

IN THE SHADOWS

Arch 509 Scripting Future Urbanisms

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Movement Building

Introduction:

The history of Governance of Detroit Regional Mass Transit is sparse. Such is the case because of the failure of the region to come together and implement an effective properly funded regional transit system with appropriate governance. The Detroit system and the system for the region outside of Detroit continues to function separately with poor coordination.

Detroit:

Rail transit from 1862 until 1920 was operated exclusively by private transit companies. In 1920 Detroit voters approved a proposal to build and operate a municipal owned transit line and that limited system came operational in 1921. Soon thereafter the city purchased the existing Detroit United Railway and the City formed the Department of Street Railways commonly known as the “DSR”. The DSR operated as a department of the City.

When the DSR was first founded it was formed as a city-owned transportation company and operated as a self-supporting agency, almost totally dependent on fare income. It was governed, apparently, by a General Manager who was appointed and responsible to the Mayor rather than a Board of Directors. In 1969, the Detroit voters approved an amendment to the City Charter, known as Proposition A, which granted the Council of the City of Detroit control over the financing of the transit agency. This enabled the City to appropriate general city tax funds to assist the DSR which at the time was financially troubled.

In November 1973, the voters of the City of Detroit adopted the 1974 Home Rule Charter which was the first major revamping of the City’s charter documents since 1918. Article VII, Chapter 14, Section 71401 created the Transportation Department to own and operate a public transportation system within the City and outside the City as permitted by law. At that time, the DSR entity was folded into the City’s organizational structure and the name was changed to the Department of Transportation, to be known as DDOT. The 1974 Charter under Section 7-1402 also abolished the three member board of Street Railway Commission, which had been the policy making and governing authority of the former DSR and Article V, Section 5-103 granted the sole authority to supervise, manage and control the department to the administrative head appointed by the Mayor. The three Street Railway Commissioners

were replaced by a new Advisory Commission for Transportation composed of five members also appointed by the Mayor but who, under the Charter, were limited to only making recommendations.

The Home Rule Charter was further revised in 1987 and the Department of Transportation now functions under Section 7-1101 of Chapter 11 of the Charter. This authorization was virtually unchanged from the previous Charter and provides for an advisory commission of seven members appointed by the Mayor, but has only advisory authority. This advisory board has existed over the years but appears to have had little or no influence on the operations of the system. Indeed, while the Advisory Commission held regular monthly meetings for some period of time, it is currently not functioning and is waiting mayoral appointments. In September 2012, the Mayor’s office submitted a request for applications for the Advisory Commission but appointments to date have not been made.

SMART:

At a time of considerable financial pressure on the privately-owned transit systems in Southeastern Michigan, and the City-operated then Department of Street Railway, in July 1967, the Michigan State Legislature passed the Metropolitan Transportation Authorities Act of 1967 which authorized the creation of numerous metropolitan transportation authorities across the State. Section 124.405 specifically identified the formation the Southeastern Michigan Transportation Authority (SEMTA). It was formed for the purpose of developing and operating a coordinated public mass transportation system within the seven County Detroit Metropolitan region including Macomb, Monroe, Oakland, St. Clair, Washtenaw and Wayne. SEMTA evolved into SMART pursuant to Public Act 148 of 1988 which amended the 1967 Act to reorganize SEMTA outside the City of Detroit (which had continued to operate DDOT separately) and SEMTA was renamed the Suburban Mobility Authority for Regional Transportation.

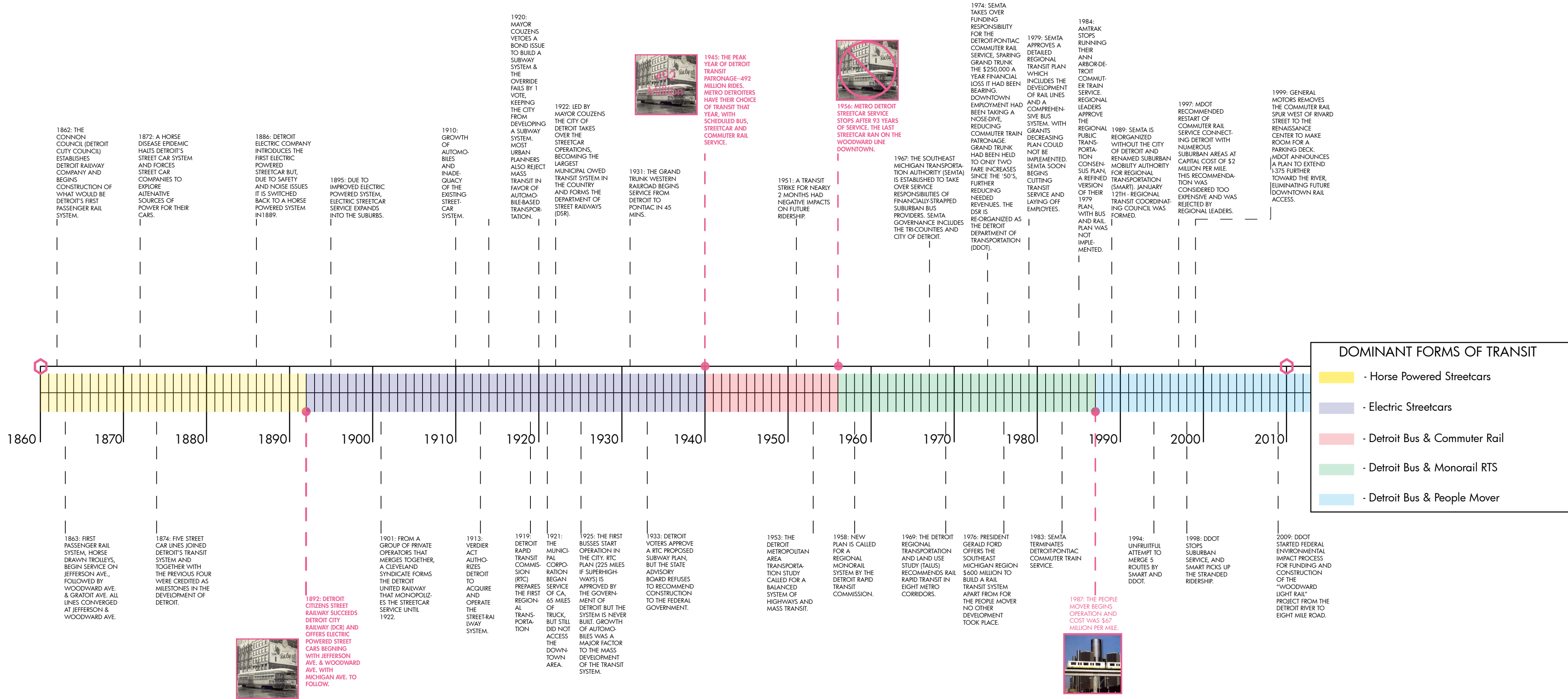
The 1988 Amendment mandated a Board of Directors consisting of the Chief Executive Officer from the counties of Oakland, Macomb and Wayne (or their designated alternates) and an additional appointed member from each of those counties. A seventh representative on the Board of Directors

is chosen on a rotating basis from the counties of Livingston, Monroe, St. Clair and Washtenaw. The enabling statute authorizes the Board to adopt By-laws and Rules of Procedures. The statute also sets forth specific obligations of the Board including the requirement for a “annual audit”, the preparation of budgets and appropriations and the preparation and filing of financial plan if the Authority operates in a deficit condition. The Board has the specific statutory authority to employ a General Manager whose duties and obligations are set forth in the statute. The Authority specifically does not have the power to levy taxes.

As required by the statute, SMART has adopted by-laws and rules and procedures. Regular meetings, at least quarterly, are to be held and a specific order of business is prescribed in the by-laws. Other than customary notice and housekeeping matters, the prescribed agenda requires a Chairperson’s report, a General Manager’s report and a financial report. For a quorum (four members), at least one member from each of Macomb, Oakland and Wayne counties must be present. The affirmative vote of at least one member of the Board from Macomb, Oakland and Wayne counties is required for adoption of any resolution; Board members receive only reimbursement for expenses incurred in the discharge of their duties.

The duties of the Chairman of the Board and Vice Chairman of the Board are specifically set forth in the by-laws as are the duties of the General Manager consistent with the enabling statute. In addition to an Audit Committee with specific and broad duties, the By-laws provide that a special committee will be established from time to time as necessary with duties prescribed by the Board. The By-laws, as in all peer cities, provide for indemnification of Board members and officers consistent with the General Corporation Statutes of the State of Michigan.

CHAPTER I: Shadow Communities



1862: THE CONNON COUNCIL (DETROIT CITY COUNCIL) ESTABLISHES DETROIT RAILWAY COMPANY AND BEGINS CONSTRUCTION OF WHAT WOULD BE DETROIT'S FIRST PASSENGER RAIL SYSTEM.

1872: A HORSE DISEASE EPIDEMIC HALTS DETROIT'S STREET CAR SYSTEM AND FORCES STREET CAR COMPANIES TO EXPLORE ALTERNATIVE SOURCES OF POWER FOR THEIR CARS.

1886: DETROIT ELECTRIC COMPANY INTRODUCES THE FIRST ELECTRIC POWERED STREETCAR BUT, DUE TO SAFETY AND NOISE ISSUES IT IS SWITCHED BACK TO A HORSE POWERED SYSTEM IN 1889.

1895: DUE TO IMPROVED ELECTRIC POWERED SYSTEM, ELECTRIC STREETCAR SERVICE EXPANDS INTO THE SUBURBS.

1910: GROWTH OF AUTOMOBILES AND INADEQUACY OF THE EXISTING STREET-CAR SYSTEM.

1920: MAYOR COUZENS VETOES A BOND ISSUE TO BUILD A SUBWAY SYSTEM & THE OVERRIDE FAILS BY 1 VOTE, KEEPING THE CITY FROM DEVELOPING A SUBWAY SYSTEM. MOST URBAN PLANNERS ALSO REJECT MASS TRANSIT IN FAVOR OF AUTOMOBILE-BASED TRANSPORTATION.

1922: LED BY MAYOR COUZENS THE CITY OF DETROIT TAKES OVER THE STREETCAR OPERATIONS, BECOMING THE LARGEST MUNICIPAL OWED TRANSIT SYSTEM IN THE COUNTRY AND FORMS THE DEPARTMENT OF STREET RAILWAYS (DSR).

1931: THE GRAND TRUNK WESTERN RAILROAD BEGINS SERVICE FROM DETROIT TO PONTIAC IN 45 MINS.



1945: THE PEAK YEAR OF DETROIT TRANSIT PATRONAGE—492 MILLION RIDES. METRO DETROITERS HAVE THEIR CHOICE OF SCHEDULED BUS, STREETCAR AND COMMUTER RAIL SERVICE.

1951: A TRANSIT STRIKE FOR NEARLY 2 MONTHS HAD NEGATIVE IMPACTS ON FUTURE RIDERSHIP.



1956: METRO DETROIT STREETCAR SERVICE STOPS AFTER 93 YEARS OF SERVICE. THE LAST STREETCAR RAN ON THE WOODWARD LINE DOWNTOWN.

1967: THE SOUTHEAST MICHIGAN TRANSPORTATION AUTHORITY (SEMATA) IS ESTABLISHED TO TAKE OVER SERVICE RESPONSIBILITIES OF FINANCIALLY-STRAPPED SUBURBAN BUS PROVIDERS. SEMATA GOVERNANCE INCLUDES THE TRI-COUNTIES AND CITY OF DETROIT.

1974: SEMTA TAKES OVER FUNDING RESPONSIBILITY FOR THE DETROIT-PONTIAC COMMUTER RAIL SERVICE, SPARING GRAND TRUNK THE \$250,000 A YEAR FINANCIAL LOSS IT HAD BEEN BEARING. DOWNTOWN EMPLOYMENT HAD BEEN TAKING A NOSE-DIVE, REDUCING COMMUTER TRAIN PATRONAGE GRAND TRUNK HAD BEEN HELD TO ONLY TWO FARE INCREASES SINCE THE '50'S, FURTHER REDUCING REVENUES. THE DSR IS RE-ORGANIZED AS THE DETROIT DEPARTMENT OF TRANSPORTATION (DDOT).

1979: SEMTA APPROVES A DETAILED REGIONAL TRANSIT PLAN WHICH INCLUDES THE DEVELOPMENT OF RAIL LINES AND A COMPREHENSIVE BUS SYSTEM. WITH GRANTS DECREASING PLAN COULD NOT BE IMPLEMENTED. SEMTA SOON BEGINS CUTTING TRANSIT SERVICE AND LAYING OFF EMPLOYEES.

1984: AMTRAK STOPS RUNNING THEIR ANN ARBOR-DETROIT COMMUTER TRAIN SERVICE. REGIONAL LEADERS APPROVE THE REGIONAL PUBLIC TRANSPORTATION CONSENSUS PLAN, A REFINED VERSION OF THEIR 1979 PLAN, WITH BUS AND RAIL PLAN WAS NOT IMPLEMENTED.

1989: SEMTA IS REORGANIZED WITHOUT THE CITY OF DETROIT AND RENAMED SUBURBAN MOBILITY AUTHORITY FOR REGIONAL TRANSPORTATION (SMART). JANUARY 12TH - REGIONAL TRANSIT COORDINATING COUNCIL WAS FORMED.

1997: MDOT RECOMMENDED RESTART OF COMMUTER RAIL SERVICE CONNECTING DETROIT WITH NUMEROUS SUBURBAN AREAS AT CAPITAL COST OF \$2 MILLION PER MILE. THIS RECOMMENDATION WAS CONSIDERED TOO EXPENSIVE AND WAS REJECTED BY REGIONAL LEADERS.

1999: GENERAL MOTORS REMOVES THE COMMUTER RAIL SPUR WEST OF RIVARD STREET TO THE RENAISSANCE CENTER TO MAKE ROOM FOR A PARKING DECK. MDOT ANNOUNCES A PLAN TO EXTEND I-375 FURTHER TOWARD THE RIVER, ELIMINATING FUTURE DOWNTOWN RAIL ACCESS.

1863: FIRST PASSENGER RAIL SYSTEM, HORSE DRAWN TROLLEYS, BEGINS SERVICE ON JEFFERSON AVE., FOLLOWED BY WOODWARD AVE. & GRATOIT AVE. ALL LINES CONVERGED AT JEFFERSON & WOODWARD AVE.

1874: FIVE STREET CAR LINES JOINED DETROIT'S TRANSIT SYSTEM AND TOGETHER WITH THE PREVIOUS FOUR WERE CREDITED AS MILESTONES IN THE DEVELOPMENT OF DETROIT.



1892: DETROIT CITIZENS STREET RAILWAY SUCCEEDS DETROIT CITY RAILWAY (DCR) AND OFFERS ELECTRIC POWERED STREET CARS BEGGINING WITH JEFFERSON AVE. & WOODWARD AVE. TO FOLLOW.

1901: FROM A GROUP OF PRIVATE OPERATORS THAT MERGES TOGETHER, A CLEVELAND SYNDICATE FORMS THE DETROIT UNITED RAILWAY THAT MONOPOLIZES THE STREETCAR SERVICE UNTIL 1922.

1913: VERDIER ACT AUTHORIZES DETROIT TO ACQUIRE AND OPERATE THE STREET-RAILWAY SYSTEM.

1919: DETROIT RAPID TRANSIT COMMISSION (RTC) PREPARES THE FIRST REGIONAL TRANSPORTATION

1921: THE MUNICIPAL CORPORATION BEGAN SERVICE OF CA, 65 MILES OF TRUCK, BUT STILL DID NOT ACCESS THE DOWNTOWN AREA.

1925: THE FIRST BUSES START OPERATION IN THE CITY. RTC PLAN (225 MILES IF SUPERHIGHWAYS) IS APPROVED BY THE GOVERNMENT OF DETROIT BUT THE SYSTEM IS NEVER BUILT. GROWTH OF AUTOMOBILES WAS A MAJOR FACTOR TO THE MASS DEVELOPMENT OF THE TRANSIT SYSTEM.

1933: DETROIT VOTERS APPROVE A RTC PROPOSED SUBWAY PLAN, BUT THE STATE ADVISORY BOARD REFUSES TO RECOMMEND CONSTRUCTION TO THE FEDERAL GOVERNMENT.

1953: THE DETROIT METROPOLITAN AREA TRANSPORTATION STUDY CALLED FOR A BALANCED SYSTEM OF HIGHWAYS AND MASS TRANSIT.

1958: NEW PLAN IS CALLED FOR A REGIONAL MONORAIL SYSTEM BY THE DETROIT RAPID TRANSIT COMMISSION.

1969: THE DETROIT REGIONAL TRANSPORTATION AND LAND USE STUDY (TALLS) RECOMMENDS RAIL RAPID TRANSIT IN EIGHT METRO CORRIDORS.

1976: PRESIDENT GERALD FORD OFFERS THE SOUTHEAST MICHIGAN REGION \$600 MILLION TO BUILD A RAIL TRANSIT SYSTEM APART FROM FOR THE PEOPLE MOVER NO OTHER DEVELOPMENT TOOK PLACE.

1983: SEMTA TERMINATES DETROIT-PONTIAC COMMUTER TRAIN SERVICE.

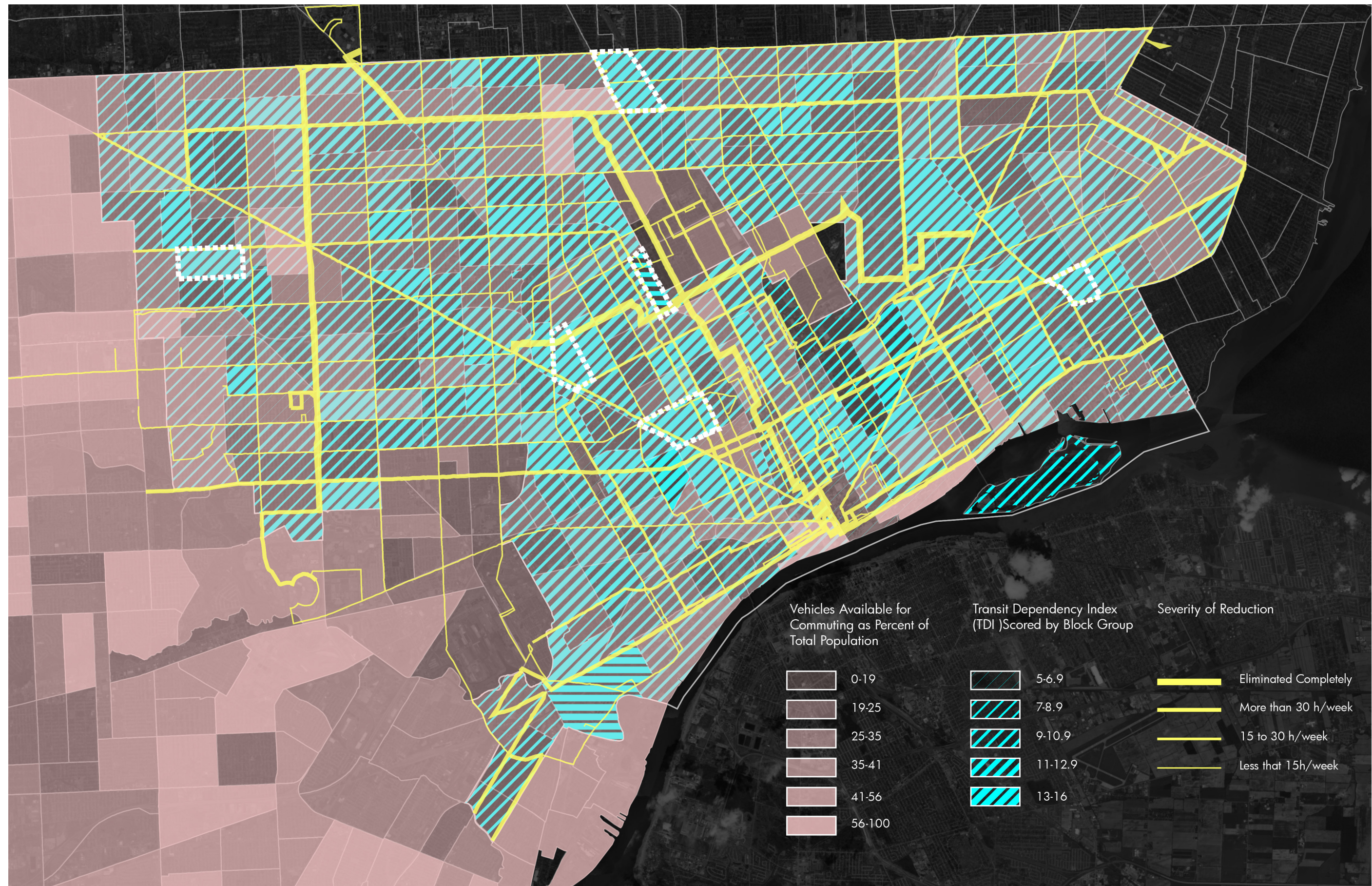


1987: THE PEOPLE MOVER BEGINS OPERATION AND COST WAS \$67 MILLION PER MILE.

1994: UNFRUITFUL ATTEMPT TO MERGE 5 ROUTES BY SMART AND DDOT.

1998: DDOT STOPS SUBURBAN SERVICE, AND SMART PICKS UP THE STRANDED RIDERSHIP.

2009: DDOT STARTED FEDERAL ENVIRONMENTAL IMPACT PROCESS FOR FUNDING AND CONSTRUCTION OF THE "WOODWARD LIGHT RAIL" PROJECT FROM THE DETROIT RIVER TO EIGHT MILE ROAD.



Metrics of Mobility

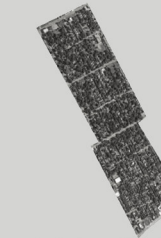
In this map the presence of several conditions of mobility are indicated. The percent of vehicles available for commuting are indicated in different shades of orange, the deeper the orange the more access to personal vehicles each census tract has. Another metric of mobility, the Transit Dependency Index (TDI), is shown in another visual organization. The TDI is a number aggregated from different factors ranging from vehicle ownership, elderly population, youth population, and median income in the census tract. The last visual added to the map conveys information about the different severities of reduction of bus routes throughout the city in recent years. When overlaying all of this information onto the same map, one starts to notice several areas (indicated with white dashed lines around the borders) which seem to be much worse off than other areas in the city when taking into accounts all the metrics of mobility included.

Communities Shadowed by Targeted Neighborhoods

In the map on next page a handful of zones around the city targeted for multimillion dollar investments as part of the "Strategic Neighborhood Fund", a public-private cooperation aimed at boosting development and economic activity in those areas that have been individuated. These investments will in part go towards achieving the idea of a "20 minute neighborhood" - a scenario where anyone living in the neighborhoods can get to whatever they need in 20 minutes or less on foot or on a bike. In looking at this and the previous map, it was noted that several of the worse cases for mobility access in the city are directly adjacent to several of the areas slated for massive investment. After further looking into the stats for some of the neighborhoods regarding mobility an obvious stark disparity between the two types of zones emerged. These "shadow neighborhoods" - neighborhoods directly adjacent to Strategic Neighborhoods - were much worse off, yet receiving mere fractions of the investment dollars that were going to their better off neighbors.



Strategic Neighborhoods



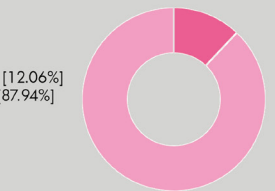
Satellite Image of East Village

East Village

Vehicular Data:
Households with no Vehicle: 208 [12.06%]
Households with Vehicles: 1517 [87.94%]

Transit Dependency Index Score:
2

Median Household Income:
\$61,845.



Ratio Households with vehicles to Households without vehicles



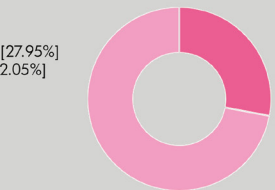
Satellite Image of Woodbridge

Woodbridge

Vehicular Data:
Households with no Vehicle: 379 [27.95%]
Households with Vehicles: 977 [72.05%]

Transit Dependency Index Score:
5

Median Household Income:
\$20,958.



Ratio Households with vehicles to Households without vehicles



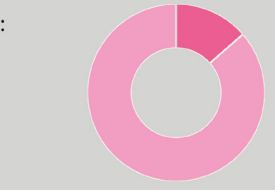
Satellite Image of W River Ave

West Grand River Ave:

Vehicular Data:
Households with no Vehicle: 147 [13.56%]
Households with Vehicles: 937 [86.44%]

Transit Dependency Index Score:
2

Median Household Income:
\$37,074.



Ratio Households with vehicles to Households without vehicles

Shadow Neighborhoods



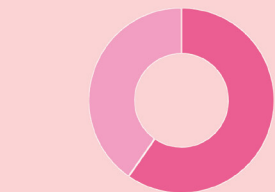
Satellite Image of Chandler Park

CHANDLER PARK:

Vehicular Data:
Households with no Vehicle: 230 [53.24%]
Households with Vehicles: 202 [46.76%]

Transit Dependency Index Score:
15

Median Household Income:
\$11,909.



Ratio Households with vehicles to Households without vehicles



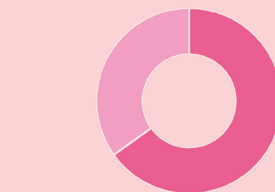
Satellite Image of NW Goldberg

NW Goldberg

Vehicular Data:
Households with no Vehicle: 407 [65.12%]
Households with Vehicles: 218 [34.88%]

Transit Dependency Index Score:
13

Median Household Income:
\$9,458.



Ratio Households with vehicles to Households without vehicles



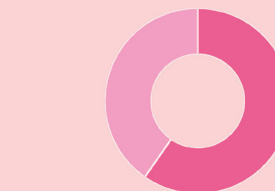
Satellite Image of Brightmoor

Brightmoor:

Vehicular Data:
Households with no Vehicle: 688 [59.67%]
Households with Vehicles: 465 [40.33%]

Transit Dependency Index Score:
16

Median Household Income:
\$14,306.



Ratio Households with vehicles to Households without vehicles



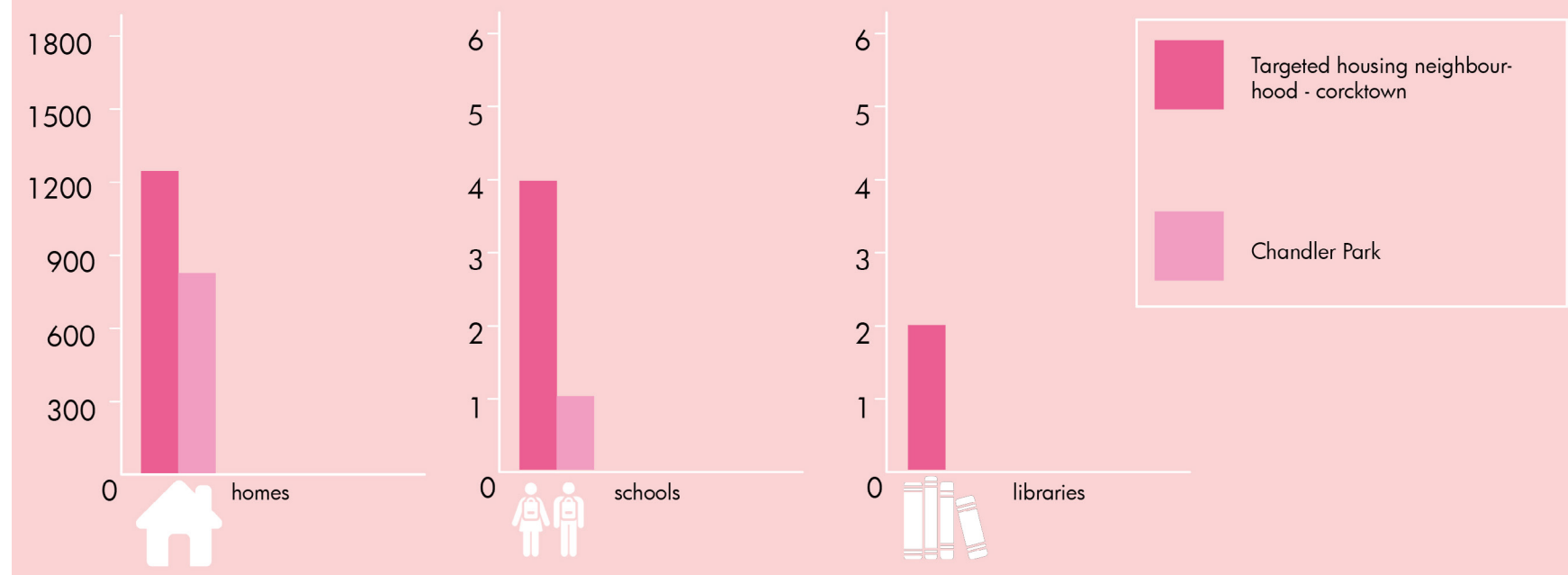
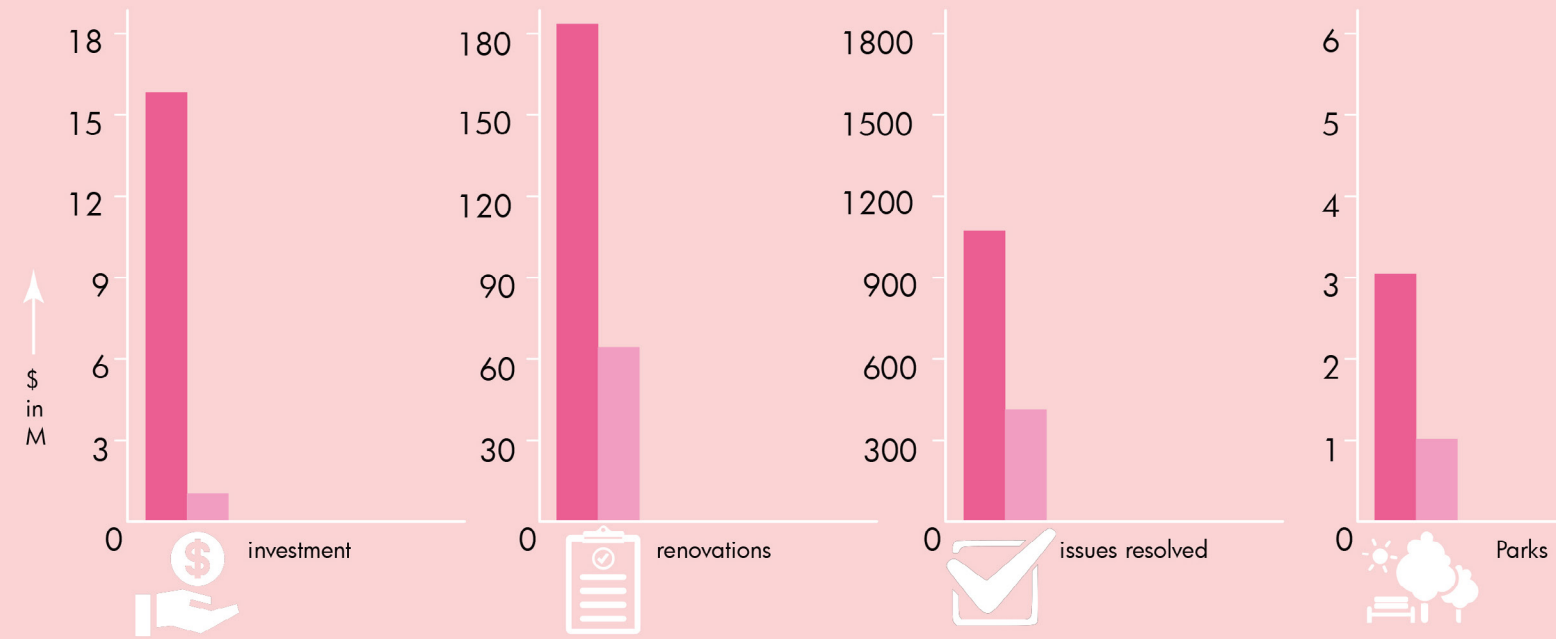
CHAPTER II:

Mobile Disparity

Corktown Neighborhood

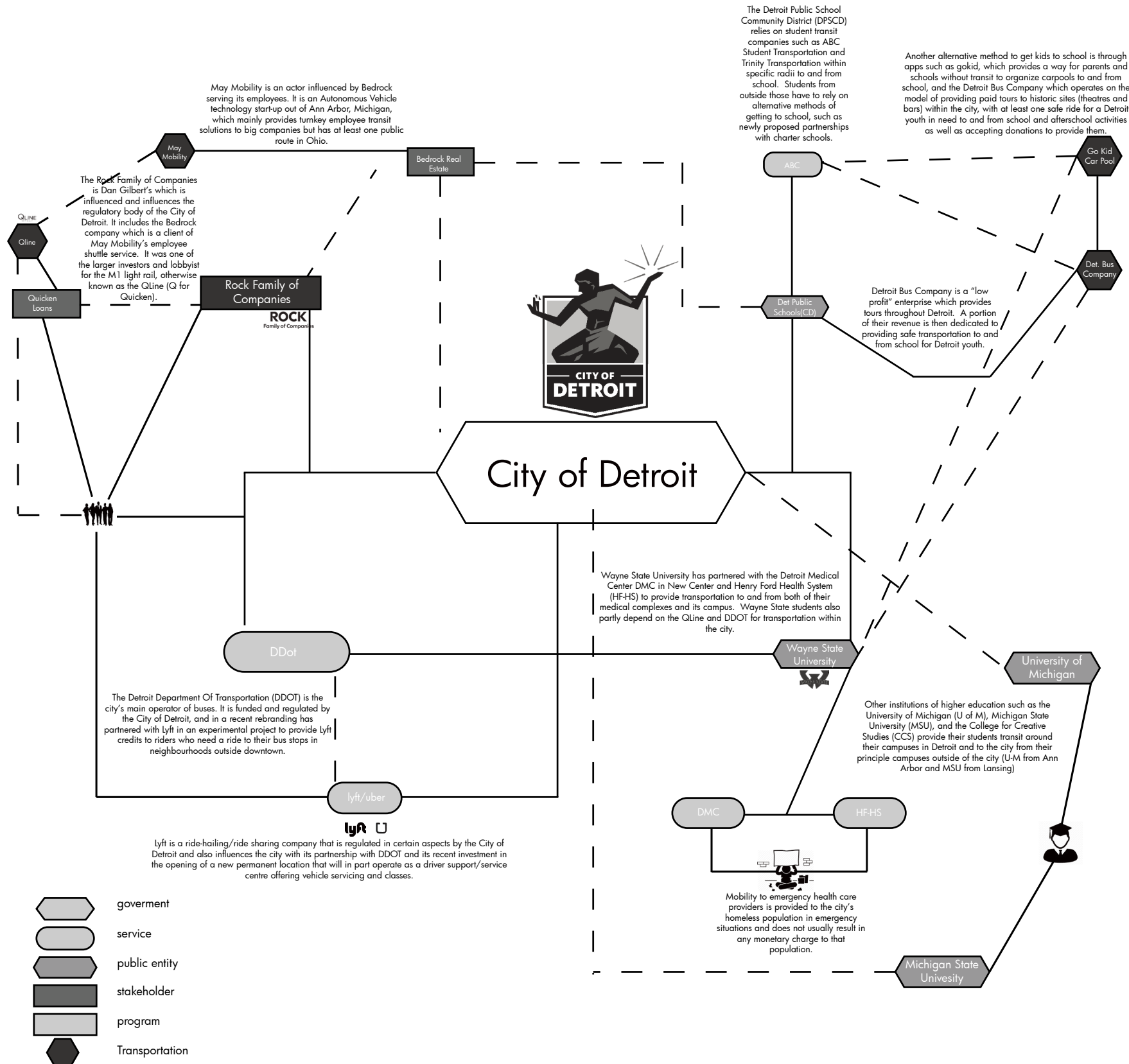


Chandler Park Community

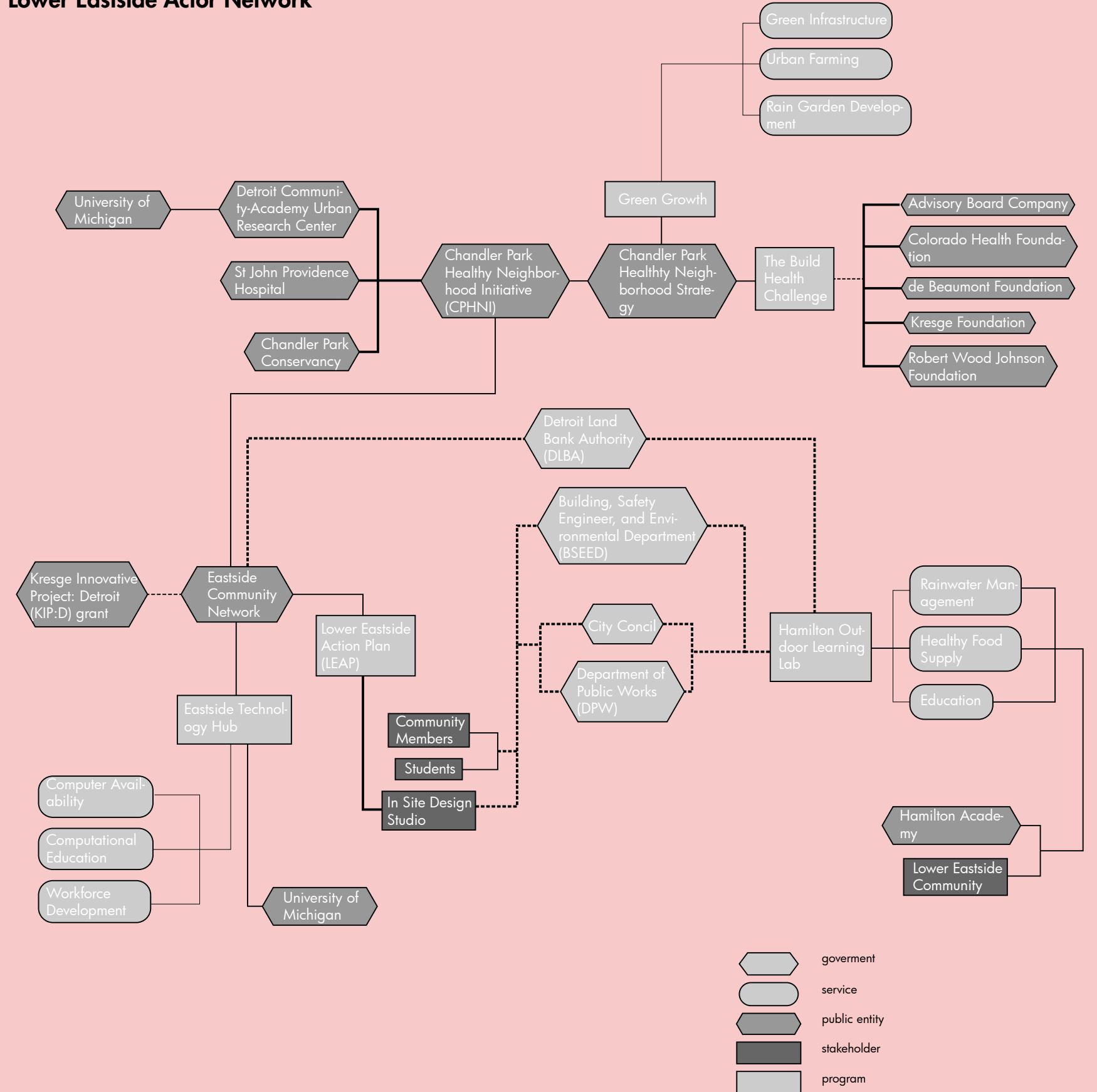


Targeted housing neighbourhood - corktown
 Chandler Park

Downtown Detroit Actor Network



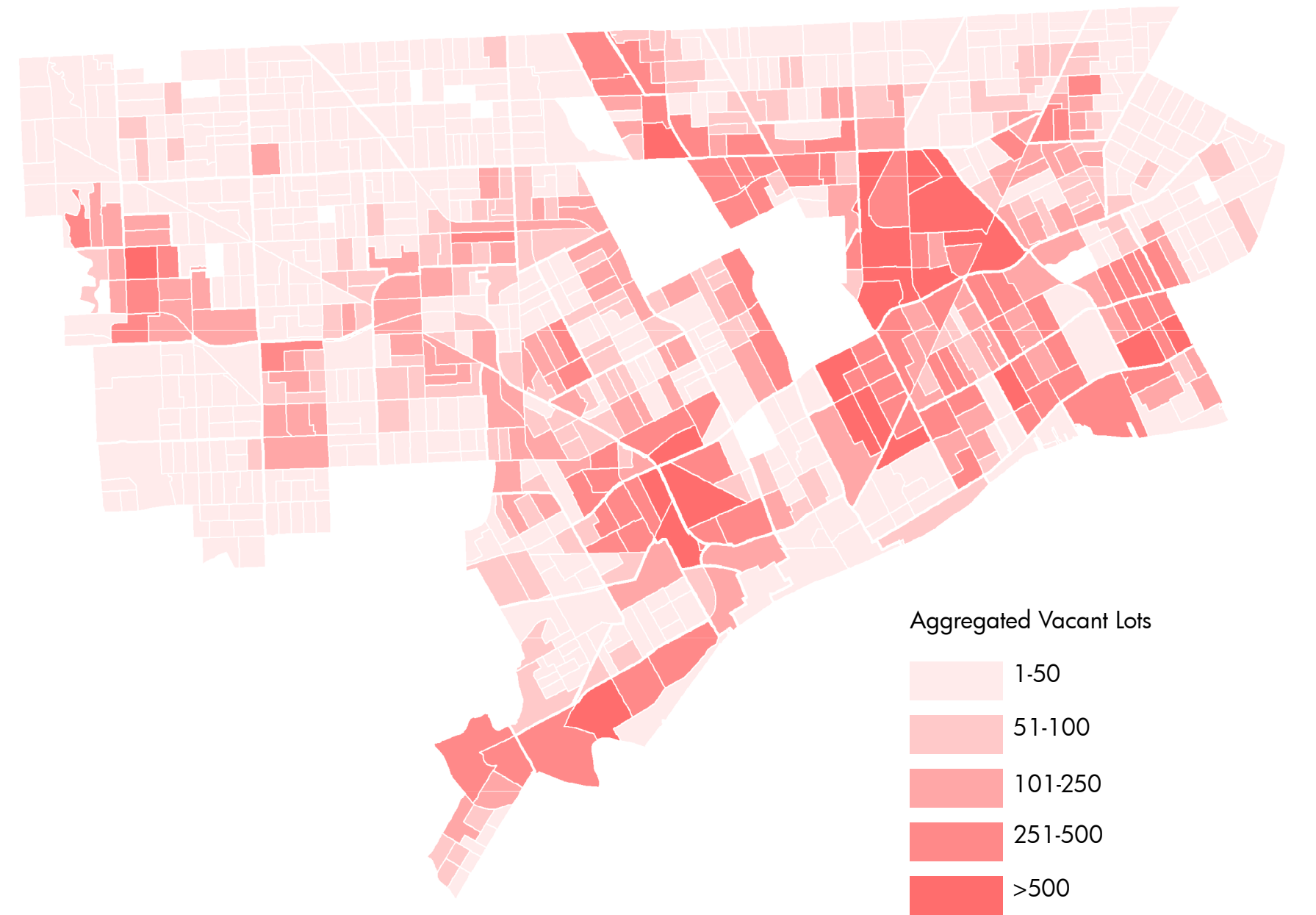
Lower Eastside Actor Network





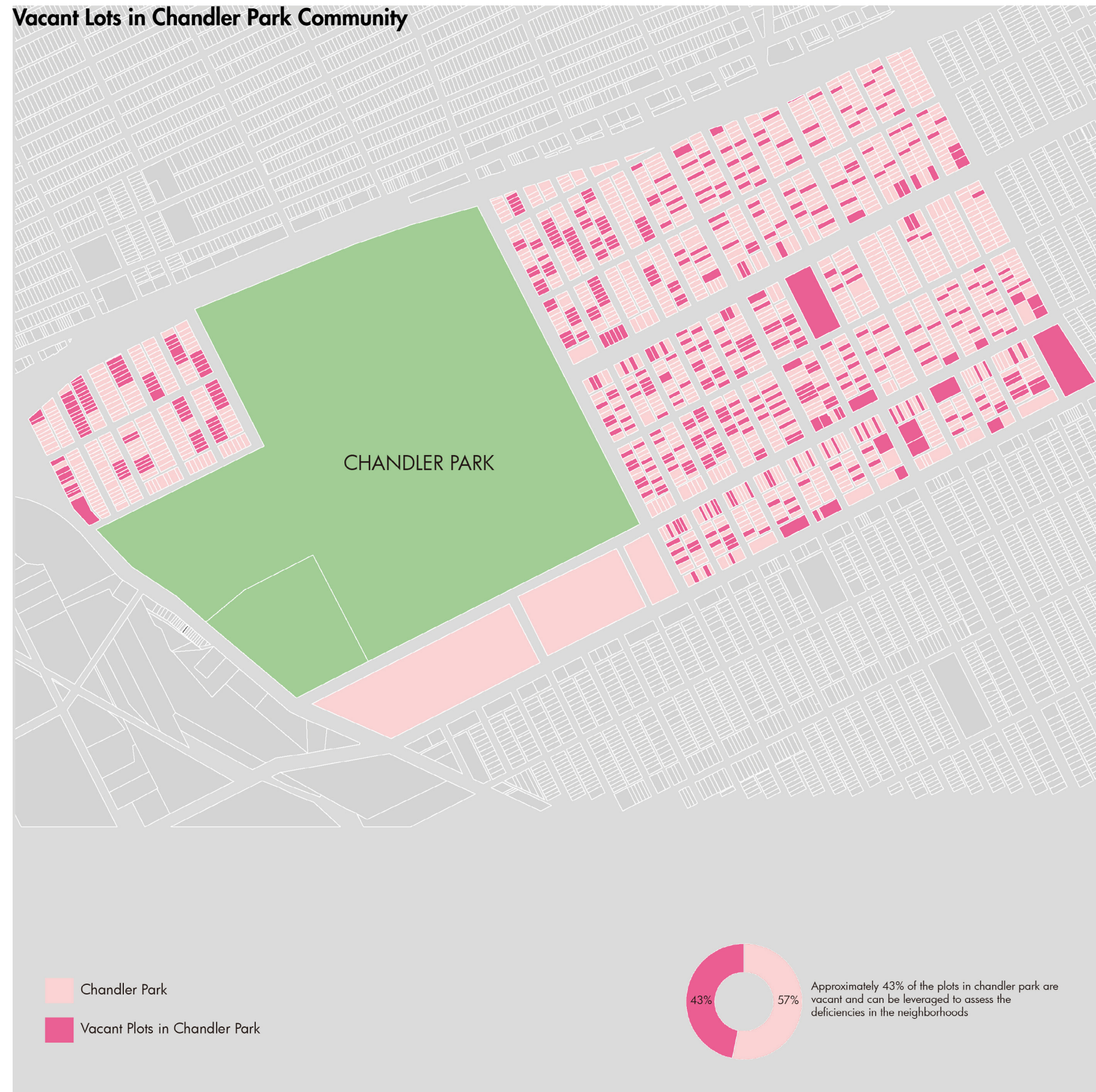
Vacant Lots

by Census Block Group and Neighborhood

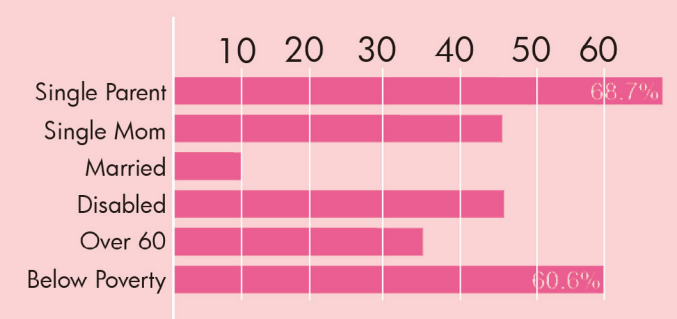
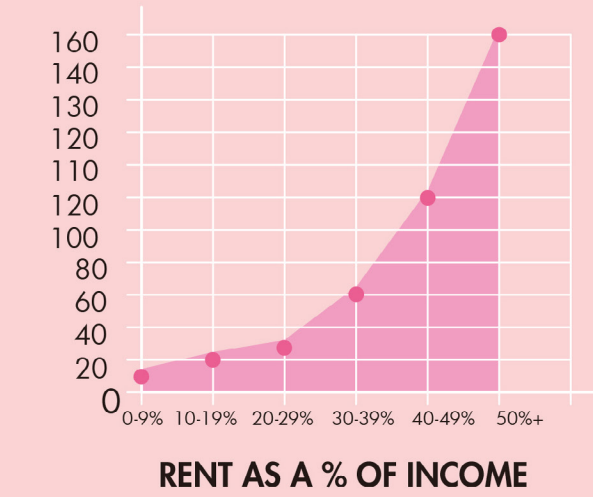
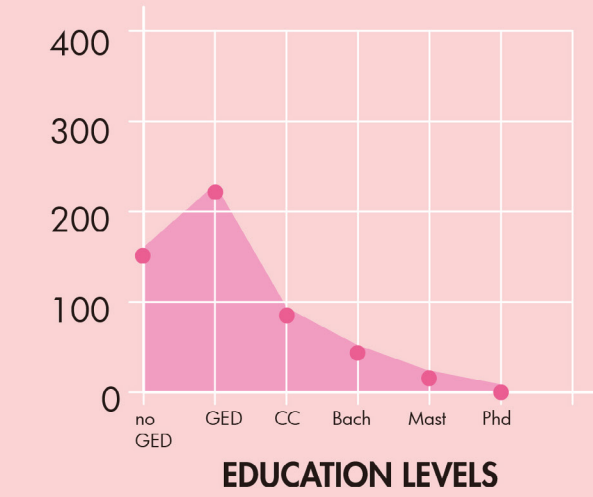
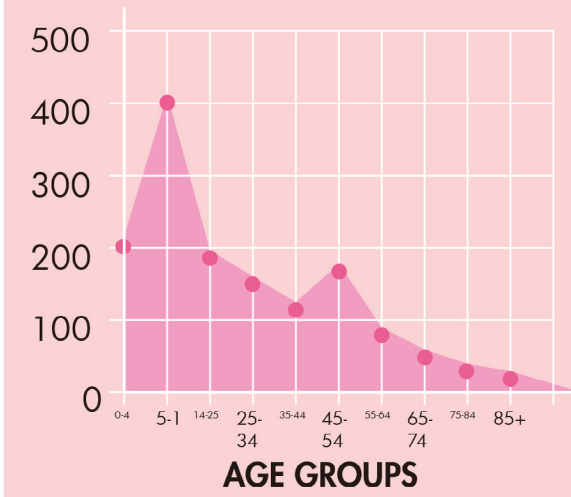


As has been made apparent from the previous maps and data outlining the struggles of these fringe communities, as well as looking into the amount of vacant land within them, one can begin to postulate that a new paradigm may need to be put in place where the traditional forms of capital investment have failed or forsaken these tethered neighborhoods. Maybe instead of throwing money at new technology for mobility solutions or for more of the same, the solution lies in re-examining the medium. Perhaps it is possible to bring the services or products to the people, instead of them moving far outside of their current means to reach those few locations of access. The potential of the vacant land can be actualized to bring mobility to the services, inverting the equation, flipping the script to relieve some of the pressures that the people in these communities face due to low access to mobility.

Vacant Lots in Chandler Park Community



Demographic Data of Chandler Park Community



ANALYSIS:

MEDIAN HOUSEHOLD INCOME: \$11,909

RENT BURDENED HOUSEHOLDS 50%: 217 [59.29%]

MOSTCOMMON OCCUPATION: Retail Industry.

SEVERELY RENT BURDENED HOUSEHOLDS >65%: 86 [23.5%]

Analyzing neighborhood map of Chandler Park its apparent that the community has a large number of vacant plots and one can begin to speculate that these vacant plots can be leveraged to provide certain essential community-based initiatives that would help ease some of the issues currently plaguing the neighborhood. The goal here is to bring essential services back into the community that the neighborhood has been deprived of due to the lack of investment in the transportation, food, education and health-care sectors.

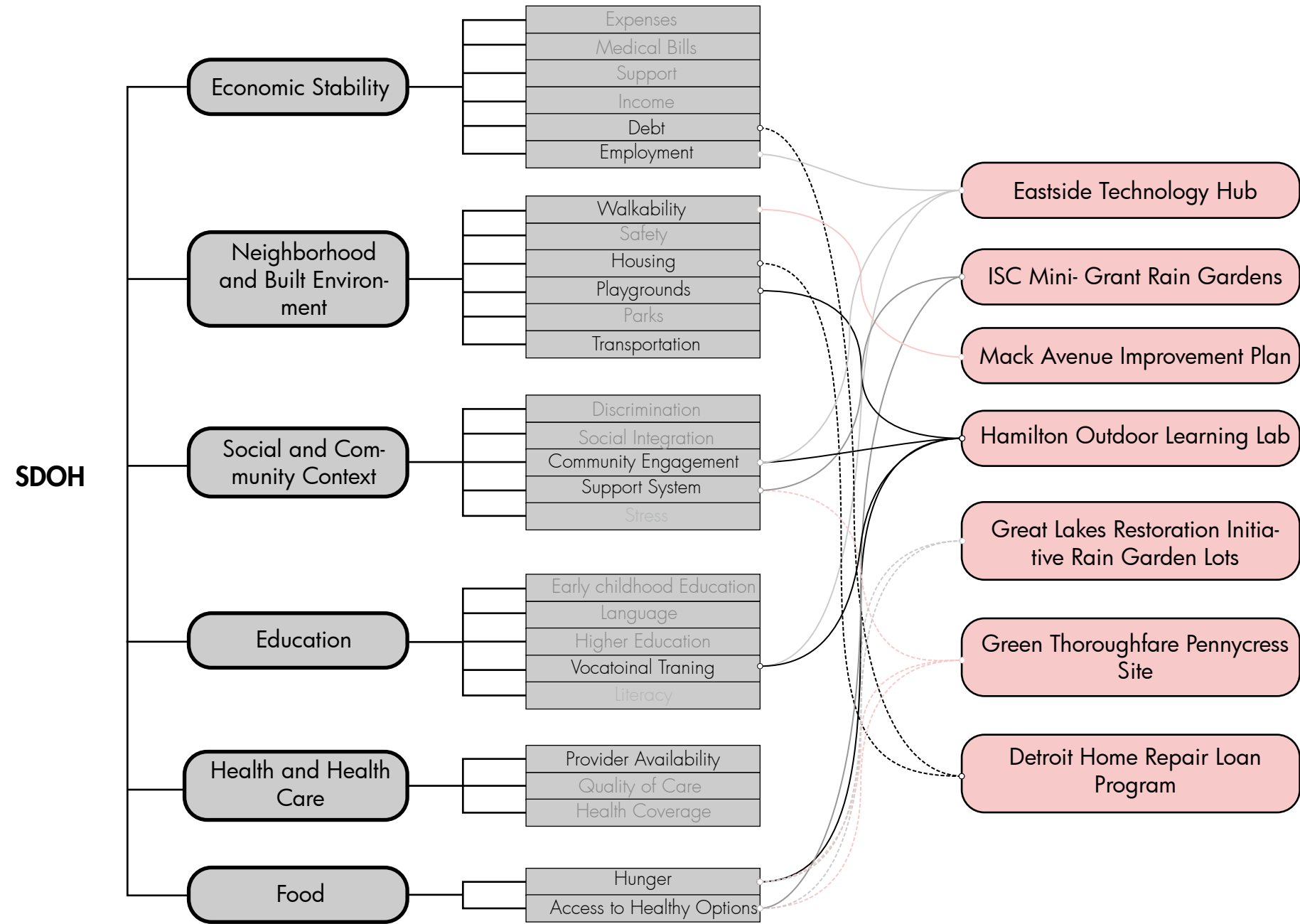
Drawing from the demographic data it becomes apparent that the major issues within the neighborhood are low median household income, a lack of education and specialized training a high dependency on SNAP benefits and a large demographic consists of households that are dependent on a single parent for their sustenance. Taking these factors into account the plan is to provide services such as pop up kitchens, mobile libraries, IT support, etc. to ease the strain on the community as a whole and get them back on their feet.



CHAPTER III:

Inversed Mobility

Inversed Mobility



In contrast to the heavy investment and resources being thrown towards the development of new mobility solutions and technology for application in the wealthier downtown business district, community organizations in Detroit, for example the Eastside Community Network, have been applying a more bottom-up, grassroots solution thinking to help alleviate the challenges their communities face. Examining the Social Determinants Of Health (SDOH), it is possible to find examples of grassroots efforts that address some part of every determinant in the list. In a way, these efforts are providing mobility to Detroiters not only in the physical sense, by getting them to the services they use (or the services to them), but also in the social aspect of mobility. These efforts to delivery equitable access of services to Detroiters work towards giving them the economic and societal mobility needed to move ahead in education, health, technology, and with food security.



Community Engagement



Community Technology Hub

The hub provides residents with the knowledge and resources needed to use technology to connect with their community and develop solutions to community issues. The hub also offers access to laptops and other technology.



Community Kitchen

A commercial kitchen that offers nutritional education, cooking classes, food preservation classes, and job opportunities, as well as healthy food for sale.



Pop-up Food Hub

Staff members assemble a small tent in the parking lot of the participating community institution and work with the farmer to assemble the customer orders, and the staff use their personal vehicles to deliver the orders.

Mobile Services



Bibliomotocarro

A mobile library that travels to different towns to give the children there access to books when they otherwise wouldn't be able to have them outside of school.



Library On Wheels

A mobile library vehicle that has been active in some form in Detroit since at least the 1930's, delivering books to neighborhoods around the city, and recently delivering to the doorsteps of elderly people and people with mobility issues.



Mobile Health Clinic

The clinic will travel to neighborhoods in need and provide basic acute and primary care services, including patient education, diagnosis and treatment of acute and chronic illnesses.



Code Mobile

A van that travels around and provides workshops to underrepresented populations in coding.



Vegan Food Truck

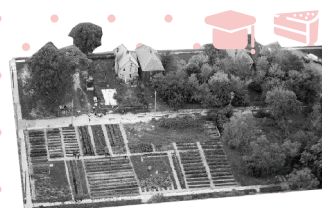
Food truck travelling around to underserved neighborhoods of Detroit feeding people with healthy vegan food and educating them about nutrition.

Open Lot Utilization



Green Infrastructure Development

Several locations throughout the neighborhood turned into rain gardens to help manage rainwater, educate the community about the importance of rain gardens and how they can receive mini-grants to construct their own, and decrease flooding.



Community Gardens/Farms

Utilizing vacant plots of land to help create food independence in underserved neighborhoods and relieve the financial strain associated with healthy food.



Outdoor Learning Lab

An initiative to remove blight, manage stormwater, and beautify vacant land that was actualized as an outdoor educational tool for youth of the neighborhood.



Health



Technology



Food



Education



Connecting the Dots

In order to fully actualize the vacant lots in the tethered neighborhoods and flip the script on mobility by bringing the services to the residents of the neighborhoods and not the other way around, we first identified existing ways people are relieving mobility pressures around the world with mobile services and community initiatives. We then re-imagined these solutions all applied to one neighborhood. There should be an app which can help the residents navigate all these nomadic services. The app can be on mobile devices as well as kiosk screens places throughout the neighborhood. Our app would show geographically and temporally the services in the neighborhood. The user would be able to click on the icon of any type of service they need (food, health, education, or technology) and a window would pop up with information about the services. The information would include the schedule of when the mobile services/community events would be happening as well as links to reserve a spot if applicable as well as a link to google maps directions from wherever the user is to the service in question. There is also a slider at the bottom which the user can use to scroll through the course of the day, and the icons of the services throughout the neighborhood will appear and disappear based on when they're scheduled to be there.

[1] Runyan, Robin. "Four Detroit Neighborhoods Receive \$1.6M from City for Revitalization Efforts." Curbed Detroit, Curbed Detroit, 6 Dec. 2016, <https://www.detroit.curbed.com/2016/12/6/13853610/20-minute-neighborhoods-detroit-city-planning>

[2] "Adorable Library on Wheels Brings Books to Children in Italy." Shareable, <https://www.shareable.net/blog/adorable-library-on-wheels-brings-books-to-children-in-italy>

[3] Runyan, Robin. "Strategic Neighborhood Fund Expands from Three to 10 Neighborhoods." Curbed Detroit, Curbed Detroit, 30 Apr., 2018, <https://detroit.curbed.com/2018/4/30/17302122/strategic-neighborhood-fund-expands-from-three-10-neighborhoods>

[4] DET_181212_Tool, RVTR, 2018

[5] Nagl, Kurt. "Detroit Allows More Scooters, but They Must Be in Neighborhoods." Crain's Detroit Business, 24 Oct. 2018, www.craisdetroit.com/mobility/detroit-allows-more-scooters-they-must-be-neighborhoods.

[6] "A Detroitisit Series: A New Detroit on the Move ." Detroitisit, 24 Jan. 2019, www.detroitisit.com/a-detroitisit-series-a-new-detroit-on-the-move-2/.

[7] Bedrock. "May Mobility and Bedrock Bring Future of Mobility to Detroit." PR Newswire: Press Release Distribution, Targeting, Monitoring and Marketing, 27 June 2018, www.prnewswire.com/news-releases/may-mobility-and-bedrock-bring-future-of-mobility-to-detroit-300672386.html.