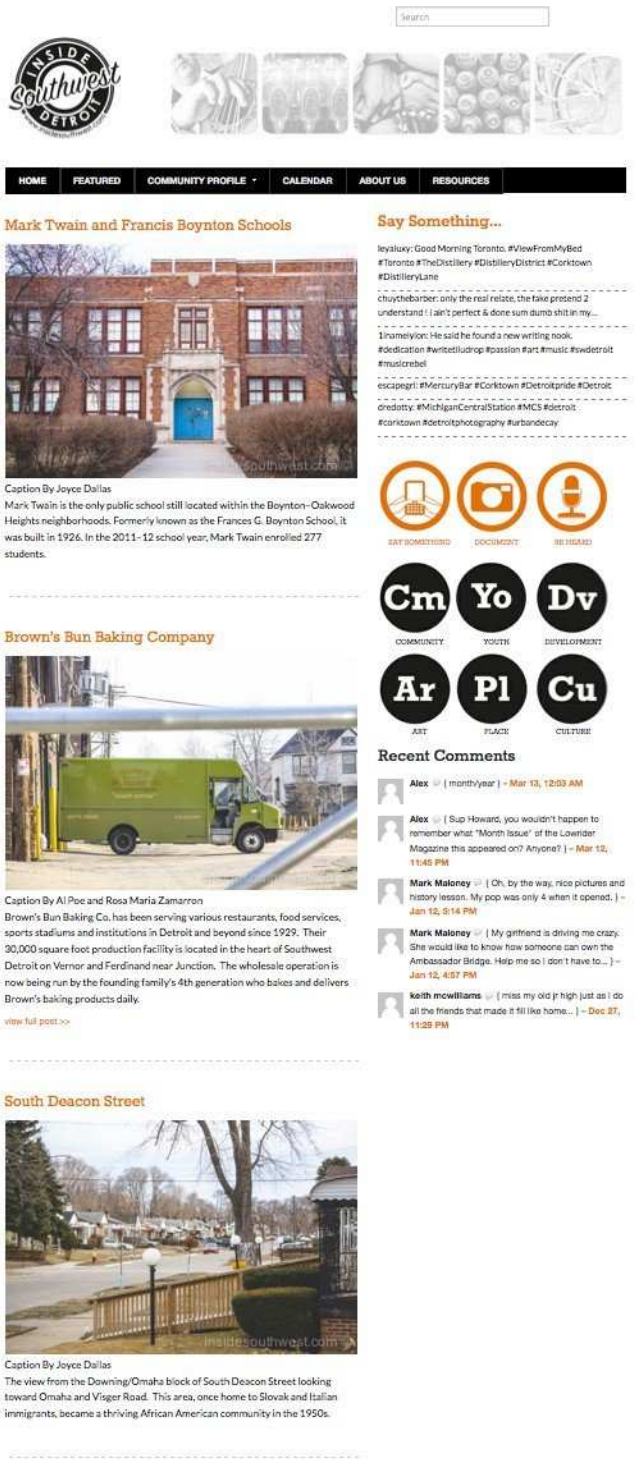


invited to complete the sentence with their own ideas. One adjustment was that the board was printed at a size fitting for interior display and use rather than for exterior installation. Another was that board was worded in such a way to prompt participants to contribute action words to the boards rather than a host of specific ideas. From these verbs the hope was that the feedback could be used as a foundation for a participatory design process where residents had already discussed what they want to "do" in their community rather than what they want to have.

This feedback combined with the other input from the variety of mediums used to collect information holds potential to be creative in creating solutions to identified issues, using identified community assets, and addressing identified concerns. Additionally, if the participants responded well to the boards and completed them as mentioned above it would be a starting point for a wider community initiative to install these same boards (albeit much larger) in different places throughout the community to solicit feedback. However participants used the boards in a variety of ways and the feedback solicited was not consistent enough in its content to provide such a foundation. It was still informative though. The words portrayed here are a sample from some of the information collected.

Inside Southwest Detroit: Community Engagement Toolbox

Inside Southwest Detroit is an initiative of Young Nation that was initiated in 1999 and is continually evolving as a primary source of information about Southwest Detroit. Its focus is on organizing community through various forms of media in order to provide information, build communication and awareness, foster relationships, and encourage dialogue and action toward the promotion of youth and community development. Through



opportunities to post comments and become engaged in discussions the visitor is encouraged to listen to others and be heard simultaneously. Inside Southwest Detroit takes the form of a community blog and gives visitors a place online to learn and share about Southwest Detroit. The website and its tools are building capacity to be inspirational and influential in shaping the narrative of Southwest Detroit through the promotion of youth and community-driven assessment, voice, and development as well as community-created content.

In the months leading up to and over the course of the Springwells Voice Initiative, a set of interactive features at Inside Southwest Detroit were being developed to facilitate community engagement and resident-created media. The timeliness and mission of the initiative provided the opportunity for these tools to be developed in coordination with the scope of the project and informed by its findings. Their purpose is to improve residents' and stakeholders' ability to become creators of media beyond mere consumers and subjects and, ultimately, contribute to the prevailing narrative about the community. The successful execution of this purpose has positive implications for any present and future community engagement processes.

The first round of surveys created by the Springwells Voice Initiative were designed to, among other things, inform these ongoing efforts to improve the digital community engagement tools at Inside Southwest Detroit. Data from the first round of surveys was being processed during the planning and implementation of objectives related to engaging the target population in media creation. Our findings about accessible and effective means of communication enhanced the ongoing efforts with the tools allowing them to be designed to take maximum advantage of communication and information gathering habits of community residents.

Phone-to-Web Content Creation

For example, residents' responses were telling us that text messaging was overwhelmingly, across each age group surveyed, the most popular and accessible form of written communication. More than flyers, more than bulletin boards, newspapers, or even e-mail. While we may have suspected this could be the case within select demographics we did not anticipate it to be so in each category. This had a direct relationship on our decision to prioritize the development of an SMS text messaging tool on the web site that allows residents to create and publish content from their cell phones by texting to a phone number. In addition to SMS tools we wanted to take advantage of the flexibility afforded by content created on various social media sites. Much of which is done from people's phones. While some of the sites were not indicated as being widely used by community members we discovered a growing number of young

residents that were registered and regularly using them. The social media sites' flexibility in posting multi-media messages especially from cell phones, the base of young resident users, and our ability to create and deliver trainings to maximize their use prompted us to also develop a way to leverage their content as part of a community-created narrative.

Inside Southwest Detroit was equipped to search these sites for specific designated hashtags (#) and publish the messages as content to the website in a way that can be searched by website visitors. When left uncollected at their site of origin it becomes increasingly difficult to search and locate content specific to any topic or community. Inside Southwest Detroit began recording posts published on Twitter and photographs published on Instagram that use a variety of hashtags to categorize the content as relevant or not relevant. We were able to build this collection of resident-created content into a narrative that lives in a section of the site where all of the content can be viewed by a website visitor. The section, entitled 'Say Something', is marked by an icon of a person typing on their cell phone with their thumbs. It is populated with community created content that site visitors can contribute to Inside Southwest Detroit via their cell phones.

While these features did not play a major role in the development of the Building Sustainable Communities QOL Plan it did serve well the goal to engage the target population in media creation. Our hope was to continue to develop these tools while simultaneously utilizing them to accomplish our goals. Consistent with this, Inside Southwest Detroit has been actively recording documentation of the BSC process by residents. Members of the target populations have done some of this documentation as is discussed in the following section. As future tools are developed at the site we will be able to activate the previously recorded and

categorized content already created.

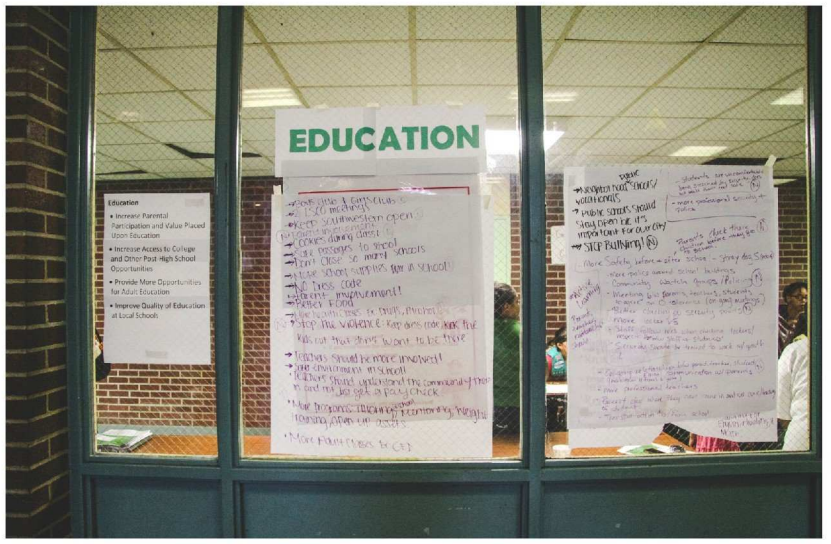
Community Reporters

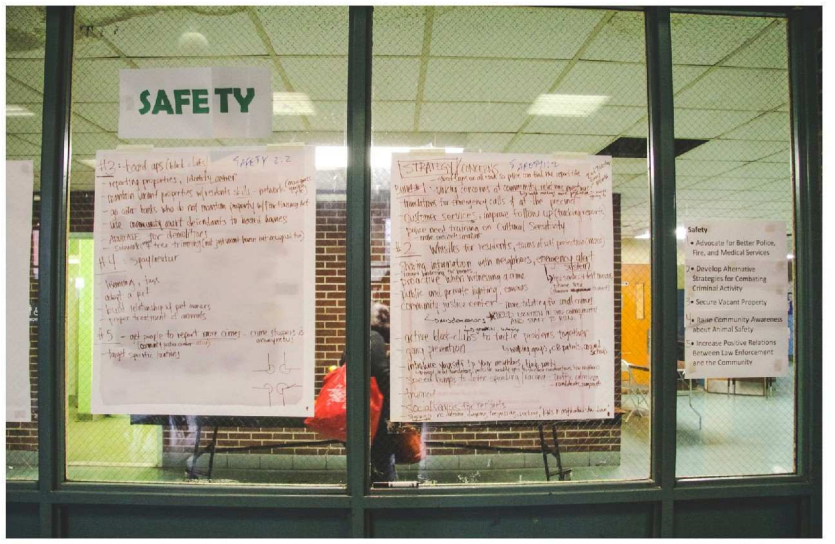
These new developments were accompanied by the training of several young leaders in the community in "Live-Tweeting" and how to use hashtags to categorize and promote their content. Live-Tweeting is a method of documentation of live events (workshops, trainings, hearings, et cetera) by which people create a series of concise messages marked with a specific hashtag and post them to Twitter to communicate what is unfolding. At the end all of the messages are searchable with the hashtag and a narrative of the event is accessible. Those who were not already using and not interested in using Twitter were shown how to do the same with a simple text message to Inside Southwest Detroit's contact phone number. One disadvantage of using the SMS method of publishing content is that you cannot

post images. Another is that once you send your text to Inside Southwest Detroit, that is the only place it publishes making it more difficult to spread your words quickly through your social networks as you can with a service like Twitter or Instagram.

Initially the young reporters that were trained were encouraged to use their new skills to document observations, news, and resident quotes from the community in general and either text them or post them to their Twitter accounts with the hashtag #iSpySW. In the meantime Inside Southwest Detroit was set up to record and publish all posts with that specific hashtag. In time we added a host of other hashtags that were custom made for groups and individuals so that their collection of content would also be recorded.

Eventually the young reporters were charged with the task of documenting the Building Sustainable Communities community engagement process. The hashtag #UNIQOL was used to document the process at large community meetings and smaller focus groups. One reporter, Nyasia Valdez, is a member of the target population of the initiative as a youth resident of the Springwells neighborhood whose family rents an apartment. She led the group of young reporters in the documentation of the large community meetings. Nyasia was able to answer questions and provide leadership during the process of documenting. Her Live-Tweeting formed the foundation of the community-created documentation of the process and her skill in paraphrasing and capturing concise community resident quotes enriched the narrative that came from the documentation of the meetings. Other young reporters, such as Freddy Diaz (also a youth resident of the Springwells neighborhood) and Gabriela Santiago-Romero, were Live-Tweeting and also taking photographs at the community meetings.


EDUCATION
Education
• Increase Parental Participation and Value Placed Upon Education
• Increase Access to College and Other Post-High School Opportunities
• Provide More Opportunities for Adult Education
• Improve Quality of Education at Local Schools


SAFETY
Safety
• Advocate for Better Police, Fire, and Medical Services
• Develop Alternative Strategies for Combating Criminal Activity
• Secure Vacant Property
• Raise Community Awareness about Animal Safety
• Increase Positive Relations Between Law Enforcement and the Community

HEALTH
Health
• Promote Physical Activity
• Increase Access to Diverse Health Services
• Expand Addiction and Mental Health Support Services
• Promote Healthy Living
• Improve Indoor and Outdoor Environmental Quality
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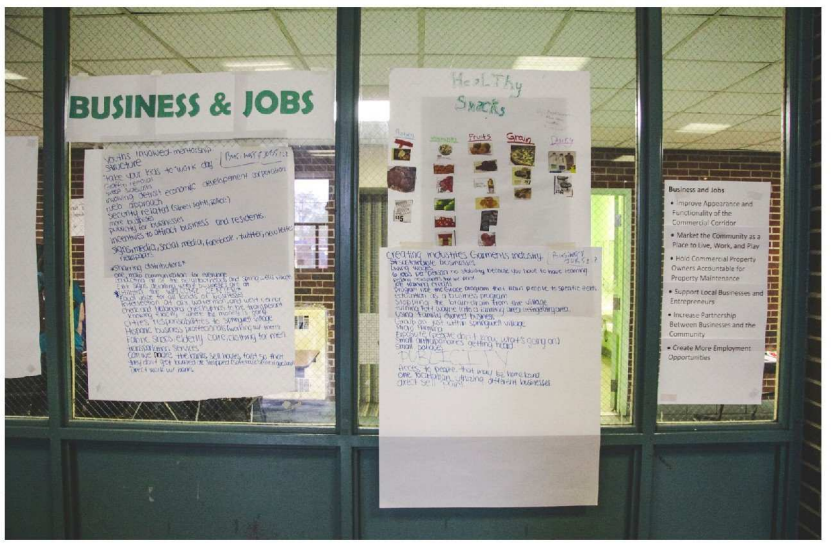
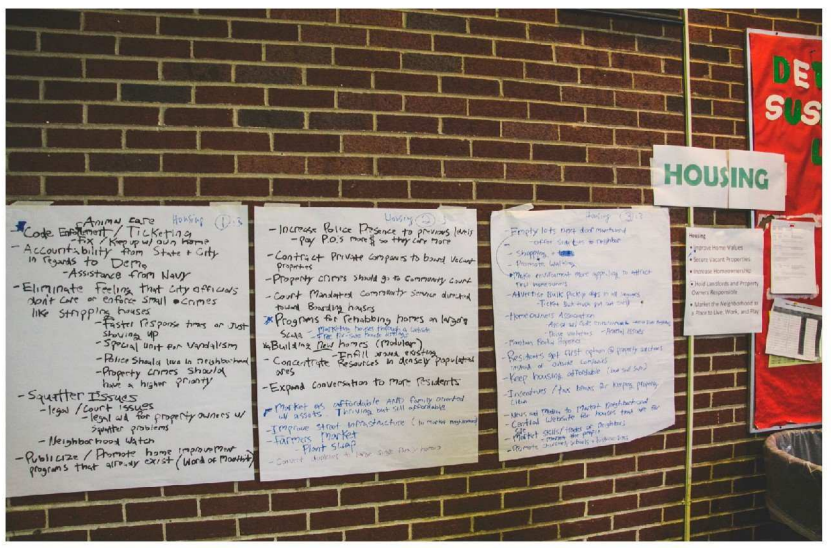

BUSINESS & JOBS
Business and Jobs
• Improve Appearance and Functionality of the Commercial Corridor
• Market the Community as a Place to Live, Work, and Play
• Assist Commercial Property Owners Accountable for Property Maintenance
• Support Local Businesses and Entrepreneurs
• Increase Partnership Between Businesses and the Community
• Create More Employment Opportunities


HOUSING

COMMUNITY
BUILDING

GOAL 03: CURATE AND DISTRIBUTE RESIDENT-CREATED NARRATIVES

Goal three was to curate and distribute target audience-created information, feedback, and narratives collected during the process. This goal's intention was to inform residents and others about what the community itself is saying. As the news is such a frequently accessed and widely influential source of community information, a push to get the community's voice in front of itself is imperative for helping to spread a community-driven narrative by at least sharing it within the community.

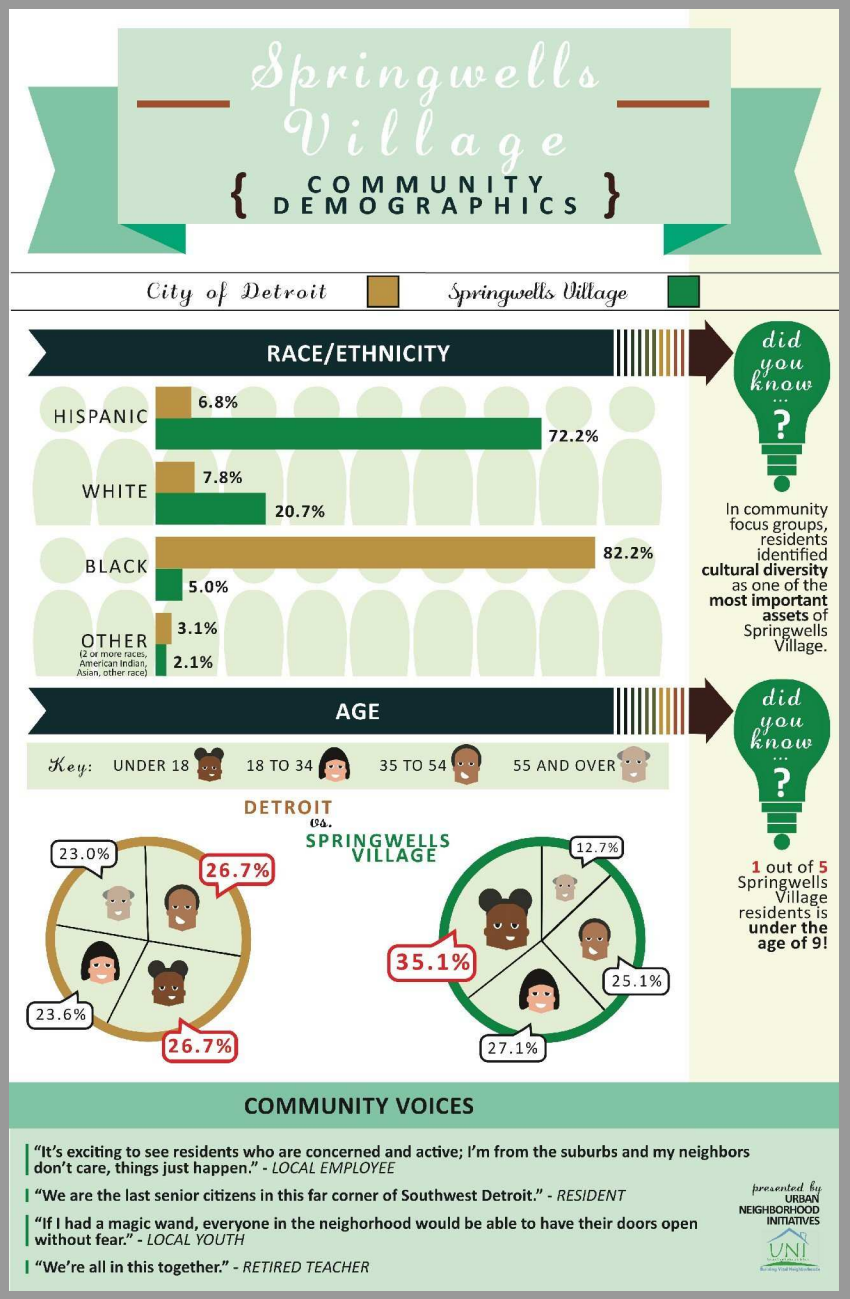
Inside Southwest Detroit: Content Curation and Publishing

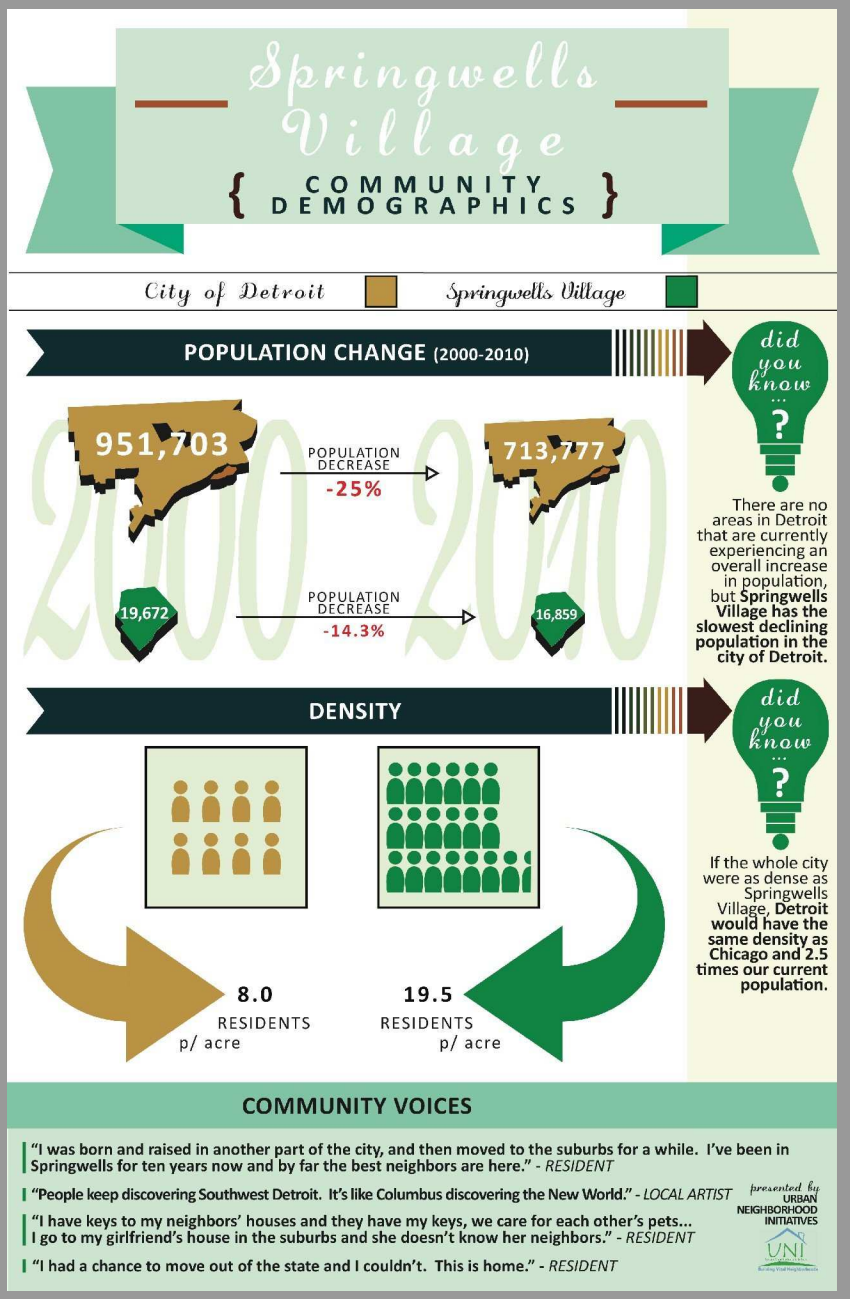
An ongoing development with the digital community engagement tools at Inside Southwest Detroit is the ability to curate content in a way that makes it simple for the website visitor to view information collected through these expansive methods. Currently customized pages that will display all content with any 'tag' (a way of organizing posts and media on websites) are being developed. When completed a visitor to the site will be able to follow a link to a special page that compiles all articles, posts, and media (photos, videos) associated with that topic. This expands the potential of the website to serve the needs of residents and groups in Southwest Detroit. Essentially this gives a small group of residents the ability to create content together around a specific topic and have it classified and organized at Inside Southwest Detroit in a way that is easy to share with their networks.

Whether documenting a subculture, a block, schools, or community engagement processes this will help to make all resident-created content even more accessible.

'United, Unidos' Exhibit

To celebrate community input an exhibition of findings from the BSC community engagement process highlighting resident voices was assembled and presented by Urban Neighborhood Initiatives in collaboration with community residents and partners in The Atrium at the Southwest Detroit Business Association, a public interior space near Central and Vernor. "United, Unidos", is a multimedia installation that reflects six months of outreach, engagement, and planning in the Springwells Village community for the Quality of Life Plan. The installation features photographs, maps, and infographics to convey how the residents and stakeholders of the Springwells neighborhood came together as change makers in their own community. The exhibit acknowledges and celebrates those who have contributed to the Quality of Life Planning Process. "United, Unidos" highlights information gleaned from the Quality of Life Planning process and showcases the many ways in which residents and stakeholders of the Springwells neighborhood have come together to envision an even stronger future. The exhibit opened to the community on Friday, July 13 for a 3-hour reception with snacks and refreshments to a diverse audience. Photographs taken by youth and adults during the process were on display. Several of Gabriela's photographs of the process were included in the exhibit. Also, Nyasia and other youth participants who assisted in outreach and in the community meetings were represented in photographs seen by the community at the exhibit.


Springwells Village
{ COMMUNITY DEMOGRAPHICS }
City of Detroit
Springwells Village
RACE/ETHNICITY
HISPANIC 6.8% 72.2%
WHITE 7.8% 20.7%
BLACK 82.2% 5.0%
OTHER (2 or more races, American Indian, Asian, other race) 3.1% 2.1%
did you know ... ?
In community focus groups, residents identified cultural diversity as one of the most important assets of Springwells Village.
AGE
Key: UNDER 18 18 TO 34 35 TO 54 55 AND OVER
DETROIT
SPRINGWELLS VILLAGE
23.0% 26.7% 23.6% 26.7%
12.7% 35.1% 25.1% 27.1%
1 out of 5 Springwells Village residents is under the age of 9!
COMMUNITY VOICES
"It's exciting to see residents who are concerned and active; I'm from the suburbs and my neighbors don't care, things just happen." - LOCAL EMPLOYEE
"We are the last senior citizens in this far corner of Southwest Detroit." - RESIDENT
"If I had a magic wand, everyone in the neighorhood would be able to have their doors open without fear." - LOCAL YOUTH
"We're all in this together." - RETIRED TEACHER
presented by URBAN NEIGHBORHOOD INITIATIVES
UNI

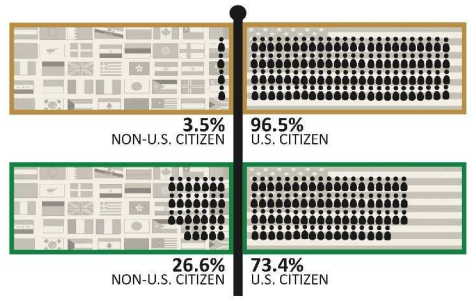

Springwells Village
{ COMMUNITY DEMOGRAPHICS }
City of Detroit
Springwells Village
POPULATION CHANGE (2000-2010)
951,703
POPULATION DECREASE -25%
713,777
19,672
POPULATION DECREASE -14.3%
16,859
2000 2010
did you know ... ?
There are no areas in Detroit that are currently experiencing an overall increase in population, but Springwells Village has the slowest declining population in the city of Detroit.
DENSITY
8.0 RESIDENTS p/ acre
19.5 RESIDENTS p/ acre
did you know ... ?
If the whole city were as dense as Springwells Village, Detroit would have the same density as Chicago and 2.5 times our current population.
COMMUNITY VOICES
"I was born and raised in another part of the city, and then moved to the suburbs for a while. I've been in Springwells for ten years now and by far the best neighbors are here." - RESIDENT
"People keep discovering Southwest Detroit. It's like Columbus discovering the New World." - LOCAL ARTIST
"I have keys to my neighbors' houses and they have my keys, we care for each other's pets... I go to my girlfriend's house in the suburbs and she doesn't know her neighbors." - RESIDENT
"I had a chance to move out of the state and I couldn't. This is home." - RESIDENT
presented by URBAN NEIGHBORHOOD INITIATIVES
UNI

Springwells Village

{ COMMUNITY DEMOGRAPHICS }

City of Detroit | Springwells Village

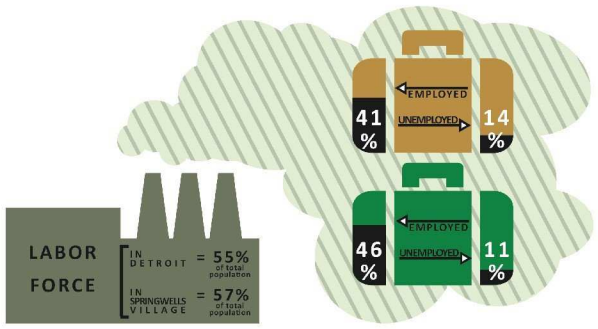
CITIZENSHIP STATUS



did you know ...?

In Detroit, only **9.2%** of residents **speak languages other than English**, while in Springwells Village the number is **62.7%**.

EMPLOYMENT



did you know ...?

Youth employment programs in Springwells Village place hundreds of **young residents with local businesses** each year, contributing **thousands of dollars** to the local economy.

COMMUNITY VOICES

- "If you can't give back to the community you live in, what's the sense of living there?" - *LOCAL BUSINESS OWNER*
- "I don't believe in issues, I believe in situations. We have to get out of this victim mindset." - *LOCAL EMPLOYEE*
- "This was the community police officers came to retire in. What happened?" - *RESIDENT*

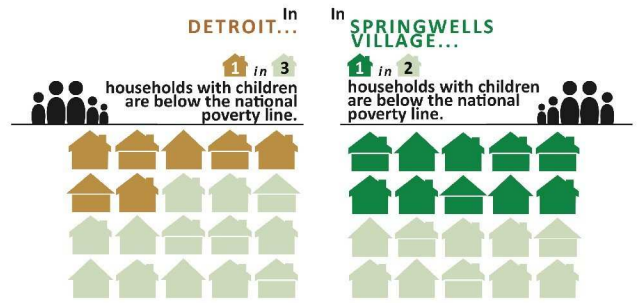
presented by URBAN NEIGHBORHOOD INITIATIVES

Springwells Village

{ COMMUNITY DEMOGRAPHICS }

City of Detroit | Springwells Village

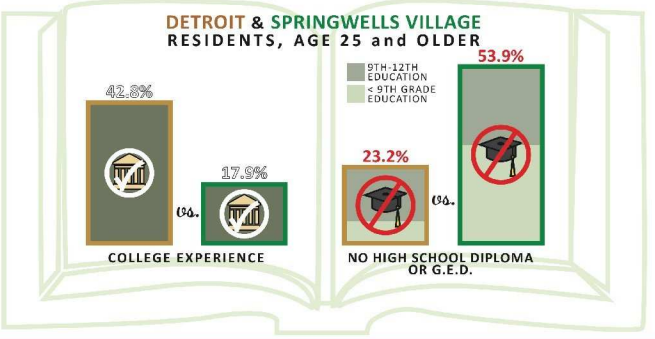
HOUSEHOLD INCOME



did you know ...?

Amongst Springwells Village households, **nearly half** earn **an income of $25,000 or less**, while **a fourth** are earning **over $75,000.**

EDUCATION LEVELS



did you know ...?

29% of Springwells Village residents who are over the age of 25 **have less than a 9th grade education**, compared to **6.6%** in the city of Detroit.

COMMUNITY VOICES

- "It takes a village to raise a child. And in our culture, the village has turned its back on the children." - *RESIDENT*
- "The school is the hub of the community." - *RETIRED TEACHER*
- "Many elders are busy trying to support and uplift their families." - *LOCAL ELDER*
- "This is the only place in Detroit where you can walk like we walk." - *RESIDENT*

presented by URBAN NEIGHBORHOOD INITIATIVES

SPRINGWELLS VILLAGE SURVEY RESULTS

did you know . . .

COMMUNITY ENGAGEMENT

Residents who **communicate with neighbors daily** indicate a significantly **stronger connection to non-profit organizations** than those who do not.

75% indicate **feeling connected to a church.**

61% report having **no relationship or a negative relationship** with **law enforcement.**

HEALTH & SAFETY

20% of 19-24 year olds identify **"Gang Activity"** as a top priority needing to be addressed, as compared with 50% of residents 45 and older.

No respondents between the ages of 15-24 identify **"Graffiti/Vandalism"** as a top priority needing to be addressed.

70% of respondents between the ages of 44-59 indicate being **involved** or **very involved** in the community.

TECHNOLOGY & INFORMATION

Television news is overwhelmingly the most accessed information tool, while **text messaging** is the most popular written communication tool.

76% report using the Internet daily, while **10%** do not use the Internet at all.

1/3 of all respondents read local Southwest Detroit newspapers.

COMMUNITY SERVICES & AMENITIES:

Rated POOR or NEEDS IMPROVEMENT

Police presence and response — 92.7%

Animal control — 91.1%

Public lighting — 89.4%

Rated EXCELLENT or SATISFACTORY

Postal service — 71.4%

Public library — 58.9%

Access to healthy foods — 49%

presented by URBAN NEIGHBORHOOD INITIATIVES

ACTION PROJECT PILOT

Through the course of data collection regarding 'Community Health and Safety' it became apparent that residents overwhelmingly prioritized abandoned buildings for improvement over any other single concern. Sixty-eight percent of respondents indicated that this is among their top priorities for improvements in the neighborhood. The second most prioritized concerns were tied between burglaries, general safety, and drug dealing as indicated by 39% of respondents. Through community interviews and other forms of feedback these were also each linked in some way to the issue of abandoned homes.

Community Health and Safety

Assets

-Of the list of 18 services and amenities in the Springwells neighborhood, Postal Services, Public Library, and Access to Healthy Foods were indicated to be at acceptable levels by more than 50% of respondents.

-Seventy-one percent of respondents indicated that Postal Services are 'Excellent' or 'Satisfactory' making them this highest rated among services and amenities in the Springwells neighborhood.

Concerns

-The community concern most selected as a top priority for improvement is Abandoned Buildings at 68%.

-Thirty-nine percent of respondents indicated that Burglaries, General Safety, and Drug Dealing are also among their top priorities for improvement. In community interviews, residents have consistently associated concerns about burglaries, general safety, and drug dealing to the number and condition of abandoned buildings around their homes.

-Police Presence and Response, Animal Control, and Public Lighting received the lowest ratings of all of the services and amenities in the Springwells neighborhood.

-Ninety-two percent of respondents indicated that Police Presence and Response is at unacceptable levels.
-Eighty-nine percent of respondents said the same of Animal Control and Public Lighting.

-Additionally twice as many respondents (78%) indicated that Police Presence and Response is among their top 3 priorities for service improvements in the Springwells neighborhood than any other priority.

-The second most indicated priorities are Public

Lighting and Youth Programming at 39%.

-Sixty-one percent of those surveyed indicated feeling 'Not At All Connected' to or having a 'Negative Relationship' with law enforcement. And 75% of those surveyed indicated feeling 'Not At All Connected' to or having a 'Negative Relationship' with elected officials.

This initiated a second round of data collection to validate the findings. During the Springwells Voice Initiative collaboration meetings it was noted that there is significant value in the word of mouth method of information sharing in Southwest Detroit's neighborhoods' tightly connected network of families, friends, and neighbors. It was suggested that utilizing this approach to collect and document information and thrusting the findings in to a place in front of decision makers could be eye opening and beneficial for all.

Carson Street Board Ups

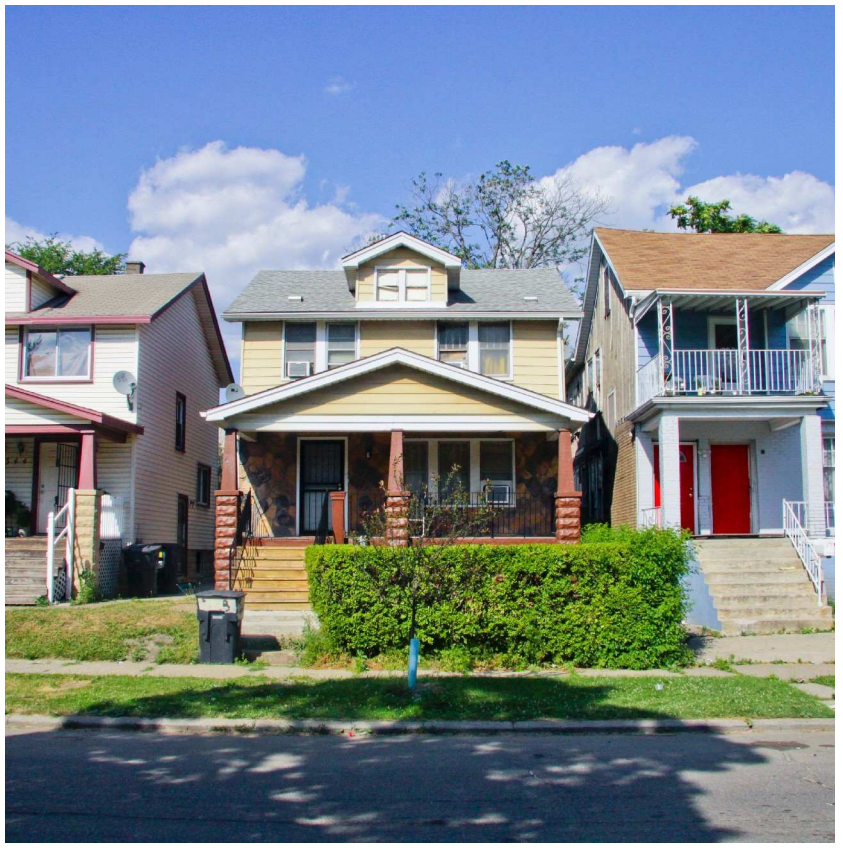
To attempt to utilize this method, the perspectives reflected in the surveys were vetted among residents of Carson Street where a concentration of open, empty, and burnt homes exist through 8 informal front yard and porch conversations over the course of a week. Several recent fires served to actualize some common concerns associated with opened and abandoned properties on Carson Street. Residents across several ethnicities, age groups, and networks confirmed the findings and raised additional concerns associated with the structures during this process. These residents, not desensitized to the current sub-standard physical condition of many of the vacant properties in the community, were able to speak from their personal experiences of being affected daily by the nuisance of opened and abandoned homes. Their feedback was documented, photographs were taken to support the opinions and experiences they shared, and it was compiled to provide the foundation of a proposal for a project to improve the quality of life on Carson through collaboration between neighbors, businesses, and organizations.

The results of the original survey, the confirmations and additional concerns shared through informal interviews were used to craft and present an informal request to Danto's Furniture, a local business who has been active in the community boarding up the empty homes near their store at Central and Vernor. In the proposal that included documentation of community feedback about abandoned properties Danto's was asked to prioritize the boarding up of all the open structures on the three blocks of Carson Street stretching from Dix Avenue to W Vernor Highway. While there was consensus that it deserved to be prioritized, Danto's explained that with the number of empty homes and requests received they do not currently have the capacity to provide enough materials to board up all of the homes that are being reported. Therefore additional resources to support

Danto Furniture's capacity would have to be quickly identified through a grant or partnership if Carson Street is to be prioritized.

Through organizational stakeholder interviews earlier in the Springwells Voice Initiative process Southwest Housing Solutions made it known that they wish to be informed of opportunities to support the organization and development of the community surrounding their properties. When the opportunities arise, they will do what they can. The proposal assembled for Danto's was shared with Southwest Housing Solutions as a request to support Danto's capacity to board homes if they could commit to prioritizing Carson Street where they own and manage properties with a total of 30 units. Southwest Housing Solutions eagerly expressed interest in supporting the project. With this news the Springwells Voice Initiative connected the two parties to work out the details of materials purchase and delivery. Danto's was busy boarding up homes within two days and had the project completed within six days. Young Nation provided information to the residents toward awareness about the initiative, documentation of the process, and follow up with residents to get their reactions and responses to the initiative.

Utilizing relationships formed with neighbors, community organizations, and a local business through the research and implementation process of the Springwells Voice Initiative these findings (both general and localized) were converted from simple, stated concerns of residents to a low-cost, collaborative initiative to benefit residents as well as the economic and social bottom lines of Southwest Housing Solutions and Danto's Furniture. A commitment to resident engagement and voice, participatory development, and collaboration helped to maximize the identification of several layers of overlap in interests between the groups involved. As a result we were able to respond to these multiple layers of interest with low-cost solutions that improve the quality of life and forged the beginning of positive relationships between neighbors and community institutions.



"I'm really grateful for what your doing. I've lived on this block since I was 5. I used to live in the Carson Apartments before we moved here. I love my block but unfortunately with all these houses that are abandoned I don't really feel safe anymore. We have complained to the city numerous times with no results... I came home from work and they were finishing boarding up the last house across the street. The neighborhood looks so much better!! Thanks again!!"

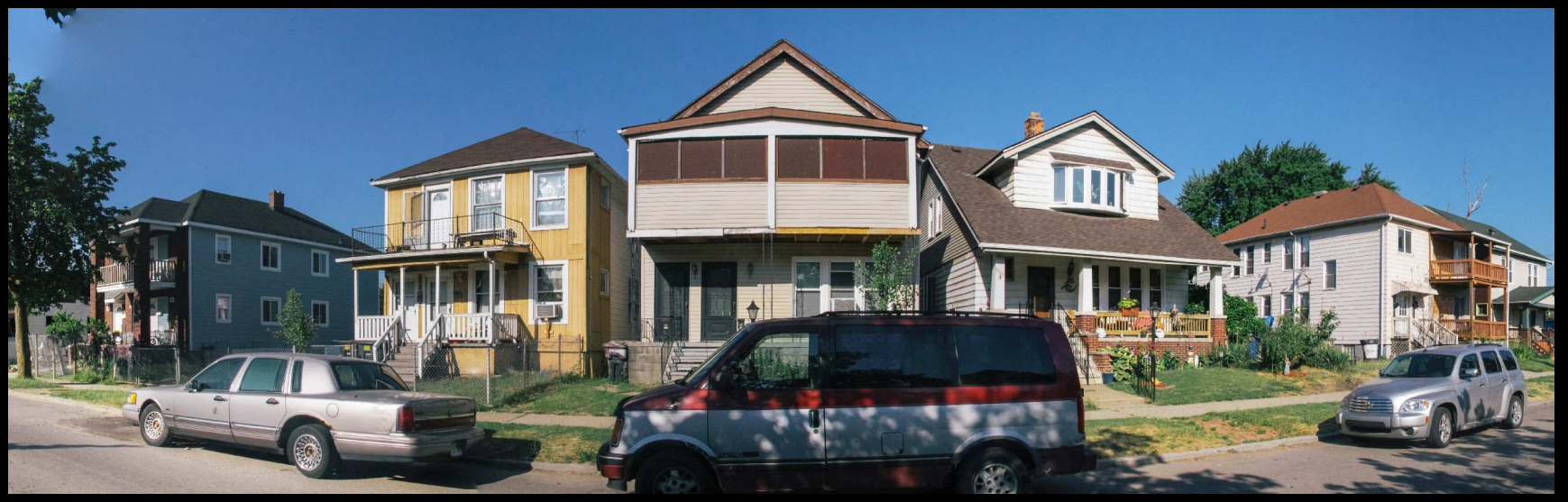
-Yashira Rodriguez, Carson Street Resident

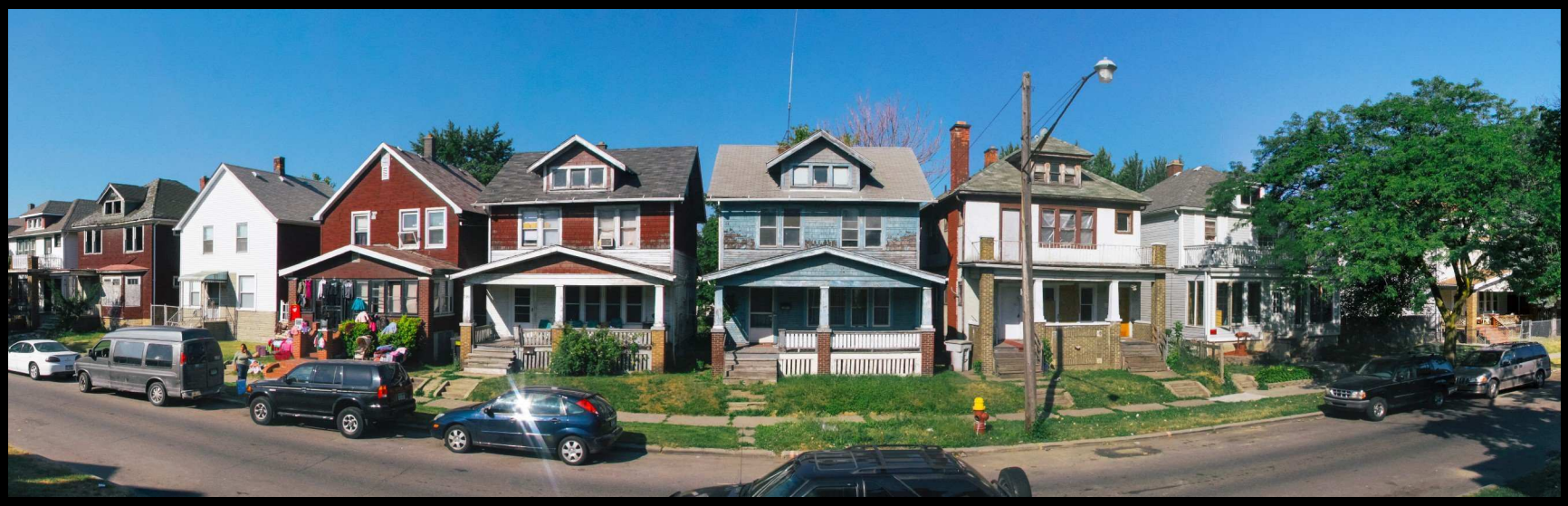
PHOTO ESSAY: CARSON STREET

DO NOT
ENTER
DO NOT
ENTER

always a lesson.

PHOTO ESSAY: CARSON STREET





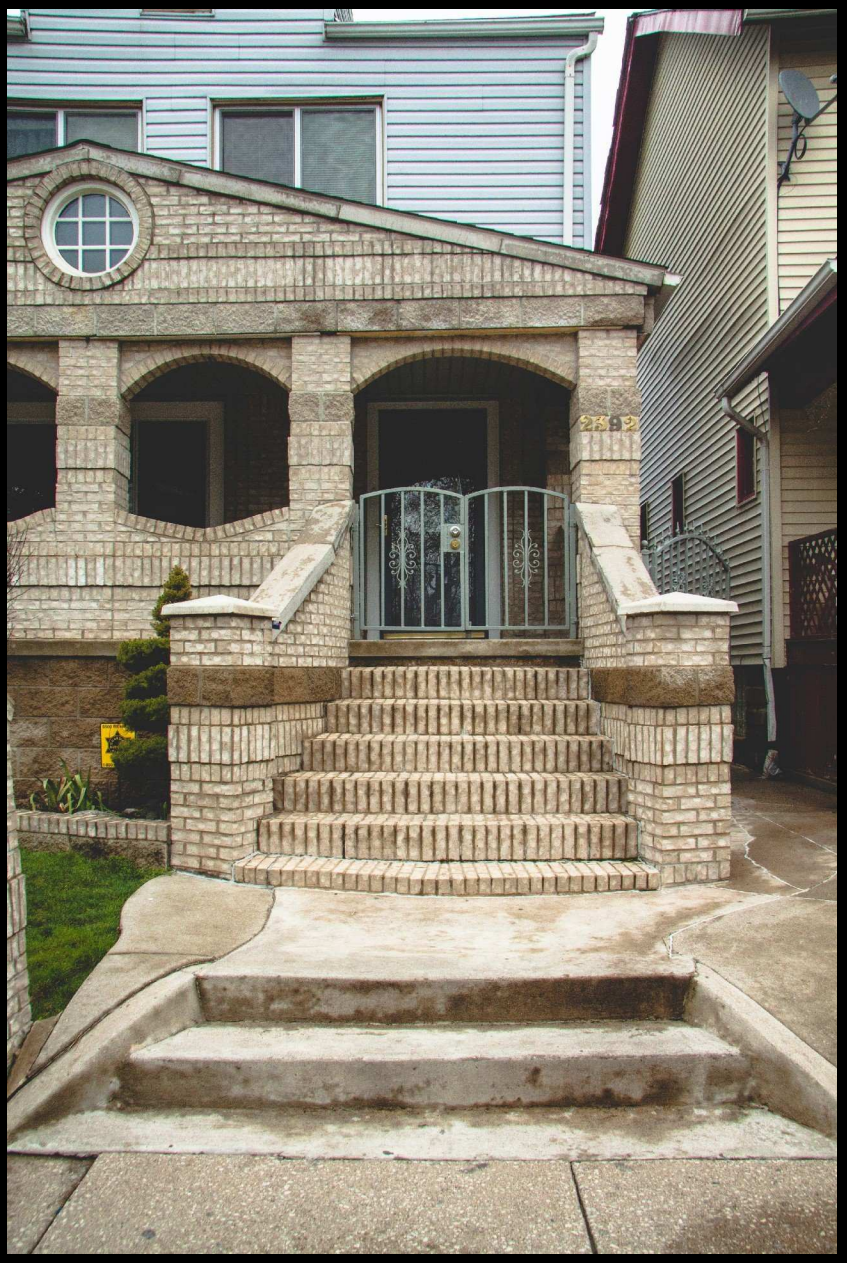


PHOTO ESSAY: CARSON STREET

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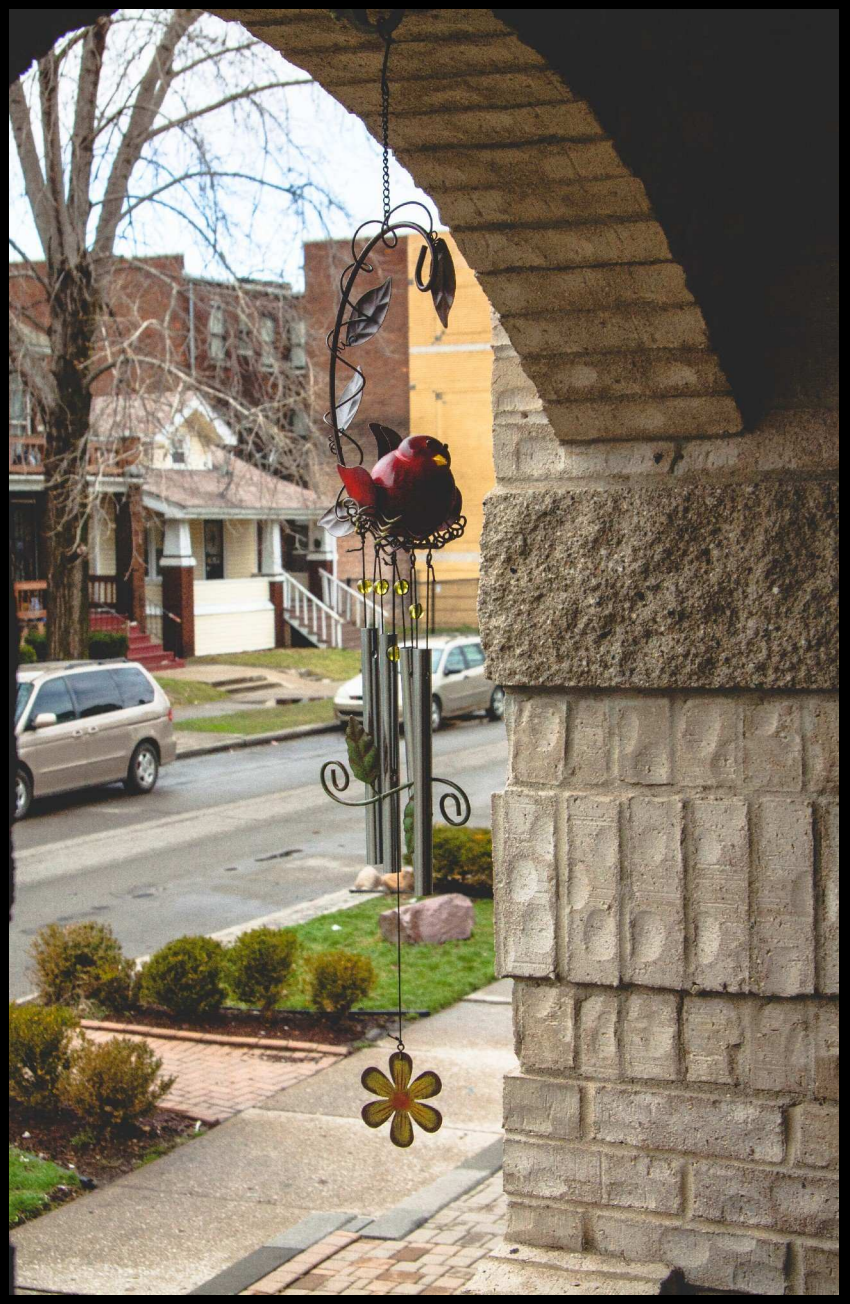
PHOTO ESSAY: CARSON STREET



DANTO
Since 1940
FURNITURE APPLIANCES ELECTRONIC
7701 W. VERNOR • DETROIT, MI. • 313-841

PHOTO ESSAY: CARSON STREET

RIDGID

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RECOMMENDATIONS

RECOMMENDATION 01: FORMATION OF COMMUNITY STAKEHOLDER GROUPS

Carson Street Stakeholder Group

To improve or build on the Springwells Voice Initiative toward its maximum potential a pilot stakeholder group could be formed on the momentum of the successful, recently completed initiative to board all the open and empty homes on Carson Street. This stakeholder group would be rooted on Carson and the purpose of the localized group would be to bring together neighbors (adults and youth), community organizations, businesses, and local civic institution representatives with the task of continually identifying community needs and assets, synthesizing them in to community projects that utilize the assets and address the needs. Special importance could be placed on initiatives that build and strengthen relationships, prioritizing their importance, planning and implementing them, and performing evaluation internally (in the group) and externally (in the neighborhood).

For the group to be functional the stakeholder group should be no larger than 10. So choosing representatives from each of the groups mentioned is a task of primary importance. Initial meetings of the group serve to introduce the team to each other with activities that provide common experience, facilitate familiarity and understanding, and have a take away that contributes to the next phase: the identification of needs and assets. Activities such as community mapping, brainstorming, group storytelling, voting, and others of the like use cooperative learning structures, are inclusive, provide opportunities for creative expression, and perform functions relevant to community development while building a base of community knowledge and wisdom and strengthening bonds within the group. From here the building of this list of needs and assets takes place. This evolving collection of needs and assets, as mentioned above, should be formed into a living list of things that need to be done (needs) with an inventory of custom made tools (assets) to address them with.

RECOMMENDATION 02: EMPLOYMENT OF PARTICIPATORY DESIGN PROCESS

Elsmere Avenue Community Project

A simplified participatory design process can be used to plan and implement a cultural community development project together with a group of stakeholders in the community surrounding Elsmere and Lane. A combination of youth, adults, renters, homeowners, and service providers who could then propose other entities to include would be most appropriate.

This intersection was recently the focus of the launch of a city-wide effort to identify and demolish vacant, blighted buildings that pose the most risk to their surrounding communities. A press conference was held at the site where the mayor spoke and the demolition of three large apartment buildings commenced. This left three large lots where the structures stood. Future development in this area, whether spearheaded by local organizations or neighbors, would benefit from the collection of a small group of stakeholders to engage in participatory design processes to identify potential projects and priorities for the spaces created by the demolitions.

This project should take full advantage of group assets to meet the identified needs surrounding the project. Additionally it should provide opportunities to build relationships between residents and consider its location in the wider community to maximize potential

for the project to promote community health. A response to this area's needs with an intervention rooted in its specific assets yields ample opportunity to provide something unique that the broader community could want to access and support.

In the appendix is a suggested agenda for facilitating a participatory workshop. It was developed by Young Nation through involvement with the Detroit Future Youth Network as a way to share benefits generated by the processes of the design and build of The Alley Project.

RECOMMENDATION 03: UTILIZATION OF INSIDE SOUTHWEST DETROIT DIGITAL MEDIA TOOLS TO CONNECT RESIDENTS AND DOCUMENT RESIDENT NARRATIVES

With a modest level of training, a number of small, focused groups of residents with mutual interests could be established to document various aspects of community life in Southwest Detroit. To assure interest and commitment the groups of residents would self-identify their area of interest or expertise. The trainings would simply equip them with ways of sharing their perspectives of the agreed-upon subject with the broader community via Twitter, Instagram, and/or SMS texting. Each of these can be done from their celluar phones.

Inside Southwest Detroit is currently developing a feature that creates custom 'Tag' pages to collect, organize, and present information efficiently on an ongoing basis. While the implications of this are endless, it lends itself well to motivating residents to create content and then share it with others. Eventually multiple small groups could be connected to each other online and in person through features, exhibits, and

demonstrations. These acts, as mentioned earlier, are beneficial in supporting connected communities. Resident-to-resident, and resident-organizational connections would be increased while simultaneously creating and deepening a narrative about Southwest Detroit created by its residents.

UPDATE: In the time between when this Capstone was completed and when the book was created Young Nation was afforded the opportunity to realize Recommendation 3 as an exhibit of resident-created media published to social media sites via cellular phones. The content of this exhibit, which will present itself in at least four locations in the community, is in the Appendix to this section.

CHALLENGES

Leveraging Benefits of Cultural Community Development without a Physical Media Project

Throughout the planning and implementation of the initiative, there was a lack of manifest benefit from social capital generated through processes of cultural community development as they relate to physical media. While it was intended that the statement of physical media in the central question and mission would be to explore methods of the utilization of the processes of physical media creation toward engaging residents it instead became utilizing printed media together with digital media to enhance our ability to attract, inform, engage, and activate residents toward engagement in the development of the community. While it was still employed toward the ends of the initiative, it was a shift in focus. This shift was due to several factors including time, research, and findings.

While several examples of the benefit of channeling the byproducts of the process of physical media creation exist in the case studies section, the time required to reap the full benefit from such processes made it an impractical fit as a primary focus of the project as the project started to take on its mission, goals, and objectives. These processes' application would not have been the appropriate approach considering the role the Springwells Voice Initiative was positioning itself to play in a foundations' community engagement process in the community. Using this approach would have meant having to scale back significantly on the scope of work and therefore preventing us from learning from or developing any new approaches to improving community engagement through physical and digital media.

While its value is still obvious it does not as directly relate as an asset to contribute to a process outside itself where the means and ends can be overlapping. For example in the Building Sustainable Communities community engagement process the goal was to create a quality of life document that will serve as the guide for approximately $10 million in development funding for the Springwells neighborhood over the next 3-5 years. Trying to leverage the byproduct of a cultural community development process that aims to create a built environment or other physical media installation collaboratively would be overly consuming of resources for ends outside the project itself. The value would be in the creation of the product that speaks to each of the participants' contributions, the relationships formed, the assets identified, and the needs that were met. Unless the Building Sustainable Communities community engagement process subscribed to such an approach as its primary vehicle to create its Quality of Life Document the value would be hard to contribute and the time involved would not have left many resources for much else.

Participatory Planning Process Workshop

General		Keep In Mind
☒ Introduction	☐ Skill/Training	☒ Active Learning
☒ Ice Breaker	☐ Brainstorm	☒ Choice
☒ Central Ideas	☐ Project Work	☒ Plan-Do-Review
☒ Program	☐ Program Evaluation	☒ Cooperative Learning
☒ Application	☐ Recreation	☐ Leadership Dev
☒ Group Eval	☒ Workshop	

Time	Activity	Notes
000-005	**Introduction (05 minutes)** -Young Nation, Importance of People/Places and design	
005-025	**Declare Our Assets (20 minutes)** -Participants will take a marker and write at least one thing under a 'Heart' icon and one thing under a 'Hammer' icon on butcher paper indicating what they love and what they can do. The more the better. -Take a seat in a circle when finished. -Going around the circle, we will say our names and one unique thing about ourselves. (1 coordinator will scribe these under a 'Unicorn' icon on the butcher paper) *-Afterward, group introduced to a summary of the heart, hammer, and unicorn as a 'Skills and Assets Audit' reflective of what this group represents (ie. Needs and Assets.*	Butcher Paper Icon Printouts Tape Markers (10-20)
025-050	**Defining Our Community (25 minutes)** -Have participants line up in order of hair length. Count off participants splitting large group into 3-5 smaller groups. -In small groups, participants will reflect on last activity and come up with 3 general true statements about the whole group. Write them down on index cards. -Groups will report out on their statements (1 coordinator will scribe these on a separate sheet of butcher paper). -Everyone given 3 stickers to vote on their favorite statements. You may spread them out or put all	Butcher Paper Markers (1) Index Cards Pens/Pencils Stickers (Small)

	three on any statement. Votes are then tallied and the top three are selected. *-Afterward, group introduced to a brief summary of the statements as a declaration of community with characteristics that define exactly who/what we are (ie. Target Audience, Mission Statement)*	
050-055	**Our Project (05 minutes)** *-In some cases this section can happen as time spent to brainstorm and select a project together in Think-Pair-Share format with a presentation and selection process. For our purposes a placebo project will be designated.* -Participants are presented with a sample project: 'Learning How To Produce and Distribute Music' (we picked this b/c of mass appeal and our lack of expertise in this area). This is written in the center of a large piece of butcher paper and explained in generality.	Butcher Paper Marker (1)
055-075	**Hopes + Worries** = Actions **(20 minutes)** -Group splits in to two groups by counting off "1, 2, 1, 2, 1, 2" and form single-file lines for a relay race -Each runner lists one 'Hope' in round 1. In round 2 runners will list 'Worries' after reflecting briefly on the 'Hopes' listed in round 1 and keeping them in mind. Try to think of obstacles that may get in their way. -The group with the least amount of repeats is recognized and both lists reviewed out loud by a facilitator. *-Afterward, group introduced to a brief summary of the 'Hopes' and 'Worries' as Goals and Obstacles. Taken further, the 'Hopes' could be developed in to formal program goals.*	Butcher Paper Markers (1)
075-085	Hopes + Worries **= Actions (10 minutes)** -Participants will select 2 scribes from the large group and call out 'Action' statements about what they'd like to "DO" as part of this program. Scribes will record each of these on butcher paper. Make sure to keep the 'Hopes' and 'Worries' in mind throughout. -Participants are given three stickers to vote on their favorite 'Actions'. Votes are then tallied and the top four are selected. *-Afterward, group introduced to a brief summary of the 'Actions' as Program Activities. Taken further, the 'Actions' could be used to develop program Objectives in tandem with program guidelines.* *NOTE: During this activity, facilitators will write each of one of the four 'Actions' selected on a piece of construction paper large enough to read from a distance. Write it outside the drawn box in the*	Butcher Paper Markers (2) Stickers *Construction Paper (cut like picture frames w/ a 4X6 square drawn in middle)*

	direction of a square.	
085-100	**OPTIONAL: Map It!!! (15 minutes)** ***Hands-On Exercise*** -Participants are split in to four groups by way of 'Four Corners'. Each 'Action' is put up on the wall in different locations and people move to stand next to the one they most associate with/relate to. If group sizes need slight adjustment facilitator will do so to make sure there are enough people to fulfill roles (doesn't have to be even). - Each group will select a photographer from their group. Groups will then "act out" the 'Action' in a freeze-frame manner with one member of the group holding up the construction paper in a way that is visible and the photographer will take a picture. -The cameras are returned to a facilitator and the image is printed and returned to the group to place inside the drawn box. -The four photos are then attached to the sheet from the 'Our Project' butcher paper. The large group can then select someone to write 'We Want To… In Our Program!' on the paper	Construction Paper (cut like picture frames w/ a 4X6 square drawn in middle) Digital Cameras Digital Photo Printer Double Sided Tape
100-120	**OPTIONAL: Assemble Your Book! (20 minutes)** ***Hands-On Exercise*** -The sheets of butcher paper are then put in order and hole punched 5-10 times across the top -Hole punch the cardboard in the same places -Decorate the cardboard covers with whatever title the group decides on. -Tie all the holes with pieces of yarn. -Then design a plan with experts and your guide.	Pre-Cut Cardboard Scissors Yarn Single Hole Punch Markers Glue
120-125	**Evaluation (5 minutes)** -Participants will share one way that they can apply SOMETHING from today's workshop with their program/community in their work. -Facilitator will record these on butcher paper to document these suggestions to share with future groups.	Butcher Paper Marker (1)

Inside Southwest Detroit Presents...

See, Shoot, Share #SWDetroit

About Inside Southwest Detroit

Inside Southwest Detroit, a community website, is an initiative of Young Nation. Inside Southwest Detroit's focus is organizing community through a variety of media to provide information, build communication, foster relationships, and encourage dialogue all toward the promotion of neighborhood youth and community development.

Through this website, Young Nation aims to inspire community residents to move beyond being consumers of media to being producers of media. Resident-created media can be an effective means to communicate a range of ideas, beliefs, and experiences about a community's people and places. The media that is created eventually forms a broader community narrative as it is collected and activated through its organization and distribution. Community-driven narratives are important as keys to local wisdom about communities.

About Young Nation

Young Nation is a grass-roots non-profit organization located in southwest Detroit that supports the development of people and community through cultural and educational initiatives. Young Nation grew out of a small unfunded youth program in southwest Detroit called Expressions in 2002. Expressions' aim was to connect urban youth with positive development opportunities through cultural activities that were already of interest to them. The cultural initiatives included lowriding, street art, digital media, and photography. Connecting to youth using culture allowed the young adult mentors to utilize positive youth development strategies.

Inside Southwest Detroit Presents...

See, Shoot, Share #SWDetroit

An important step in understanding how a community identifies itself is to understand how people in that community see themselves, others, and their community. Members of a community that are empowered to shoot and then share their photographs in the public sphere are enabled to communicate in a way that transcends spoken and written word in all of its power and limitations. The collective body of imagery produced by a variety of individuals and groups begins to reveal a narrative.

See, Shoot, Share #SWDetroit is a selection of photographs by four cell phone photographers who regularly publish imagery from Southwest Detroit on Instagram. These photographs and captions are, in turn, archived on Inside Southwest Detroit's website (http://www.insidesouthwest.com). In addition to photographs archived on iSWD this exhibit includes an expanded view of each resident producers' perspectives beyond their immediate communities to include photographs of people, places, and passions they have documented both inside and outside of Southwest Detroit. This expanded view provides a context for the shooters' images of and about their home community.

The images explore themes of access, transportation, home, graffiti, travel, community, people, culture, barriers, education, food, lowriding, technology, passion, diversity, art, borders, broken systems, perspective, place, protest, fashion, family, dining, escape, resilience, paths, routine, friends, and more. This collection of photos together with the photos archived online on iSWD are a small sampling of how people see Southwest Detroit and their role in it. It is not a complete body of work. In fact it is an early work in progress. This approach is designed to attract, engage, inform, and activate people in conversations about Southwest Detroit and ways that residents can play a role in creating narratives about their own communities.

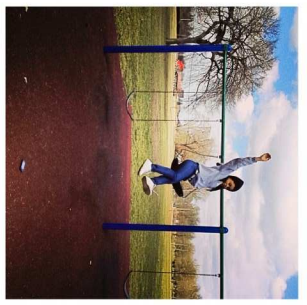
Nyasia Valdez

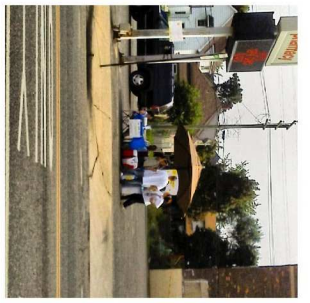
See, Shoot, Share #SWDetroit

Nyasia, an 18 year old graduating senior, has lived in Southwest Detroit all her life around Vernor and Springwells. She holds her family and morals close to her heart and her actions are a testament to both. Half of Nyasia's family hails from Michoacan, Mexico and the other half is split between Texas and Tennessee. Photography for her is a way of recording her interactions with her friends and community.

"There's no right or wrong pic... they hold our memories without writing a word."

Nyasia Valdez
See, Shoot, Share #SWDetroit





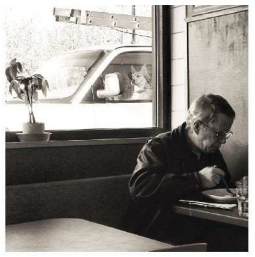
Nyasia Valdez
See, Shoot, Share #SWDetroit

Rosa Maria Zamarron

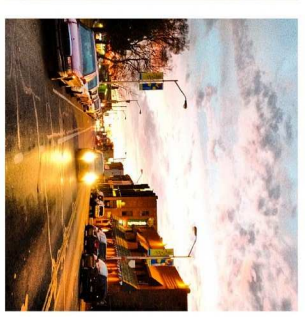
See, Shoot, Share #SWDetroit

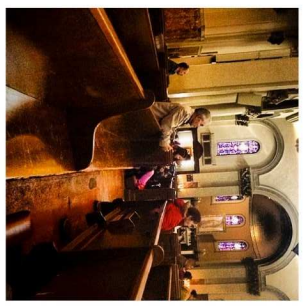
Rosa Maria is a documentary photographer raised and based in Southwest Detroit. Though she grew up near McGraw, she is no stranger to the City of Detroit at large as she attended Cass Tech High School downtown. She has lived in various cities throughout her life but something about Detroit always brings her back creatively. Photography is a way of expressing herself and she uses it like a diary.

"Detroit is my biggest inspiration. It's where I grew up and where I became an artist. It's who I am."



Rosa Maria Zamarron
See, Shoot, Share #SWDetroit





Rosa Maria Zamarron

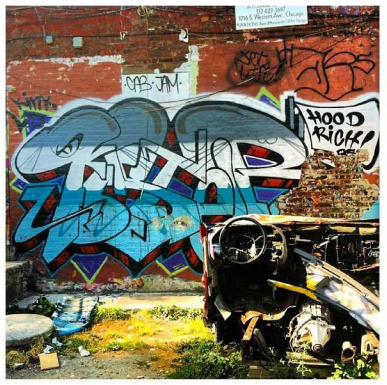
See, Shoot, Share #SWDetroit

Antonio Cosme

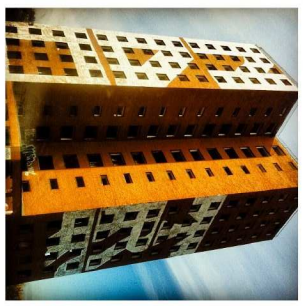
See, Shoot, Share #SWDetroit

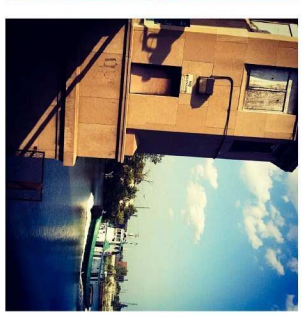
Antonio is an activist and artist from Southwest Detroit who grew up in the neighborhood around Lonyo and McGraw. He recently graduated from Eastern Michigan University with a Bachelors in Political Science. To him photography is a powerful tool of communication connecting the viewer to a specific place in time in a way words often cannot.

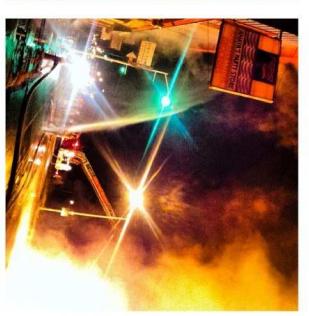
"Social justice plays a fundamental role in all the work I do, both in the community and in my art."

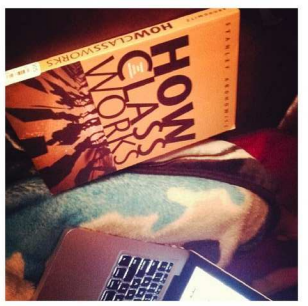


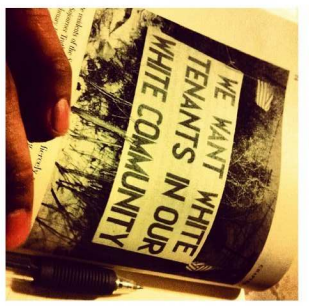
Antonio Cosme
See, Shoot, Share #SWDetroit











Antonio Cosme

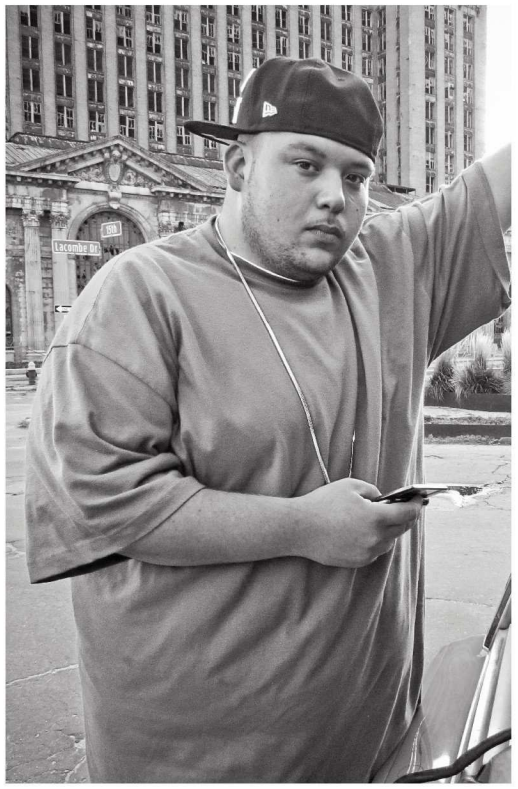
See, Shoot, Share #SWDetroit

Chris Diegel

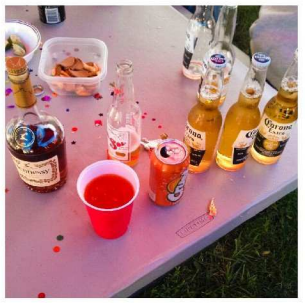
See, Shoot, Share #SWDetroit

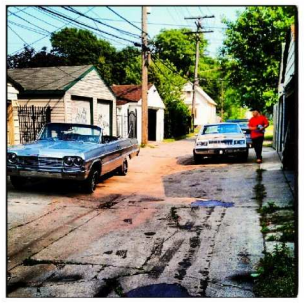
Chris was born and raised in Southwest Detroit near Livernois and Vernor. He sees making pictures as a fun way to pass time and to forever capture whatever memories are being lived in that moment.

"I'm a simple dude. I like to lowride, kick back with the homies, and take pics here and there. Friends and family are important to me, especially the friends that became family because they're the ones that choose to be with you through it all and not just because you're blood."



Chris Diegel
See, Shoot, Share #SWDetroit





Chris Diegel
See, Shoot, Share #SWDetroit

CONCLUSION

08

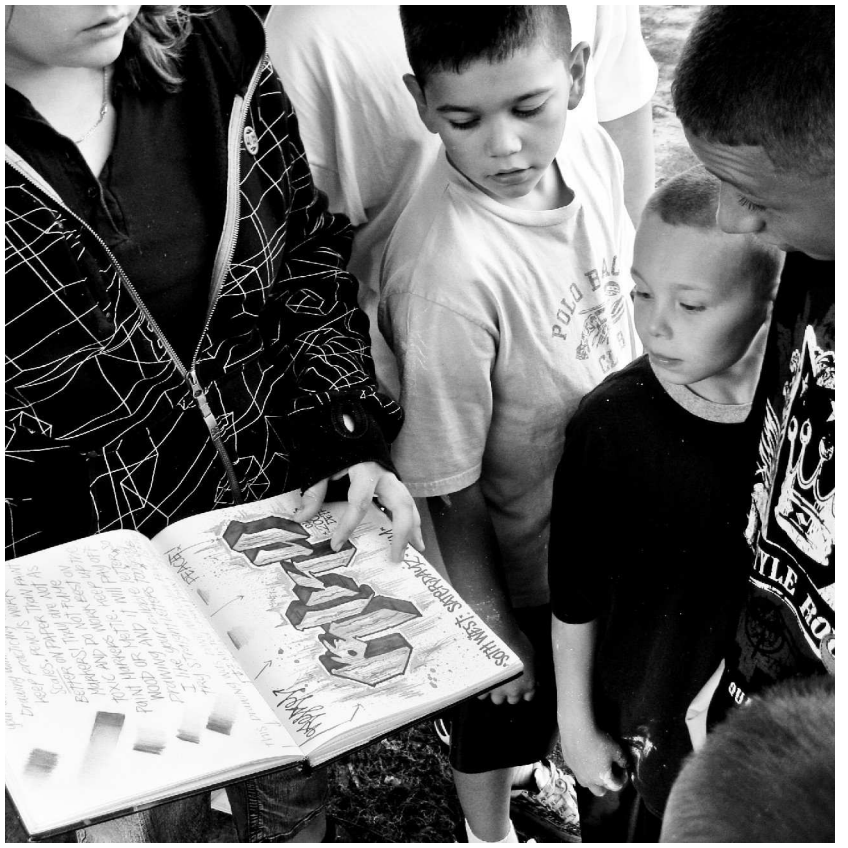
CONCLUSION

This Capstone project included the study, planning, implementation, and processing of a set of interventions that utilize digital and physical media's processes and products to promote community engagement in the development of community. Information and best practices about methodologies supportive of this end were gathered and presented. Additionally local wisdom from target populations in the neighborhood of focus was collected, curated, and distributed. This combination of general and localized research and the resulting actions have provided some tools about what can work well toward promoting community engagement. In reviewing the more successful actions implemented throughout the project there are several steps that emerge as being most helpful toward its ends.

COMMUNITY DEVELOPMENT APPROACH:
ATTRACT. INFORM. ENGAGE. ACTIVATE.

Below is an attempt to present a community development approach in a systematic fashion that allows the four strategies to be used in tandem with one another toward the development of a community. It combines an effort at reproducing particularly successful or helpful aspects of the work done and critique of things that could be improved into a set of suggested steps to engaging community in the design, implementation, and/or participation in community programs and places. They do not necessarily occur at the same frequency as one another or even in the order presented during our study, but the manner in which they are presented is the suggested process of gaining the maximum benefit and efficiency in their employment.

The following approach utilizes methodologies from best practices in Positive Youth Development, Cultural Community Development, and Participatory Process. Additionally it is conscious of leveraging principles of community organizing and social capital.



ATTRACT

It is not the job of a decision maker to engage absolutely everyone in planning processes for programs and places. When it comes to community engagement processes, not everyone will be able to be involved. The first job of the process facilitators, if community engagement is to be most authentic, is to solicit participation in a way that attracts the products' target audience.

Target Audience

The selection and solicitation of the target audience is, at times, a matter of cultural and developmental competency. The task is to counteract factors that keep the community away during these processes. The primary role in building a stakeholder group to plan

with is to attract a base representative of the targeted community. Decision makers must be intentional about creating a situation where the community can be aware and feel welcome to participate if they so choose. Creating both awareness and an inviting environment can be done through informed, intentional use of digital and physical media to organize constituents, build relationships, and facilitate participation in planning and development processes.

Attracting and involving stakeholders does not imply that the idea is for them to get the pen and paper to create final designs and decisions. Instead the idea is to harvest local knowledge. To do this well information about processes needs to be brought to where stakeholders are so that they can be attracted to become involved in participatory process. Stakeholders can exist in a multitude of categories of places, interests, and abilities. Learning about and accommodating these early and often in an organized fashion is part of effectively attracting your target audience to become engaged in the process of development of programs and places.

INFORM AND ENGAGE

In community engagement processes reaching the "community" is requisite to facilitating participatory development. After reaching the masses the goal becomes two-fold: to inform and to engage. A step often overlooked is getting residents up to speed with the resources and information that traditionally engaged stakeholders have access to when they provide input and make decisions. Only then can residents make informed decisions about whether or not they want to be involved in a planning process. And only then can they contribute informed feedback in the planning process. Informed feedback from stakeholders is the key to the dynamic nature of participatory process and design.

Beyond Voting

Involving the community in community development is not just about asking everyone what they think or what they want. That reduces the responsibilities of community engagement to static voting. It is true that this is part of what needs to happen. But it is also about fostering a dynamic interaction between participants and decision makers to inform one another about their respective areas of expertise, then contribute perspectives in regard to their relationship to a given development project in the community. This interaction is key. Merely voting asks people to provide their opinions about something specific with only the information that is accessible to them. This process, while the key to democratic decision-making, invests much trust in the availability of and access to information. Information is not always available and when it is the sharing of it does not always reach

CONCLUSION

segments of the community's population evenly. Additionally, the process for sharing information about a given project is often static with one perspective or the other presenting their case without interaction. When only the decision makers are sharing information it can be received and dismissed as propaganda. And when only residents are sharing information it can be reduced to hearsay or the narrow perspective of a vocal minority and also dismissed without much incidence. Imagine the liability in making decisions based on information shared in these silos.

The order of informing and engaging are interchangeable in this process. Engagement in community development, when pure, is reciprocal. The involved parties are engaging with each other. Both learning. Both teaching. Only when teaching and learning is happening simultaneously have decision makers and community learned to dance a number that qualifies as a true community engagement process. When community engagement is married to values of participatory process, traditional power structures are turned on their heads. This is an awesome stride toward the minimization of the marginalization and exploitation that are the byproducts of traditional development. Scaffolding plays a major role in this minimization process.

Scaffolding

There is a responsibility to inform. Mutually. From the top-down, from the bottom-up, and across. After the stakeholder group is built and trust is established, the process of gathering and sharing relevant information for making informed decisions commences. Everyone in the planning group needs to know what the scope and limitations are, what relevant research and best practices exist, and about local knowledge and perspectives. Each of these is important to a competent final design. The sharing of this information in a way

that is available and accessible is called scaffolding. Scaffolding is the interdependent sharing of information that builds the foundation for the integrity and influence of the feedback of everyone at the process table. Leveling the field of information is what makes these processes participatory. Scaffolding is about engineering an environment of success between participants and decision makers. It is critical for informed, meaningful contributions to community dialog and decision-making. It honors the integrity of the process of community engagement and the dignity of the community invited to provide input. When information is shared, everyone's perspectives gain credibility and power is shared.

Through scaffolding in participatory processes local knowledge and wisdom come in to contact with information about parameters, limitations, capacity and

resources through dynamic engagement between residents and decision makers. In this way needs and assets are shared reciprocally between groups allowing each to participate in more informed discussions and decisions about what is best and what is possible for the community as a whole.

ACTIVATE

Decision-Makers and Residents

It is not the job of a decision maker to grant all final-decision making powers to the general population of the community that the decisions or development will affect. Project for Public Spaces asserts in an article on their website that, "There is a misconception of how community knowledge should be integrated into the design process that we have encountered often in our work around the world. The idea is not that the pen and paper should be handed over to community members to create a final design, but that their needs and concerns be treated as contextual factors that are just as important as the shape of the site, the surrounding buildings, or the site's location within a city." (Project for Public Spaces, "Continuing the Conversation: Towards an Architecture of Place.")

If this were the case communities would be subjected to reliance on the whim of public opinion in the development of their communities. The truth is communities need funders, practitioners, businesses, experts and scholars, developers, and residents to see adequately cover their bases in the development of community. Traditionally developments lean toward empowerment of those who control the most amount of economic capital and the marginalization of those who hold the least. Interventions in community development will most likely speak to this imbalance. But, regardless, attention must be paid toward the collection, sharing, and activation of all available information in a culturally and developmentally competent manner. This way each group of stakeholders has the opportunity to contribute to design that addresses community needs for years to come.

Company versus Community versus City

For example, a recent article in the Detroit News highlights the potential of the toxicity of a public park in Southwest Detroit that the community has fought fervently to protect from encroaching private commercial and economic interests. (Lynch, "Detroit's Riverside Park Still Special To Regulars Despite Contamination.") There is no question that, if taken to a vote with available information that the community would vote to preserve and maintain public access to the park. There is no question that if left to decision by solely economic factors that the community would lose access to a park. There is now doubt that either can

CONCLUSION

adequately utilize the space considering the environmental factors. In these cases there are liabilities that can come with a hefty cost to the community at large including the charge of responsibility and maintenance of development. These responsibilities include information and costs that are often out of reach of the individual community members or groups of residents. In the end, the fate of this public space may be decided in a vote. A vote that will be decided based on people's access to information. Information that will often be crafted and distributed by financial interests that can afford to influence the election. In this case, as is the case in many other situations, a participatory approach to decision-making about the future of the park could best serve the interests of the community and the city in general.

Elevation of All Contextual Factors

Activating the contributions of effectively engaged residents in community development processes amounts to the elevation of local knowledge to the level of the other contextual factors aforementioned by Project for Public Spaces. It is common to hear that finances simply do not allow high levels of community engagement or that time restricts the level of feedback that can be accounted for in a community development project. Just as budgets and timelines are often rearranged around physical site and other environmental conditions through regular reviews and adjustments to trajectory, they should also prioritize and accommodate the revelation of local wisdom and perspectives.

Just because an organization can profit from it doesn't mean it is good for the community. Just because residents don't want it, doesn't mean it should not happen. Just because developers can make it happen doesn't mean it should happen. Just because residents suggest it doesn't mean it is the best approach. Residents need and deserve access to information about what and how things are happening in their communities. Entities need to be in touch with the community voices where their programmatic and physical developments will affect people's lives. Scaffolding needs to occur interactively toward an organized, informed body of stakeholders who have access to information required to make good decisions about each groups' interests.

The totality of developmental factors, interacting with each other as presented by each stakeholder, help to paint a picture that allows us to develop creatively, efficiently, and effectively toward our missions, our multiple bottom lines, and, most importantly, toward the health of the communities they are intended to serve.

TAP232

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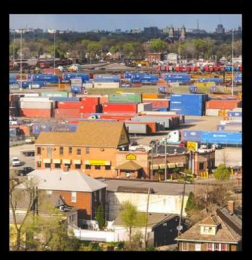

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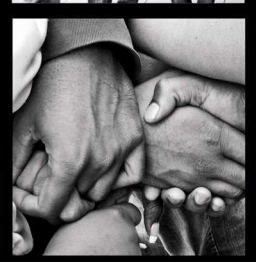
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