



Detroit East Riverfront and Dequindre Cut Greenway

Detroit, Michigan

Submitted to the

2014 Rudy Bruner Award Selection Committee

by the

Detroit RiverFront Conservancy

2015 RUDY BRUNER AWARD PROJECT DATA



PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name Detroit East Riverfront and Dequindre Cut Greenway Location _____ City Detroit State MI

Owner Detroit RiverFront Conservancy

Project Use(s) Public spaces and programs along Detroit's East Riverfront district serving 3+ million visitors annually

Project Size 3.5-mile RiverWalk+ 2.0-mile Greenway Total Development Cost \$80 million

Annual Operating Budget (if appropriate) \$4,578,300

Date Initiated Incorporated October 31, 2002, launched 2003 Percent Completed by December 1, 2014 85%

Project Completion Date (if appropriate) In process Project Website (if appropriate) www.detroitriverfront.org

Attach, if you wish, a list of relevant project dates _____

Application submitted by:

Name Mark C. Wallace Title President & CEO

Organization Detroit RiverFront Conservancy

Address 600 Renaissance Center, Suite 1720 City/State/Zip Detroit, MI 48243

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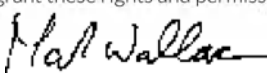
Perspective Sheets:

Organization	Name	E-mail
Public Agencies <u>Michigan Department of Transportation</u>	<u>Robert Alan Davis</u>	<u>DavisR15@michigan.gov</u>
Architect/Designer <u>SmithGroupJJR</u>	<u>Patrick Doher</u>	<u>patrick.doher@smithgroupjjr.com</u>
Developer <u>Jones Lang LaSalle, Americas</u>	<u>Rhonda Collins</u>	<u>rhonda.collins@am.jll.com</u>
Professional Consultant <u>NTH Consultants</u>	<u>Charles Roarty</u>	<u>croarty@nthconsultants.com</u>
Community Group <u>City Year Detroit</u>	<u>Penny Bailer</u>	<u>pbailer@cityyeardetroit.org</u>
Other _____		

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

- Direct Mailing Direct Email Previous Selection Committee member Other (please specify)
 Online Notice Previous RBA entrant Professional Organization Robert Marans, Conservancy Board member
 Social Media Bruner/Loeb Forum

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Date December 9, 2014

2015
RUDY BRUNER AWARD
PROJECT
AT-A-GLANCE



PROJECT AT-A-GLANCE

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This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Detroit East Riverfront and Dequindre Cut Greenway

Project Name

Address 600 Renaissance Center, Suite 1720 (offices)

City/State/ZIP Detroit, MI 48243

1. Give a brief overview of the project. Approximately 500 words.

Despite the vital role it had played in shaping the City of Detroit and region, the largely industrialized Detroit riverfront started falling into a state of neglect beginning in the 1960s. By the late 1990s, it was a largely desolate stretch of property that provided very little public access, remaining a largely uninviting place to visit. With the support of interested corporations, foundations, and local government, the 501(c)(3) Detroit RiverFront Conservancy (DRFC) was established in 2002 and launched in 2003 with the charge of achieving the vision of a vibrant, transformed public waterfront as a means of helping to revitalize the city.

The mission of the Detroit RiverFront Conservancy is to develop world-class public access to Detroit's international riverfront - the face of the city across from Windsor, Canada - and to have this development serve as an anchor for economic revitalization. The entire project is divided into two phases:

- the East Riverfront, encompassing 3.5 miles of waterfront from Joe Louis Arena to Gabriel Richard Park, just east of the MacArthur (Belle Isle) Bridge, that will allow visitors to enjoy a continuous landscaped RiverWalk along with associated green spaces, parks, plazas, and pavilions; and
- the West Riverfront, encompassing two additional miles of RiverWalk and other amenities from Joe Louis Arena to the Ambassador Bridge.

The Conservancy is also responsible for the 1.5 mile Dequindre Cut Greenway running north from the river along the East Riverfront. Once current construction is completed on a half-mile extension, this former railway's entire two miles will be incorporated into the Conservancy's portfolio of ongoing maintenance and operations responsibilities, and will serve as both a gateway and connector from the river north to Eastern Market, Midtown, the Cultural Center, and neighborhoods in between.

Achieving the Conservancy's vision of a transformed riverfront and revitalized Detroit involves much more than impacting the economy and providing a clean, safe, and inviting public spaces. It also involves offering residents and visitors an array of programs and special events to enjoy with family and friends. With this in mind, the Detroit RiverFront Conservancy is proud to present a full and active schedule of year-round programming along the riverfront in the areas of Art & Culture, Family Fun, Education & Environment, and Health & Wellness.

This application covers the East Riverfront and Dequindre Cut Greenway portion of our footprint, which currently serves more than 3 million visitors and residents annually through our physically transformed "spaces" that have become vibrant "gathering places" as a result of available programs and amenities. All of the Conservancy's sites are accessible free-of-charge, as are most public programs (with the others at a modest fee).

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.) Approximately 500 words.

During this critical period in Detroit's evolution as a major American city, the riverfront project is already having a significant impact socially, economically, and environmentally in ways that align with the Rudy Bruner Award's priorities.

For example, each of our parks is fully landscaped and offers amenities to create a distinct "gathering place" that leads our 3 million annual visitors to lengthen their stay. These include a carousel at Rivard Plaza that features seats as fish and wildlife indigenous to the Great Lakes, a Great Lakes Schooner water feature at Mt. Elliott Park complete with inviting cascading water sprays, and a butterfly garden and bird-watching station at Gabriel Richard Park.

In addition, a recent independent study commissioned by the Conservancy and conducted by Conventions, Sports & Leisure International (CSL) indicated that the "new and improved" riverfront has spurred close to 17,000 jobs and \$1 billion in total public and private sector investment, with an additional \$1 billion-plus in expected future investment and spending. The CSL study also estimated annual spending by visitors, residents, employees, and other operations along the riverfront at \$43.7 million, with annual tax revenue generated by ongoing riverfront activity estimated at \$4.5 million. These amounts are only increasing as commercial and residential development is popping up along the riverfront as a direct result of the RiverWalk and Dequindre Cut Greenway initiatives.

All of DRFC's projects are designed and implemented with environmental sustainability in mind, with our having received numerous awards from organization such as the Michigan Environmental Council, Michigan Recreation and Park Association, and Michigan Green Association. More recently, we received the 2013 Detroit Free Press "Michigan Green Leader Award."

Our 2014 recognition for design includes awards from the American Planning Association, Southeast Michigan Council of Governments, Urban Land Institute of Michigan, and The Waterfront Center. In addition, the transformed Detroit riverfront was named one of the 10 Best American Riverfronts by readers of USA Today.

2015 RUDY BRUNER AWARD PROJECT DESCRIPTION



PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

The Detroit RiverFront Conservancy was launched in 2003 with the mission of bringing public access to Detroit's Riverfront in an effort to revitalize the city. Then and today, a number of values have guided our work:

- **RESPONSIBLE STEWARDSHIP**--We work to ensure a wise use of resources, proving time and again that, by working with our stakeholders, we can reduce maintenance and operations costs and provide cost-effective programming for our visitors.
- **ENVIRONMENTAL LEADERSHIP**--We strive to reconnect people with nature and their communities, and our environmental practices are proactive and ensure a cleaner, greener riverfront for all.
- **EXCELLENCE**--The design of our landmarks and public spaces, programming and operations are the embodiment of quality, cleanliness, safety and security.
- **COMMUNITY ENGAGEMENT**--We work hard to ensure that all stakeholders are aware of and engaged in this exciting and vital transformation. This riverfront belongs to everyone, all are made welcome.

In turn, these values continue to guide our approach to the following goals:

- TO BUILD ON THE UNIQUE URBAN AND NATURAL ASSETS OF THE RIVERFRONT.
- TO PROVIDE OPTIMAL CONNECTIVITY AND ACCESS ON THE RIVERFRONT AND RIVER.
- TO GUARANTEE ECONOMIC GROWTH THROUGH A RESULTS-DRIVEN PROCESS.
- TO EVOKE A SENSE OF PLACE.
- TO LEVERAGE AND ENHANCE THE RIVERFRONT'S HISTORIC AND INTERNATIONAL ASPECTS.
- TO CREATE AND COMMUNICATE POSITIVE "EXPERIENCES" FOR ALL WHO VISIT THE RIVERFRONT.
- TO ASSURE A SELF-SUSTAINING RIVERFRONT AND ORGANIZATION.

The most significant trade-offs thus far have come from the public and private landowners within the Conservancy's footprint, some of whom did not want to relinquish control of their land along the riverfront for a number of reasons, including the fear of how "public access" could adversely impact property values. However, as 99-year leases were negotiated with the owners and construction proceeded, it became apparent that the Conservancy's construction projects--coupled with professional landscaping and state-of-the-art 24/7 security--only served to ADD value to existing property sites, which has led to uninterrupted implementation along East Riverfront and Dequindre Cut.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project? Approximately 500 words.

Detroit has suffered significant economic hardship since 2008, losing 25,339 jobs and 388 employers. The city's long-term strategic planning process, the Detroit Works Project, has found that Detroit's ratio of 1 job for every 4 residents far underperforms comparable, economically healthy cities where ratios are in the 1:2 or 1:3 range. In sum, the economic conditions for city residents lag state and national averages.

Despite the vital economic role it had played in shaping the City of Detroit and region, the largely industrialized Detroit riverfront started falling into a state of neglect beginning in the 1960s. By the late 1990s, it was a largely desolate stretch of property that provided very little public access, remaining a largely uninviting place to visit.

In 2002, The Kresge Foundation, anxious to undertake a project that would have a significant impact for generations to come in its hometown, began looking at possibilities. The foundation soon determined that the once-in-a-lifetime opportunity to recapture Detroit's neglected riverfront was the transformational project they were seeking. After exploratory conversations with key stakeholders, including General Motors and the Community Foundation for Southeast Michigan, a blue-ribbon committee was appointed to address the viability of the project.

After visiting numerous riverfront projects throughout the U.S. and Canada, and with input from community stakeholders, the recommendation was to move forward with the creation of a 501(c)(3) organization that would lead a public-private partnership charged not only with managing necessary capital improvements along Detroit's riverfront, but also with operating, maintaining, securing, and programming the project in perpetuity. In 2003, the nonprofit Detroit RiverFront Conservancy was launched and charged with achieving the vision of a vibrant, revitalizing public waterfront in Detroit.

Initial development comprised several City of Detroit parks along the river, including Chene Park, Mt. Elliott Park, Gabriel Richard Park, and Tricentennial Park, which later became Milliken State Park and Harbor (the first urban state park in Michigan). In 2007, the Conservancy completed and opened to the public its first bricks-and-mortar improvements on the East Riverfront, including:

- Rivard Plaza and Pavilion with its gardens and 24/7, state-of-the-art security command center covering the entire 5.5 mile "footprint;" and
- Gabriel Richard Park with its plaza, pavilion, meditative labyrinth, gardens, and fishing outlooks.

Opened and dedicated this past June, Mt. Elliott Park's transformation is already providing an interactive community destination complete with a world-class "Great Lakes Schooner" water feature.

The Conservancy is also responsible for the soon-to-be two mile Dequindre Cut Greenway running north from the river to Eastern Market, Midtown, and the city's Cultural Center.

Altogether, the East Riverfront and Dequindre Cut Greenway serve more than 3 million riverfront visitors each year.

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 400 words.

Keys to the Conservancy's success are the public-private partnerships that we are privileged to help lead. These partners have made significant financial contributions to the project and launched their own riverfront developments—all of which are supported operationally by the Conservancy, as well. Examples include The Kresge Foundation with its founding grant, the Michigan Department of Natural Resources (DNR) with the Milliken State Park (Michigan's first urban state park), the Wayne County Port Authority and Terminal, the City of Detroit with the Dequindre Cut Greenway, and General Motors with its extensive waterfront development.

Early on in our history, we hosted an array of public meetings, charrettes, Q&A sessions, and presentations where we engaged thousands of area community stakeholders so that our workplan connected with their hopes and dreams for the riverfront. The resulting list of desired programs/amenities guides our planning and includes "fishing," "nature programs," "art fairs," and "walking, running, and biking," among others.

Currently, the Detroit RiverFront Conservancy is an active participant in the general Detroit community as we recognize the value of being not only the anchor of the riverfront district, but also a leader in creating effective partnerships in the area. For example, we host a riverfront stakeholders meeting each quarter that gives nearly 50 local businesses, stakeholder groups, governmental agencies, foundations, and other nonprofit organizations an opportunity to gather and share upcoming news.

Staff liaisons from the Conservancy also attend monthly meetings of Rivertown Detroit, a community group comprising businesses and residents in the Rivertown neighborhood; sit on the Villages Greenways Task Force, which is developing a network of green links throughout the near-eastside neighborhoods; and serve as board members of the Detroit Greenways Coalition and Tour de Troit -- which work to promote and build a network of greenways and bike lanes that will connect people and places, improve the quality of life, beautify neighborhoods, and stimulate neighborhood-level economic development in both Detroit and the region—and Jefferson East Inc., a business development nonprofit that represents businesses located near Jefferson Ave. east of downtown to Grosse Pointe.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 400 words.

Including The Kesge Foundation's founding grant of \$50 million, \$120 million of the Conservancy's \$140 million capital fundraising goal for the East Riverfront has been met to date from a combination of funding sources (individuals, corporations, foundations, and government agencies)--\$80 million for construction/remediation, \$40 million for endowment.

Once achieved, the remaining \$20 million goal will bring the Conservancy's endowment to \$60 million so it will provide approximately \$3 million annually (at 5 percent) for the east RiverWalk's ongoing maintenance, operations, security. Currently, the Conservancy is planning the final phase of our capital campaign that would complete the remaining \$20 million for the East Riverfront, and also build upon current fundraising initiatives aimed at eventually raising \$1 million annually to support associated organizational expenses. Both past and prospective donor individuals, corporations, foundations, and government entities will be targeted.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 400 words.

Detroit is a city that suffers from problems affecting many other American cities: population loss, blight, substandard schools, budget crises, etc. In addition to the economic impacts referenced earlier, the CSL study also found there have been numerous positive impacts that are directly or indirectly associated with the Conservancy's work, among them:

- The riverfront has transformed the Detroit cruise industry from a pass-through stop for visitors to a destination in and of itself.
- It is truly a transformational asset that will help spur development that would not have taken place otherwise.
- When national convention planners tour the riverfront, they routinely refer to the downtown area as "new and exciting," going well beyond anything they had expected.
- Tour group operators are generating significant business and cite developments along the riverfront as having helped to support revitalization throughout downtown Detroit.
- It has evolved beyond a physical asset, and is now both a community in itself and an asset to the entire downtown area.
- Rivertown has transformed the perceptions of Detroit (among both non-locals and residents) and has become a "playground for the metro area."
- It creates a desirable space for workers in the area which will have an effect of supporting a viable rental structure for properties located close to the riverfront.
- Area students have taken advantage of the riverfront in various ways – biology/nature-related research, water quality analysis, recreation, and boat rides, to cite a few examples.

While public-private partnerships are no longer uncommon in community/economic development, the Conservancy's concerted efforts with engaging the myriad and diverse stakeholders in its successful project planning and implementation can serve as a model for improving the quality of life in our urban centers and regions.

2015
RUDY BRUNER AWARD
COMMUNITY
REPRESENTATIVE
PERSPECTIVE



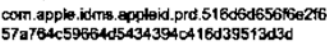
COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Penelope ("Penny") Bailer	Title	Executive Director, City Year Detroit; Vice President, CY, Inc
Organization	City Year Detroit -- www.cityyear.org/detroit	Telephone	(313) 655-1342
Address	1324 Joliet Place	City/State/ZIP	Detroit, MI 48207
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Signature	 57a764c59664d5434394c416d39513d3d	Date	December 7, 2014
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1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

I became involved in the Detroit Riverfront Conservancy in 2003 when it was founded. I was invited to serve on the Founding Board of Directors, having been a resident of downtown Detroit for over 30 years, serving as Executive Director of a major nonprofit community service organization called City Year Detroit, where young adult AmeriCorps members give a year of full time service to the community, and before that for 17 years as CEO of the local Girl Scout Council and as an elected member of the Detroit School Board.

As a downtown Detroit resident living for almost 40 years just 4 blocks from the river, I have enjoyed my service on the board immensely, and I often say, "I go to the meetings and I can't quit smiling...." Almost magically, the RiverWalk has totally transformed the water's edge of our once-great city for every Detroiter -- all ages, races, socio-economic groups, education levels, occupations and avocations. It is transformatively beautiful, has been developed using only the finest of world class design inspired by massive amounts of community input and participation, the finest materials and engineering and has brought our entire community and region together in a most exciting and inspiring way. The thoughtfulness and high level of quality with which the maintenance and security have been planned and function have made it a place people know they can come and enjoy -- peacefully, happily, safely and with real joy. Housing values have increased dramatically, directly benefiting from this fabulous resource within walking distance of our homes.

Prior to the RiverWalk's construction, the coastline of the river was a dangerous, raggedy, foreboding mass of the relics of Detroit's industrial past -- acres of hideously ugly and dangerous rusted rail beams, gigantic cement silos, massive obstacles blocking any reasonable path to the water and a blot on the city's edge of a beautiful deep-water river that families and ordinary citizens could never access or even approach safely.

All have been transformed, and we eagerly await the day when the East RiverWalk pathway will link with the historic MacArthur Bridge to Belle Isle -- inviting walkers, bikers, joggers and strollers to traverse east peacefully from the beginnings of the West RiverWalk, past the city's center downtown to the bridge, up the beautiful curly-que pathway where one can then walk or bike six miles around that gorgeous island -- and back again. Someday -- we will have similar opportunities completed on the West RiverWalk that will take us to the Ambassador Bridge and hopefully, someday, beyond.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

It seemed impossible. In the early 2000s, even the most dedicated among us felt beaten down with the incredible challenges facing our once-great city. Fifty years before, we were the nation's third largest city with 1.8 million citizens spread over 139 bustling square miles. The automobile industry was our engine and had made Detroit world famous, with a thriving economy and great schools and a healthy tax base. We were the "arsenal of democracy" and were proud of our great art museum and symphony and sports teams and our history!

In the mid-1950s, all that had begun to erode. Race relations continued to fester in Detroit as throughout urban America. The interstate highway system and FHA's suburban mortgages ("affirmative action for white people") created an inviting pathway for thousands of Detroit's white middle class to move and get federally-insured mortgages for beautiful new homes (unavailable to minorities) on large grassy lots near the finest new public schools. The exodus of the white middle class grew from a steady mid-50s stream to a flood, vastly accelerated by the "rebellion" that erupted with a vengeance in 1967. By 2002, 1,200,000 people had left -- two-thirds of the population -- taking the tax base with them. Yet Detroit still had 139 square miles to serve with police, fire, EMS, water, sewer, transportation, sanitation, public lighting, public health. The need for those once-great public schools became more and more desperate. Low-income citizens were trapped in a city that couldn't serve them, and the tax base spiraled down further and further.

In the mid-1970s, even the Detroit Lions and the Detroit Pistons left, and along with the million-plus citizens of middle and upper middle class, so did the Farmer Jack grocery stores, and Kroger's and A&P and finally the crown jewel of Detroit -- Hudson's -- our once-famous downtown department store could hold on no longer and shut its doors.

The idea of constructing a billion-dollar riverfront seemed ludicrously impossible -- a hopeless pipe dream -- but not to the impassioned dreamers at The Kresge Foundation. Undaunted, they made the largest challenge grant in their history -- \$50 million -- requiring a match of \$100M more. The faith that that grant showed in the future of the city -- even with all the enormous calamities and challenges we were facing (including eventual municipal bankruptcy) -- was inspiring. We learned that those million-plus Detroiters who had left the city still loved it, and they stepped up one by one to raise the money to match that grant. The design was so inspiring, yet daunting, that it became an idealistic challenge that every metro Detroiter wanted to embrace -- and bit by bit, the money was raised, and raised and raised again.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

The RiverWalk is such a gorgeous, inspiring, peaceful, miraculous outdoor recreation pathway along 5.5 miles of the beautiful Detroit River – OPEN TO EVERYONE – inviting children and centenarians and lunchtime office workers to gaze across the river at our friendly Canadian neighbors and bike and walk and stroll and rollerblade to their hearts' content -- that it seems almost unfathomable that we never had it before. The care with which the beautiful design was planned and the vitality and creativity with which the program offerings have evolved have created a miraculous source of energy and good health and celebration of our city – worthy of its great history and the future that it promises.

It's hard to remember how awful it was before. It's so gloriously beautiful and so inviting and spotlessly clean and safe and gorgeous now that EVERYONE wants to come down to the riverfront – year-round! You see senior citizens and families with babies and dog walkers and teenagers and school children and yoga classes and volleyball games and marshmallow-roasting young professionals and people building sand castles in real BEACH SAND. There's a spectacular wildlife nature preserve that's marvelously educational for young and old -- and a marina with a lighthouse. The Dequindre Cut – an abandoned old overgrown railway path slicing through downtown – has been miraculously transformed into beautifully landscaped and art-filled walking/biking paths soon extending past the Eastern Market for miles beyond the river. A 100+-year old historic building has been transformed into an Outdoor Recreation Center where inner city and suburban children and families can experience simulated kayaking, a 12' aquarium, climbing walls -- and dozens of other educational outdoor adventures.

Our annual three-day "River Days" celebration draws 150,000 people having fun and enjoying the beautiful summer weather and the water's cooling breeze and the spectacular sight of the river. We congregate to marvel at the freighters going by – people have weddings there and music and art festivals – we have fine art from our museums and our local artists on display, along with sculptures and riotously fun WATER CANNONS -- children and adults are seen frolicking in the water spouts springing up from the beautiful General Motors Plaza, built and donated to the Conservancy for all to enjoy.

The RiverWalk is "cool" and it's "fun" and it's where you see people smiling – laughing – holding hands, taking selfies, portraits and panoramic photos galore, romantically enjoying the breeze off the river.

It's an incredible space – and there's great excitement that we've almost completed the last leg of the link to our gorgeous butterfly garden and mosaic maze leading onto the MacArthur Bridge across the river – an irresistible invitation to walk or bike or roller blade around our magnificent 750,000-acre island known as Belle Isle.

Meanwhile – we're developing the West RiverWalk -- through SW Detroit to the Ambassador Bridge. We know now that something that seemed absolutely impossible CAN be done – and it WILL be. That gives our city HOPE.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

Very little – only wishful thinking of how much more we could have done had Detroit (and the nation as well) not gone through its historic bankruptcy and near economic collapse over the last few years. Actually, it's miraculous that our municipal bankruptcy and the 2008 national economic nightmare and the fear, gloom and doom that they created didn't totally halt the progress we were making on our RiverWalk. The remarkable talent and visionary leadership of our conservancy – board and staff – just plowed right through it in spite of it all. That was a miracle, to be sure.

Actually, the terror of the bankruptcy seemed to inspire Detroiters to fight even harder not to lose the momentum and the hope that the RiverWalk inspired. Our young professionals group brought crowds of 500-750 young adults down at a time to celebrate with their cool riverfront parties and festivities. Hundreds of school groups came down as well, and the recreational program offerings simply exploded with creativity, drawing more and more healthy lifestyle-seeking participants than anyone dreamed possible.

Volunteer participation has grown phenomenally – and best of all – we experience incredible diversity on the RiverWalk – coming from throughout from the richness of our region's extraordinary multiculturalism. It's incredibly heartening to see that people from all cultures, ages, socio-economic groups and backgrounds feel comfortable sharing this gorgeous public space together. That diversity is one of Detroit's greatest assets, and the RiverWalk celebrates it beautifully.

Our economy has been the most challenging of the obstacles we've had to overcome, as well as some of the remediation challenges from the toxic damage done through the previous century's environmentally reckless industrialization. We have taken pride in following strict guidelines for the remediation and environmental care of our precious resource – this beautiful riverfront that borders our city and the sparkingly clean deep water filled with vibrant wildlife that rushes through it. We are determined that the future residential and commercial spaces that will inevitably develop along the water's edge will be protected from ever creating such horrendous environmental damage again.

2015
RUDY BRUNER AWARD
PUBLIC AGENCY
PERSPECTIVE



PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Robert Davis	Title	Senior Advisor
Organization	Michigan Department of Transportation	Telephone	(313) 410-2214
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Fax ()		E-mail	davisr15@michigan.gov

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Signature	Robert Davis	<small>Copied/Altered by Robert Davis City of Detroit, Michigan, Michigan Department of Transportation, 10-16-2014 davisr15@michigan.gov, 313-410-2214 Date 10/16/14 11:54:52 AM</small>	Date	November 17, 2014
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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

The Michigan Department of Transportation (MDOT) is currently serving as ACT 51 Agency on behalf of the Detroit RiverFront Conservancy (DRFC). This designation allows federal (public) funds to be used to leverage private investment needed to continue the transformation of this underutilized walkway and Detroit riverfront property. Prior to this partnership, the use of public funds was largely restricted and the pathway along the Detroit River was largely inaccessible. This pathway has been transformed and dedicated to pedestrian recreational use, habitat restoration, public education and passive recreation.

In early 2007, MDOT assisted the DRFC in completing an essential component for the redevelopment of the Detroit riverfront -- the completion of the National Environmental Policy Act (NEPA) compliance and determination for the entire walkway. This required public comments and participation which ensured the maximum public benefit and impacts for the entire project area.

Later, MDOT hired a construction manager general contractor team to completely design and build major sections of the RiverWalk including Mt. Elliott Park and Gabriel Richard Park. As a public agency, MDOT is committed to the completion of the RiverWalk from "bridge to bridge" and remains actively engaged in the planning, designing and building of the final stages of the Eastern portions of the RiverWalk and eager to assist in the completion of the West.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words.

The RiverWalk is a magnet for investment and will serve as a re-connection to the river and as a major catalyst for the rediscovery of and reinvestment in Downtown Detroit. It's ultimate success will be a tremendous benefit to the residents of the Region and the City of Detroit as well as the State by attracting regional visits, showcasing the downtown areas, and providing an education framework to teach citizens about the Detroit River.

The trade-offs were all positive! Before this development, the Detroit River was totally inaccessible by foot traffic and littered with industrial waste and commercial non-environmentally friendly uses for more than 100 years.

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

The most profound impact of this project on the City, Region, and State is its foundation is build on the unique urban and natural assets of the riverfront. When combined with other Greenways, we have the unique opportunity of creating an inviting, natural environment in an urban space and developing diverse options for foot traffic along major spines of the city. This riverway provides optimal connectivity and access on the riverfront and other amenities that provide recreational uses. From fishing to jogging, hiking to biking to walking the RiverWalk encourages healthy life choices and recreation options for the thousands of residents and visitors.

More importantly, the economic growth potential is enormous and will be a significant catalyst in the rebirth of the city already on the rise. In partnership with public and private partners, the DRFC has programs are invoking a real sense of place. By creating a safe, secure, well-maintained, pedestrian-and-family-friendly environment, the riverfront is a positive alternative the the blight and massive disinvestment found throughout the city and thereby creates a vibrant recreational district with multiple destinations and activities for residents and visitors alike.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

MDOT is leading the way as a state agency working with a non-profit corporation to create this wonderful riverfront. The startup challenges were enormous, but well worth the efforts. This is MDOT's first experience and it has had an impact on our internal operations. The possibilities for collaboration with other non-profits are greater as a result of this new relationship.

As a new business model, MDOT has featured the Detroit riverfront internally as an example of high impact community transformation. Our goal is to enhance local communities with our investments and public support. This project has expanded local participation and decision making by including DRFC staff in our planning and progress meeting. Staff has incorporated many ideas and suggestions for better engineering solutions as a result of this partnership.

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

Drawing down federal funds that would otherwise be returned has been our most successful aspect of this project. Without MDOT's involvement as ACT 51 Agency, federal funds would have been returned. Secondly, the quality of the finished product was enhanced by the process of working with the non-profit and other private sector professionals. This total transformation of the RiverWalk from an industrial wasteland to a prominent destination place has been well documented by the thousands of annual visitors. The real story has yet to be told -- Detroit's historic and international legacy is preserved for years to come as the place for fresh, clean drinking water, irrigation and recreation, and as a gateway for shipping and transportation that will continue to supply the world from our backyard.

2015
RUDY BRUNER AWARD
DEVELOPER
PERSPECTIVE



Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Rhonda Collins	Title	Senior Project Manager
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Signature	 rhonda.collins@am.jll.com	<small>Digitally signed by rhonda.collins@am.jll.com DN: cn=rhonda.collins@am.jll.com Date: 2014.12.08 09:40:53 -0500</small>	Date	December 8, 2014
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

JLL's Project Manager serves as a single point of accountability for project delivery activities for the Detroit Riverfront Conservancy (DRFC). Project Management Services generally consist of responsibility for leading and managing projects from scope definition and funding approval through completion. These services entail application of knowledge, skills, tools, and techniques to the following project activities to meet or exceed DRFC stakeholder's needs and expectations:

Manage Schedule: Establish, communicate and manage schedule.

Manage Budget: Once the project budget is established and agreed upon, JLL takes responsibility for assuring budget compliance.

Competitive Bidding: We bid to a minimum of three providers for vendors and trades. This encourages competition in the buying process. JLL challenges the Project Team to include multiple suppliers for every specified product.

Change Order Evaluation and Negotiation: JLL first verifies that a requested change was not already included in the contract documents which all too often is the case, and then verifies that the requested change amount is reasonable for the work performed.

Value Engineering: Value engineering is a systematic approach to maximizing the cost/benefit impact of every dollar invested in the project. The goal is that all possible savings are achieved.

Project Reporting: Monthly project status reports with input from the Project Team are provided. Key components are an executive summary, risk assessment, and site observations with photos.

Architectural Design Review: This is a technical design review to assure drawings are consistent with project goals.

MEP Systems / Engineering Review & Analysis: Similar to the above, this is a technical review of all mechanical systems to make sure these are consistent with project goals and best practices in energy efficiency, functionality and quality.

Construction Administration and Project Closeout: JLL documents all applications for payment, check for performance against contract, secure all sworn statements and lien releases and submit for payment by the Conservancy. In addition, we manage all closeout activities. Once all punch list items are complete and the end user is satisfied, the project will be formally closed out. Final invoices will be submitted for payment and warranties will be forwarded to the appropriate facility manager for future reference. All lien releases are obtained and a final accounting of all expenditures will be forwarded to DRFC management.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

Professional and experienced project managers know that during the budgeting and design phase a series of compromise opportunities present themselves. As the owner's advocate, it is our job to do the research and provide the analysis for DRFC leadership to make solid and informed trade-off decisions.

Project success requires sound, smart decision making from the project manager. The facility development process is often complex — involving a multitude of consultants, vendors and contractors — and is increasingly subject to the accelerated pace of changes due to re-prioritization of project goals. An experienced project team to navigate this process and ensure long-term flexibility avoids the risk of scope creep and the ensuing cost increases, unmet deadlines and project goals. It is important to remind the project team that while making trade-offs, they must not put the schedule and budget at risk.

Two very good examples of project and budget trade-offs are the railing along the seawall and the parking situation on the Mt. Elliott Park project. The expense of this railing is very significant and over the years there have been many re-visits to the fabricator to discuss the design, manufacturing, installation and quality of their product. Surely a lower cost solution would have enabled re-investment of saved dollars to other areas of priority for DRFC.

Time has told the tale as to this trade-off being well worth the investment for many reasons. First, the aesthetic has become a very iconic and timeless element to the RiverWalk experience. The environment is extremely tough on metal and this has stood the test of time. Also the durability has been a big success with zero failures of any part of the installation.

A second trade-off which was a difficult one was when the Mt. Elliott Park was being planned, designed, and budgeted, as there were no funds to build a parking lot. Near access was not available. The tremendous success and amount of visitors have shown that the visitors have simply figured it out on their own. What seemed to be a very painful tradeoff in the beginning has shown the high attraction of the park itself for people to walk from lots down the street or ride their bikes. The good news lately is the Detroit Economic Growth Corporation has negotiated with a developer of a project just to the west to make sure there are plenty of parking spots available for the community.

3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

The project was funded by a public-private partnership between Michigan Department of Transportation (MDOT) and the DRFC. Federal (public) funds were used to leverage private investments needed to continue the transformation along the Detroit riverfront property. Much of the funding comes from large corporations who are committed to the revitalization of Detroit. General Motors, Compuware and Quicken Loans are a few of the larger corporate stakeholders involved. Similarly, several family foundations and individuals with a commitment to the success of Detroit's turnaround have contributed considerable funds to the Conservancy thus enabling the RiverWalk to continue on its course.

Creativity and innovation in fundraising has played a critical role in financing the projects along the river. The website is extremely well done and visitors to the site find themselves inspired to get involved by volunteering or via donation. The riverfront programming is extensive with events and activities all year round.

The DRFC holds a variety of fundraising and friendraising events throughout the year. The Shimmer on the River event held in the fall is the culminating event following each busy summer. Business groups like CoreNet have their annual event and awards dinner with proceeds going to the DRFC. The brick paver program has been a big success and will continue for years to come. Hard work and reaching out in every direction for financial support has enabled the work done to date to be achieved.

4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

The continued financial commitment and dedication from the many investors and volunteers has certainly been the most successful aspect of the project. Without investors that believe in the revitalization of the Detroit RiverWalk, these projects would not be possible. The DRFC has also increased their number of volunteers to over 200 people that are committed, eager and enthusiastic to work on behalf of the DRFC to make a positive difference by assisting with programs and other efforts whenever needed. Also, many contractors and vendors have proudly donated services and brought their families to the RiverWalk for various events.

The collaborative efforts of the entire team have been proven to be successful and very rewarding.

2015
RUDY BRUNER AWARD
PROFESSIONAL
CONSULTANT
PERSPECTIVE



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This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name	Charles J. Roarty, Jr., P.E.	Title	Senior Vice President
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Signature	Charles J. Roarty, Jr., P.E. <small>Digitally signed by Charles J. Roarty, Jr., P.E. DN: cn=Charles J. Roarty, Jr., P.E., o=NTH Consultants, Ltd., email=croarty@nthconsultants.com, c=US Date: 2014.12.05 17:44:50 -0500</small>	Date	December 5, 2014
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1. What role did you or your organization play in the development of this project? Approximately 400 words.

NTH Consultants served as the geotechnical consultant for the entire East RiverWalk, including the privately funded portions at the GM Renaissance Center and the publicly funded Civic Center Plaza, and served as the lead design engineering consultant for the Bates Platform and Detroit Wayne County Port Authority portions of the East RiverWalk. NTH provided engineering services to research historical use of riverfront parcels, coordinate existing subsurface data in the vicinity of the RiverWalk development, identified previous land use or former foundation elements left in place that would conflict with the proposed development, coordinated with local utilities regarding active outfalls, assisted in the condition assessment of existing shoreline structures, conducted a targeted subsurface investigation to determine the engineering properties of foundation soils commensurate with the proposed development, provided foundation design recommendations for all structures, and provided geotechnical engineering support services during construction.

2. Describe the project's impact on its community. Please be as specific as possible. Approximately 400 words.

In performing the due diligence for this project, NTH was often first on site to evaluate existing conditions. As such, we were granted access to parcels ranging from abandoned former industrial sites to active public parks and businesses along the Detroit River. In meeting business owners and employees, civil servants and the general public from all walks of life in the course of our work, the support for the development of access to the Detroit River was unanimous and heartfelt. As the construction progressed, uninhabitable parcels were transformed and linked to existing development, portions of the RiverWalk opened to the public were greeted with pride, and the entire community was eager to see it through.

On any given day, a broad cross section of metro Detroiters use the RiverWalk. A specific example that comes to mind is during my visits to the RiverWalk during the coldest days of winter to observe the impact of the ice on shoreline elements, I was not alone. Runners passed by and bundled pedestrians strolled along the Detroit River taking in the beauty of winter on the river.

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

3. How might this project be instructive to others in your profession? Approximately 400 words.

The engineering challenges of redeveloping a formerly industrial riverfront to public use can only be solved upon discovery. As such, a thorough historical records search in the early stages of the project provides immediate and long-term value to the project. Simply put, there are challenges to development that are better worked around than through. Early identification and assessment of the existing conditions can shape the development. For example, many of the shoreline structures that served industrial purposes in the past have the capacity to be re-purposed to the benefit of the new development.

4. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

Each parcel was unique in its challenges to development, both obvious above and hidden below the ground surface. The most successful aspect of this project from an engineering perspective was the flexibility the Conservancy, design team and community partners exhibited in overcoming all of the physical obstacles to development and staying true to the communal vision for the East RiverWalk. As challenges were discovered, plans were altered to the best use of each parcel ever mindful of the public trust.

The least successful aspect of the project, if it can be criticized at all, was the pace of the development. Due to the availability of funds and the need to prioritize the development of each parcel along several miles of riverfront, incomplete portions of the RiverWalk dissuaded pedestrians from exploring the full length and breadth of the development. As each link is developed and filled in, the public can take advantage of the full development.

2015
RUDY BRUNER AWARD
ARCHITECT
OR DESIGNER
PERSPECTIVE



ARCHITECT OR DESIGNER PERSPECTIVE

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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

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Signature	Patrick Doher	<small>Digital Signer: Patrick Doher DN: cn=Patrick Doher, o=SmithGroupJJR, ou=Ann Arbor, email=pat.doher@smithgroupjir.com, c=US Date: 2014.12.08 09:54:17 -0500</small>	Date	December 8, 2014
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1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

The fundamental design concept of the Detroit East RiverWalk is to tell the story of the Detroit River through its geography, history, environment and its influence on the successive cultures that inhabit the city. The Detroit River is the birthplace of Detroit—the strategic link between the Great Lakes and the Saint Lawrence Seaway and between the United States and Canada. Long an area of Native American settlement for trapping and trading, the city's European settlement was founded by the French explorer Antoine de La Mothe Cadillac in 1701. Starting with its origins as a military and trading post, the riverfront has undergone continuous transformation and evolution: from French ribbon farms to multi-cultural neighborhoods, from ship-building yards to the nascent industry of automotive invention and from industrial might to neglect—the riverfront has transformed again into a major public destination and source of pride.

The East RiverWalk's design uses this historic tapestry as the basis for educating, informing and entertaining city residents and visitors about the river. The Riverfront Conservancy and the community's design values were clear from the outset—Celebrate the River. Celebrate Detroit. The result is a design rich in story-telling that includes, among other things, public art and design elements interpreting the river's geography and natural resources; a sculptural glass wall tracing the reach of the Detroit River within the Great Lakes and the St. Lawrence Seaway that gives visitors a quick geography lesson on maritime trade routes; a large-scale custom granite map inlaid in the pavement illustrating the geography of the river in relation to the city and to Windsor, Ontario and the unique Cullen Family River Carousel featuring fish and waterfowl native to the river, including a whimsical mermaid and river monster.

The landscape design and plantings create habitat and also reflect cultural influences. The Butterfly Garden at Gabriel Richard Park was specifically designed in recognition of the river's role as a major North American flyway providing habitat for migrating butterflies. French ribbon farm traditions of planting 12 pear trees, one for each apostle, are used to define edges. Design studies of African textile design and kente cloth patterns inspired paving colors and patterns celebrating the ethnic heritage of the city. The design of the Dequindre Cut Greenway, part of the inland access to the riverfront, retained the original graffiti and urban artwork along its route, making it a unique urban attraction.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

The main goal of the Detroit East RiverWalk is to connect people to the riverfront and provide important social and health benefits to city residents and visitors. The waterfront promenade was designed for many active and passive recreational activities, including walking, running, biking, in-line skating, fishing and bird-watching. The RiverWalk was planned to accommodate a wide variety of users and uses, from individual quiet spaces to large-scale programmed events such as the Red Bull Air Race World Series attracting close to one million people. Families and individuals come to enjoy the view, ride the Cullen Family carousel, board a river cruise boat or attend one of the many programmed events. With an attractive and safe place to walk, downtown office workers have formed social groups for lunchtime walks ('River Walkers') reporting greater health and weight loss.

The East Riverwalk is also intended to help spur redevelopment of the riverfront district east of downtown, an area that has been in transition for many decades. While new construction and the adaptive re-use of historic buildings have brought a modest daytime and residential population to the district, several blocks still contained empty buildings and parking lots, old cement silos and abandoned brownfield parcels.

An early programmatic challenge was how to provide a public attraction on the river without the amenity infrastructure to support users. As such, programming and the location of amenities became a critical component in the design process. The length of the East Riverwalk was divided into roughly four equal segments corresponding to major public access points and including pavilions designed for both basic amenities (outdoor seating, shade, restrooms, information, public safety) and space for concession and retail venues as small business opportunities for local entrepreneurs. At one RiverWalk pavilion, two local women opened the Detroit Wheelhouse, a bike rental and repair shop. Their organized bike tours of the riverfront and Detroit neighborhoods have become a popular activity for people to rediscover and enjoy the city.

The success of the East RiverWalk has exceeded expectations. The designers created a public space to unite all Detroiters and break down social barriers between urbanite and suburbanite, resident and visitor, young and old, affluent and poor and citizen and foreigner. The Detroit Free Press wrote "The riverside has never been this inviting. Detroiters...have a new front porch. There could hardly be a finer place to invite the rest of the world to stop by."

ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

The design challenge for the RiverWalk was to create a unified and coherent design for three miles within a complex, urban environment of multiple property owners and differing site and river conditions. Ensuring continuous public access along the riverfront proved to be one of the primary concerns in the RiverWalk's routing and design.

The design team went beyond standard design services to help negotiate access agreements from private property owners for the Riverfront Conservancy. The design team also assisted the Conservancy in applying for and obtaining permits in a complex regulatory environment involving multiple federal, state and city agencies. One segment of private property did not have enough land area to accommodate the full RiverWalk promenade and recreational trail width required. Rather than re-route the RiverWalk inland, the design team developed a pile-supported promenade out over the water adjacent to the existing seawall and secured permits from the Michigan Department of Natural Resources, Michigan Department of Environmental Quality and the U.S. Army Corp of Engineers for the design. In a rare action, the state and federal agencies recognized the greater public benefit of access on the riverfront and granted the permit for construction of the walkway beyond the harbor line.

Another challenge included the need to be prepared for considerable unknown, below-grade conditions during implementation. The riverfront's 300-year history of farming, shipbuilding, rail roads and cement production, among others, meant onsite excavation would likely reveal concrete piers, railroad turntables and significant outdated infrastructure.

For a small percentage of its length, existing facilities did require an inland routing of the East Riverwalk; specifically, an existing public park's gated and ticketed outdoor performance venue. In this instance, the RiverWalk was routed one block inland. A consistent design vocabulary of lighting, wayfinding, paving and site furniture, along with strategic views to the river, maintained the physical and visual connectivity necessary to connect users back to the primary walk along the waterfront.

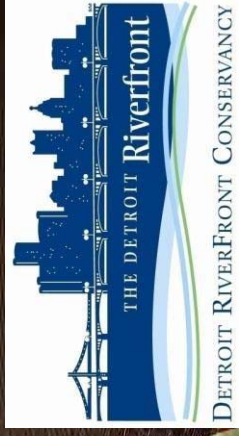
4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

The RiverWalk borders the East Riverfront District, which is historically an industrial district that grew out of the shipbuilding industry on the waterfront east of downtown Detroit. Prior to the start of design, the east riverfront was a post-industrial urban environment just beginning to see reinvestment and new office and residential construction. Its diverse architectural character ranges from historic brick warehouses and structures to modern high rise apartments and the iconic 1970s glass towers of the Renaissance Center.

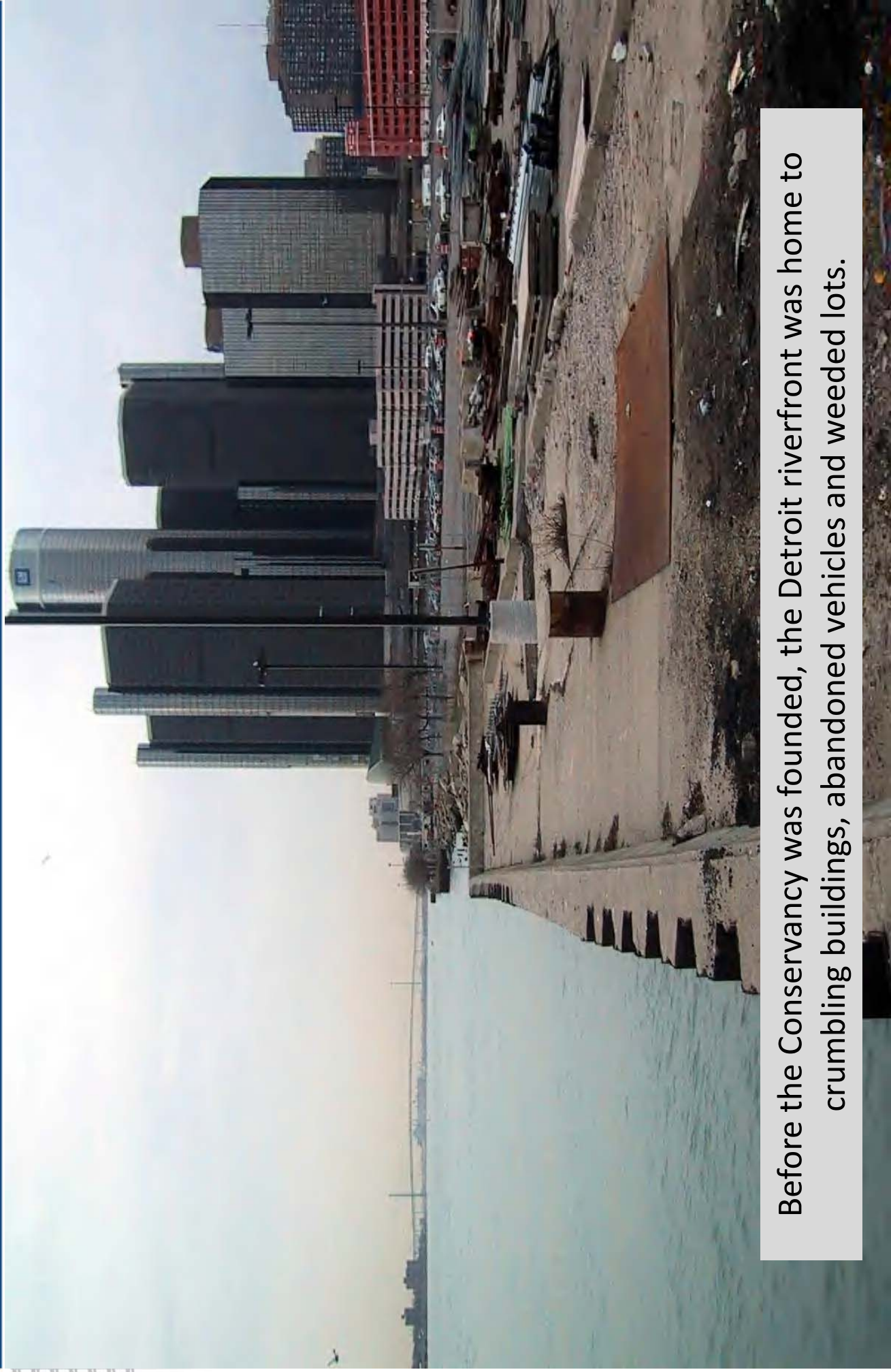
It was important early in the design process that the RiverWalk create a singular identity that could transcend its varied environment for the three-mile stretch. The design team developed a coherent design vocabulary and a palette of unifying elements to establish the RiverWalk's identity. Paving systems, waterfront railing, lighting, site furniture and environmental graphics, all in consistent materials and finishes, were developed to create a simple, clean and contemporary design that could harmonize with such a wide range of architectural styles. A defined plant palette, including native species for the region, was selected to meet specific criteria for the river environment such as hardiness, color, ease of maintenance and four-season interest.

The RiverWalk pavilions, which are located at the three major arrival plazas, were sited to maintain open views to the river from the public streets ending at the RiverWalk. The pavilions provide a vertical punctuation mark visible from East Jefferson Avenue, a major city thoroughfare a few blocks to the north. The pavilions are simple, modern structures organized along a masonry spine wall that give the plazas architectural scale, form and color. Each pavilion is covered by a large tensile canopy that provides shaded seating and acts as a major beacon and iconic element visible from both city streets and the waterfront. Each plaza has its own water feature for sound, reflectivity and interaction and is themed to represent different aspects of water and the river. A variety of night lighting techniques, including light wands, uplighting and accent lighting produce striking effects in the evening.

DETROIT RIVERFRONT CONSERVANCY PHOTOS

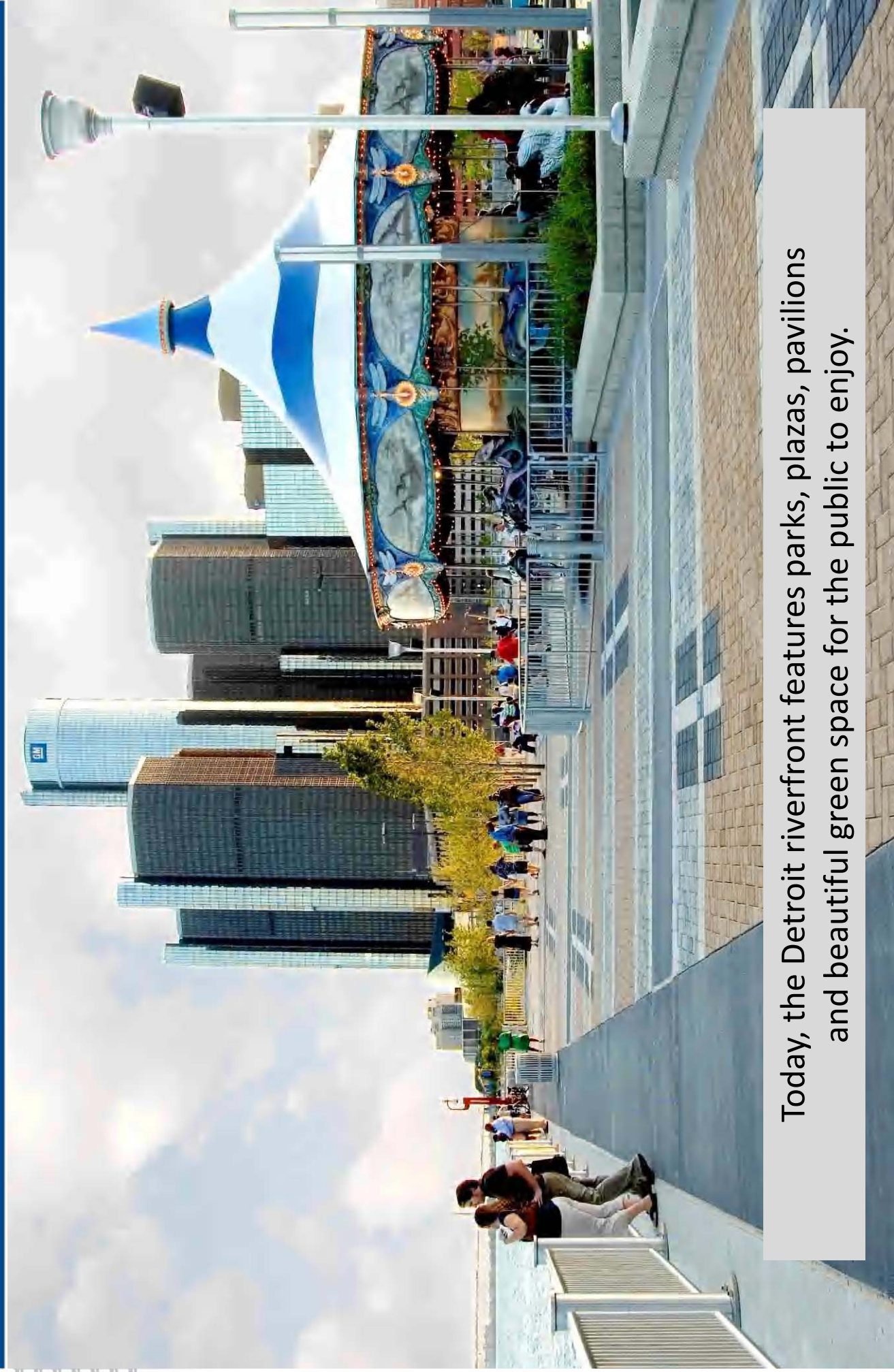


EAST RIVERFRONT – RIVARD PLAZA



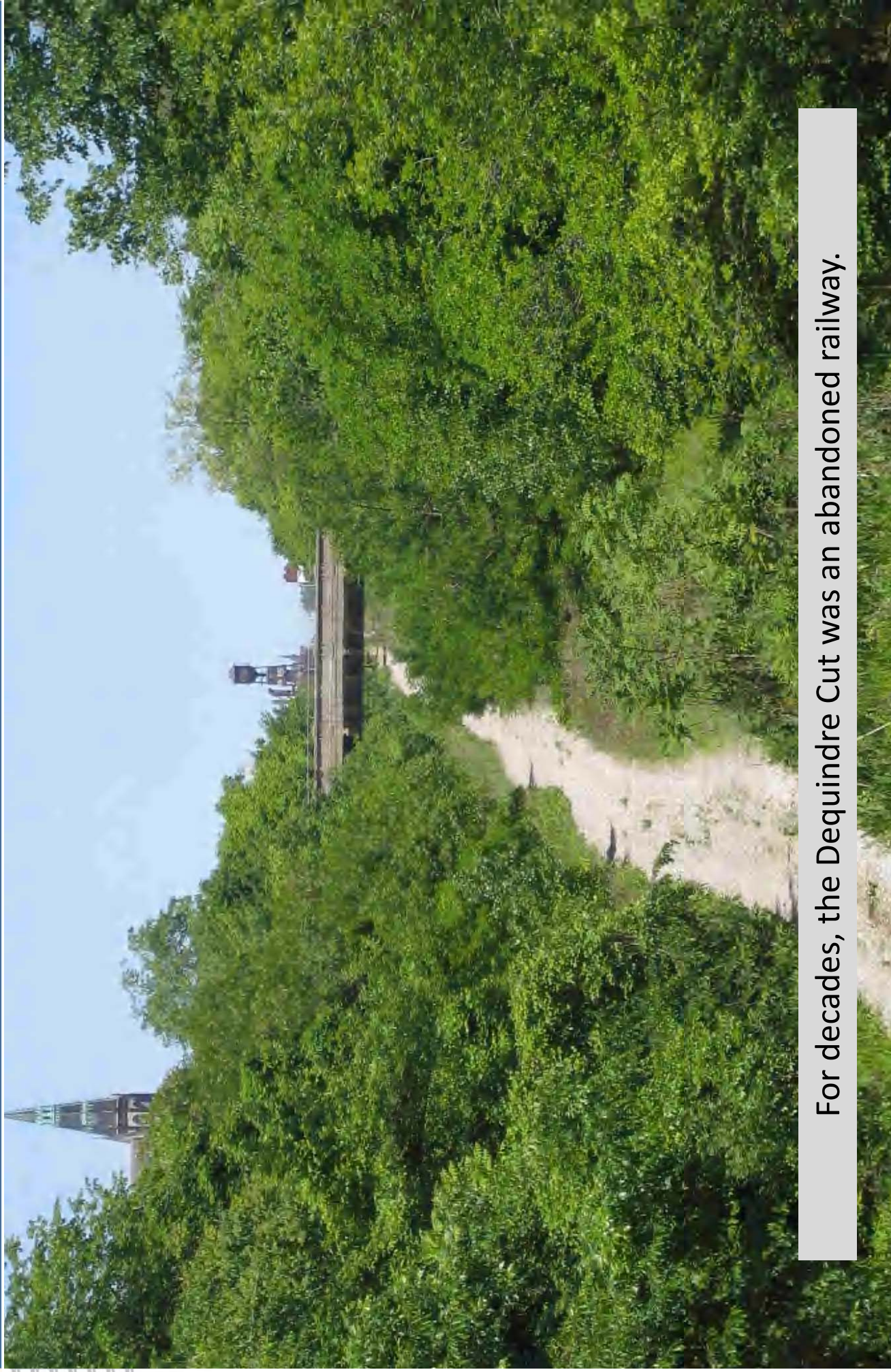
Before the Conservancy was founded, the Detroit riverfront was home to crumbling buildings, abandoned vehicles and weeded lots.

EAST RIVERFRONT – RIVARD PLAZA



Today, the Detroit riverfront features parks, plazas, pavilions and beautiful green space for the public to enjoy.

EAST RIVERFRONT - DEQUINDRE CUT GREENWAY



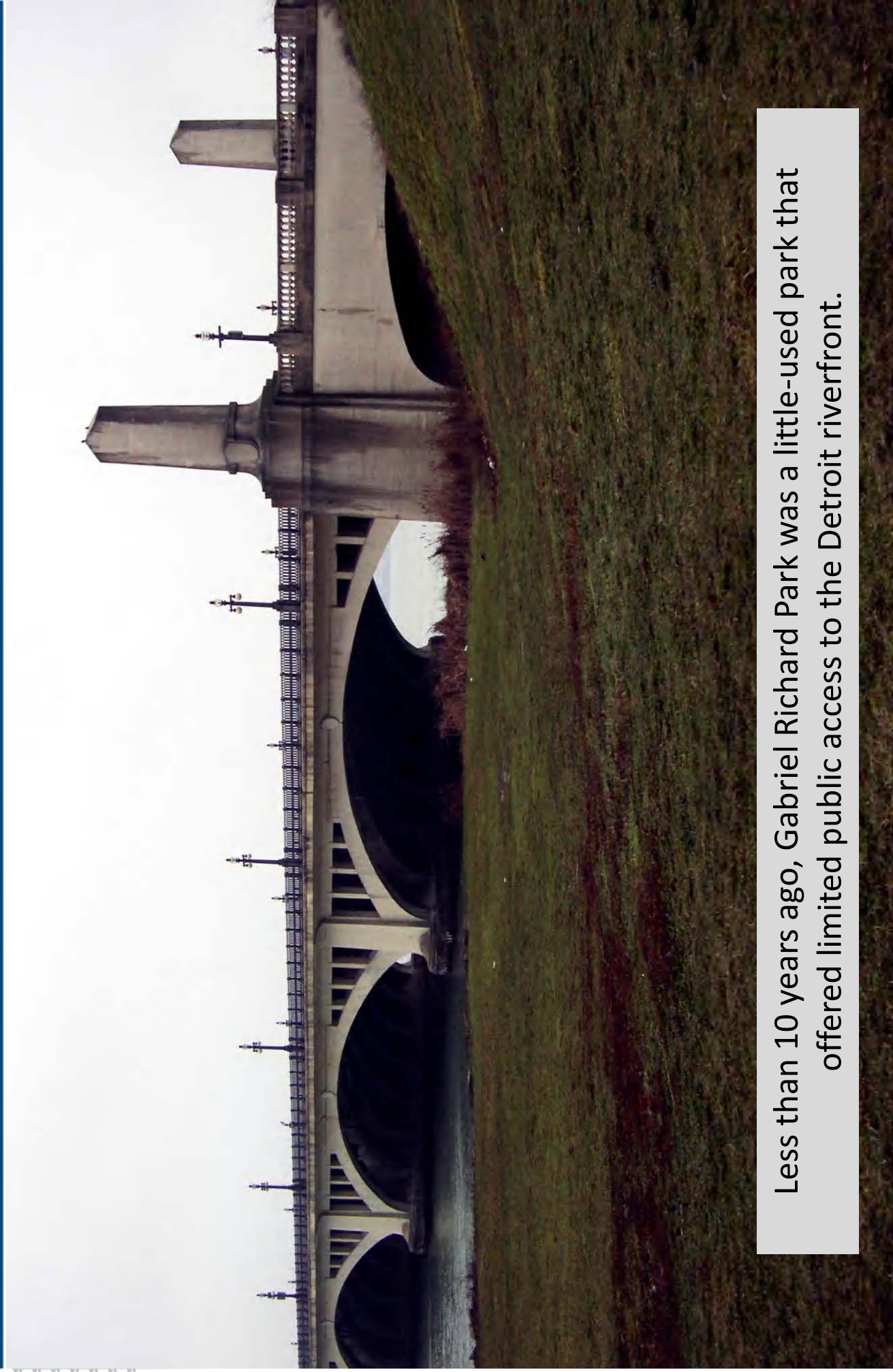
For decades, the Dequindre Cut was an abandoned railway.

EAST RIVERFRONT - DEQUINDRE CUT GREENWAY



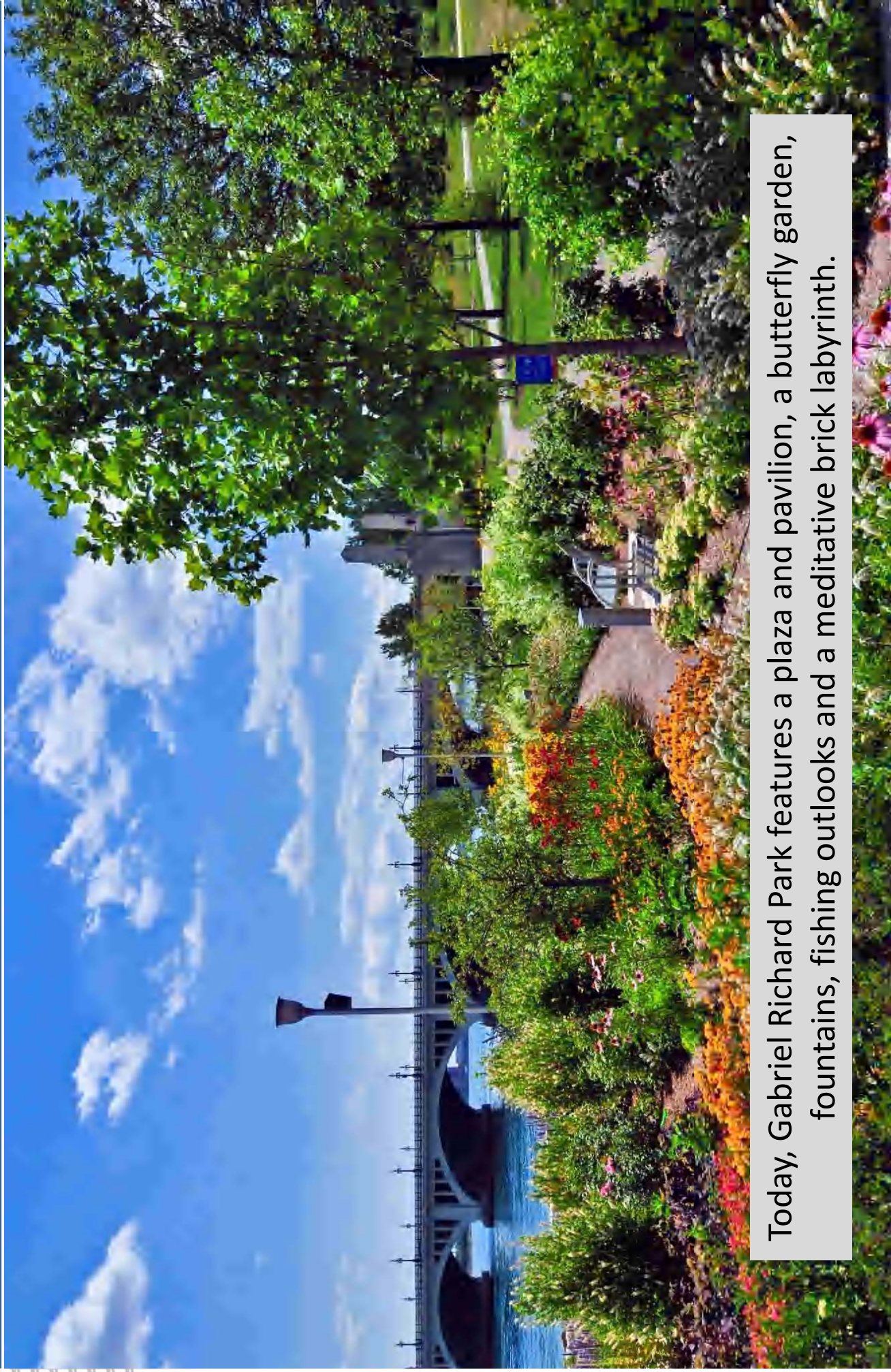
Today, the Dequindre Cut Greenway is a paved pedestrian pathway that features samples of graffiti art and links the riverfront with a weekend farmers market and neighborhoods in between.

EAST RIVERFRONT - GABRIEL RICHARD PARK



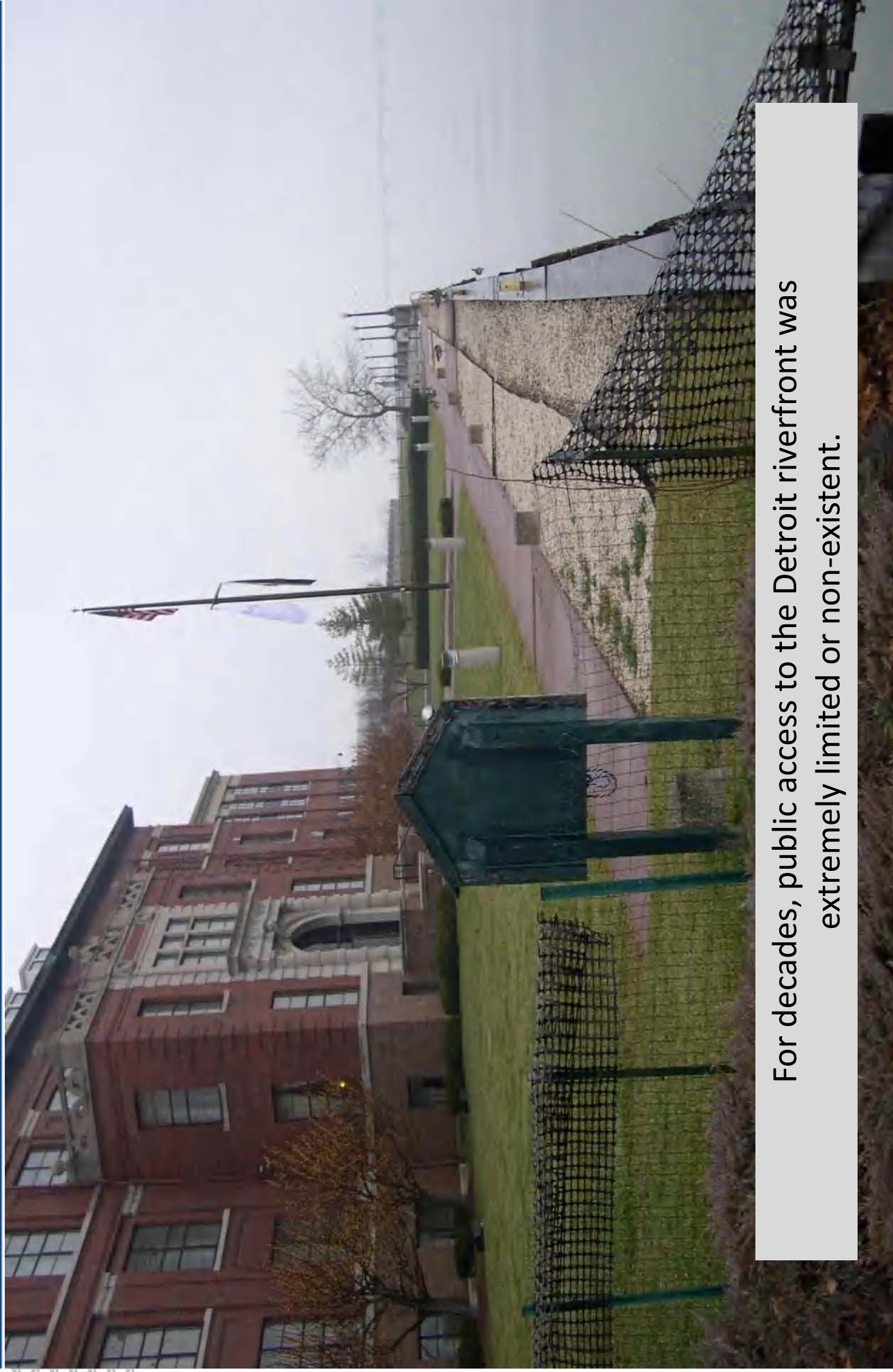
Less than 10 years ago, Gabriel Richard Park was a little-used park that offered limited public access to the Detroit riverfront.

EAST RIVERFRONT - GABRIEL RICHARD PARK



Today, Gabriel Richard Park features a plaza and pavilion, a butterfly garden, fountains, fishing outlooks and a meditative brick labyrinth.

EAST RIVERFRONT – STROH RIVER PLACE



For decades, public access to the Detroit riverfront was extremely limited or non-existent.

EAST RIVERFRONT – STROH RIVER PLACE



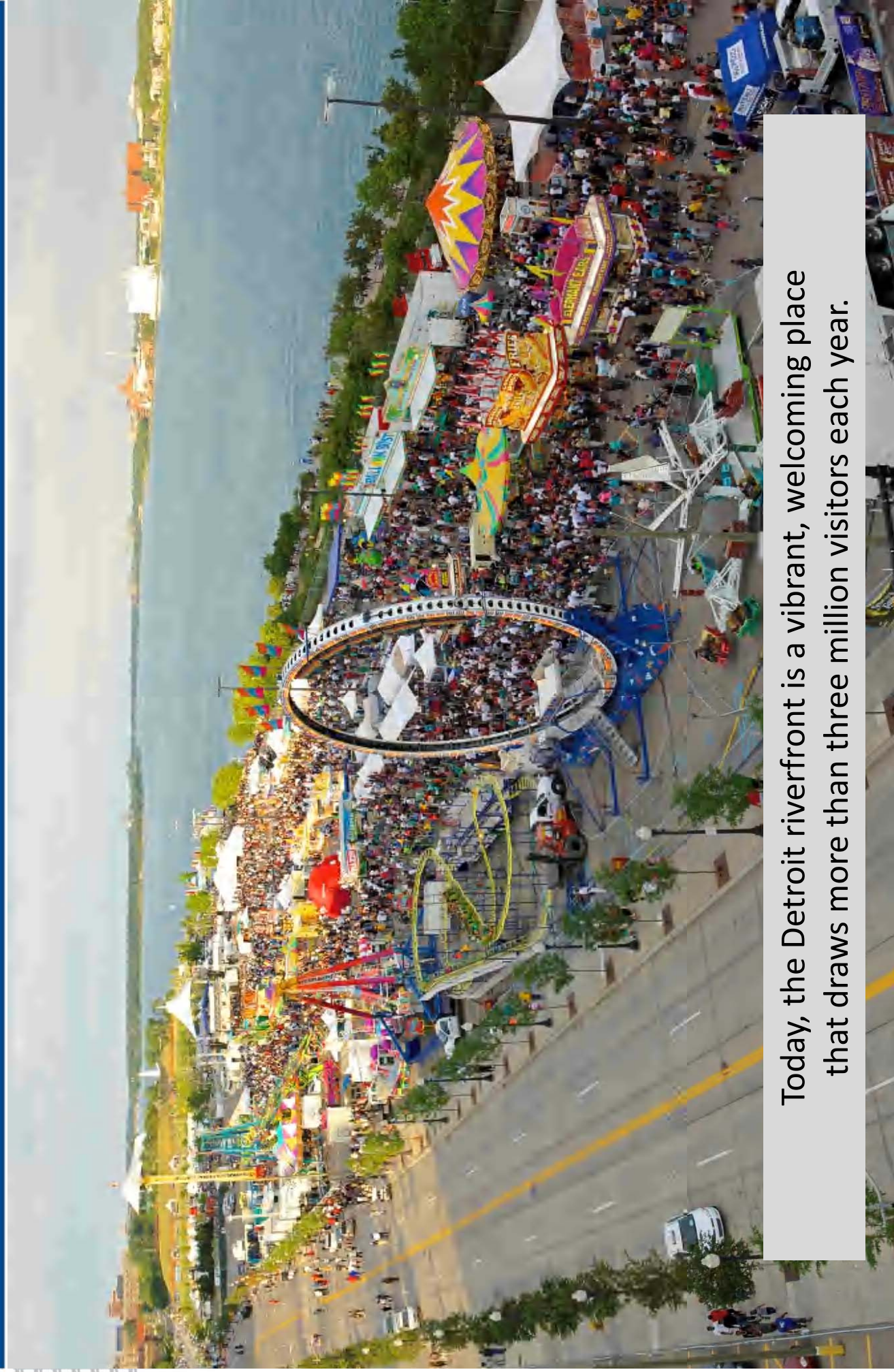
Today, the Detroit RiverFront Conservancy works with public and private landowners to ensure the public has access to a revitalized riverfront.

EAST RIVERFRONT – ATWATER STREET



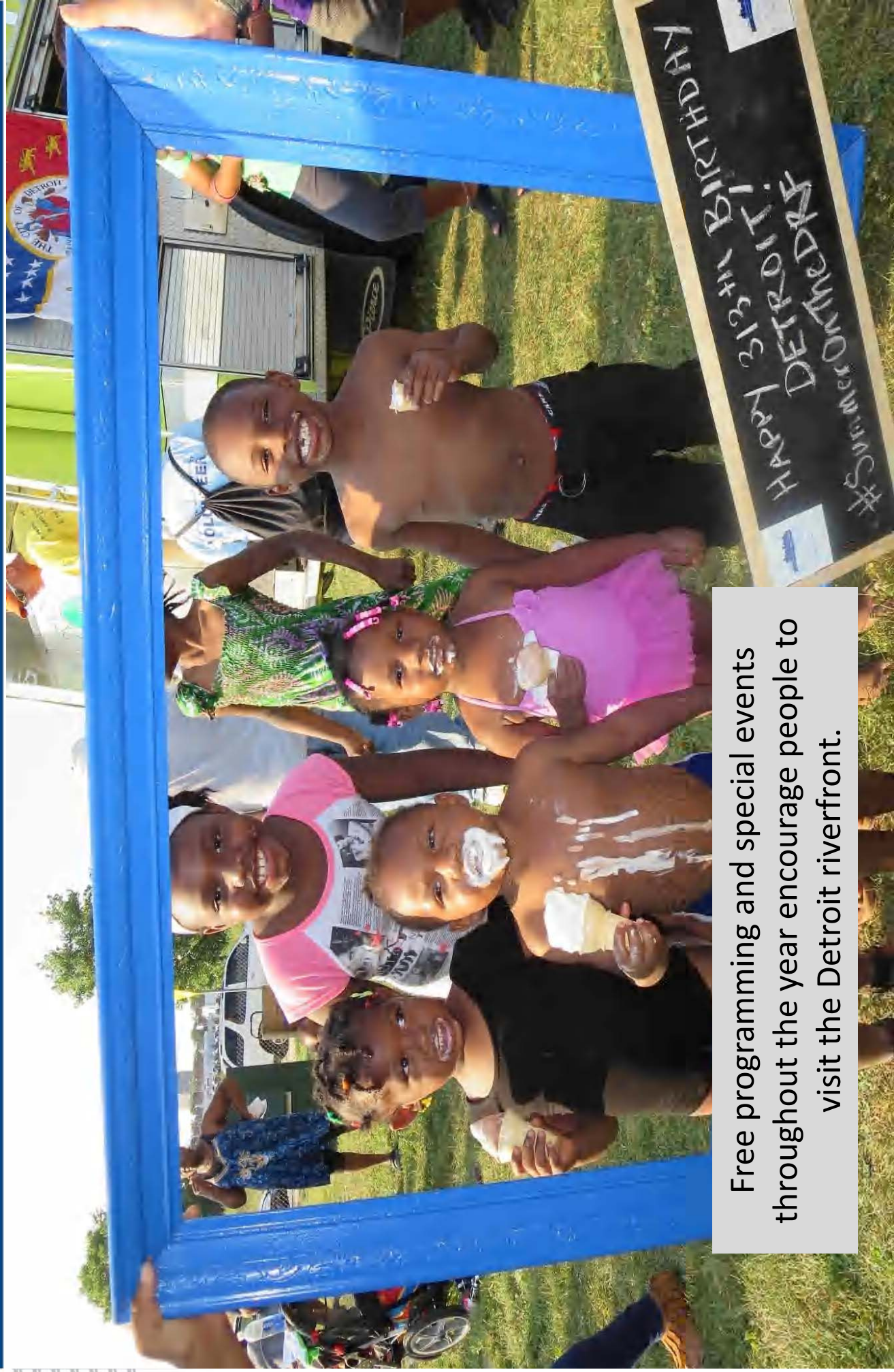
Less than a decade ago, the East Riverfront along the Detroit River was industrial in nature and was not a very welcoming place for the public.

EAST RIVERFRONT – ATWATER STREET



Today, the Detroit riverfront is a vibrant, welcoming place that draws more than three million visitors each year.

EAST RIVERFRONT VIBRANCY



Free programming and special events throughout the year encourage people to visit the Detroit riverfront.

EAST RIVERFRONT VIBRANCY



More than 20 walks and runs are hosted along the Detroit riverfront each year, bringing thousands of participants.

EAST RIVERFRONT VIBRANCY



The Detroit RiverFront Conservancy celebrated 10 years of revitalizing the Detroit riverfront in 2013.

EAST RIVERFRONT VIBRANCY



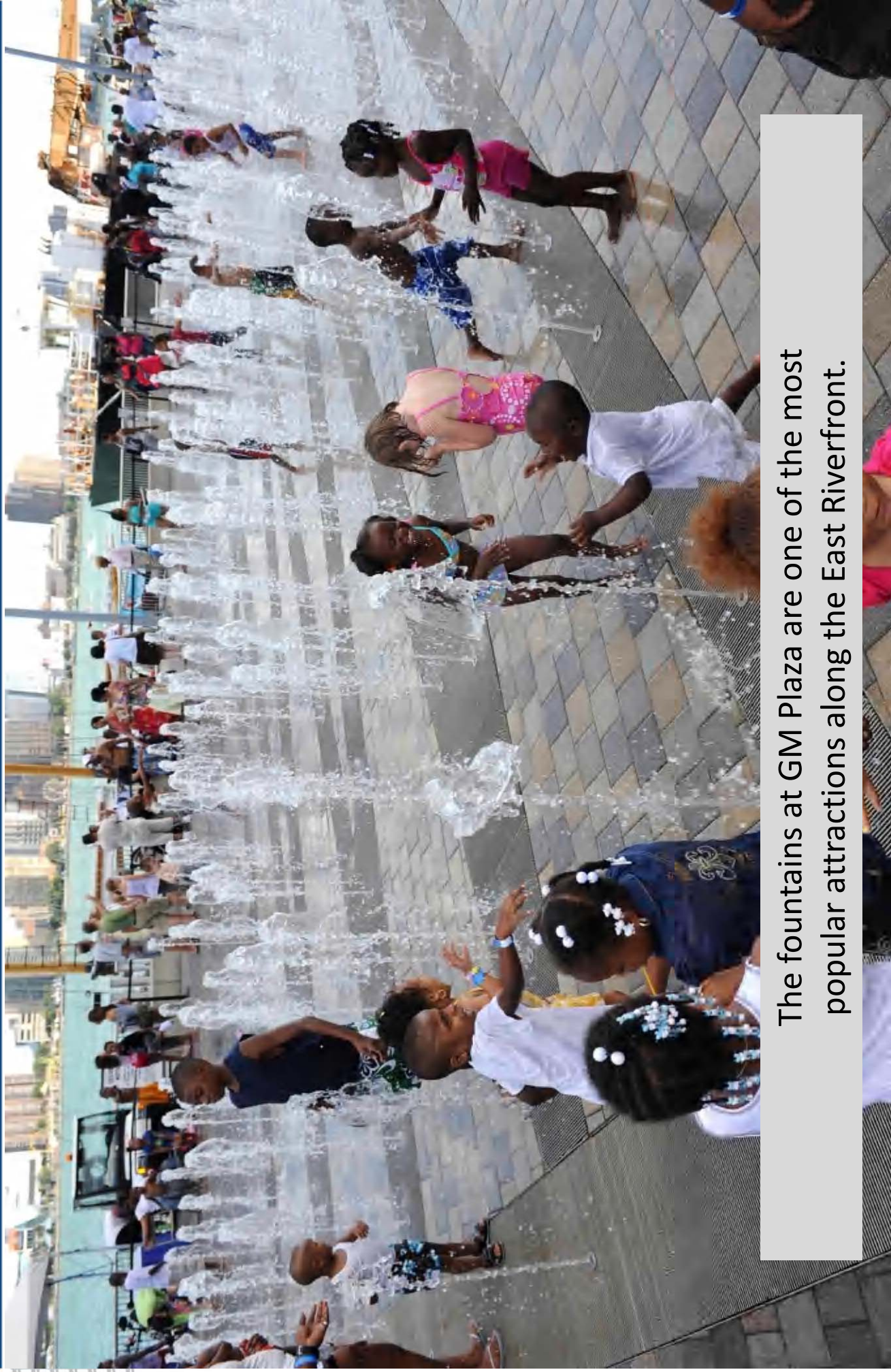
The Detroit RiverFront Conservancy hosts numerous free or low-cost educational programs throughout the year, such as rain barrel workshops, ecological walk-and-talks and a literacy program.

EAST RIVERFRONT VIBRANCY



The East Riverfront features parks, plazas, pathways and beautiful landscaping along its three-plus miles of shoreline.

EAST RIVERFRONT VIBRANCY



The fountains at GM Plaza are one of the most popular attractions along the East Riverfront.

EAST RIVERFRONT VIBRANCY



In summer 2014, the Detroit RiverFront Conservancy celebrated the grand re-opening of Mt. Elliott Park, which features the third plaza and pavilion along the East Riverfront, as well as a Great Lakes schooner-themed water feature.

EAST RIVERFRONT VIBRANCY



Examples of public art can be found throughout the East Riverfront and along the Dequindre Cut Greenway.

EAST RIVERFRONT VIBRANCY



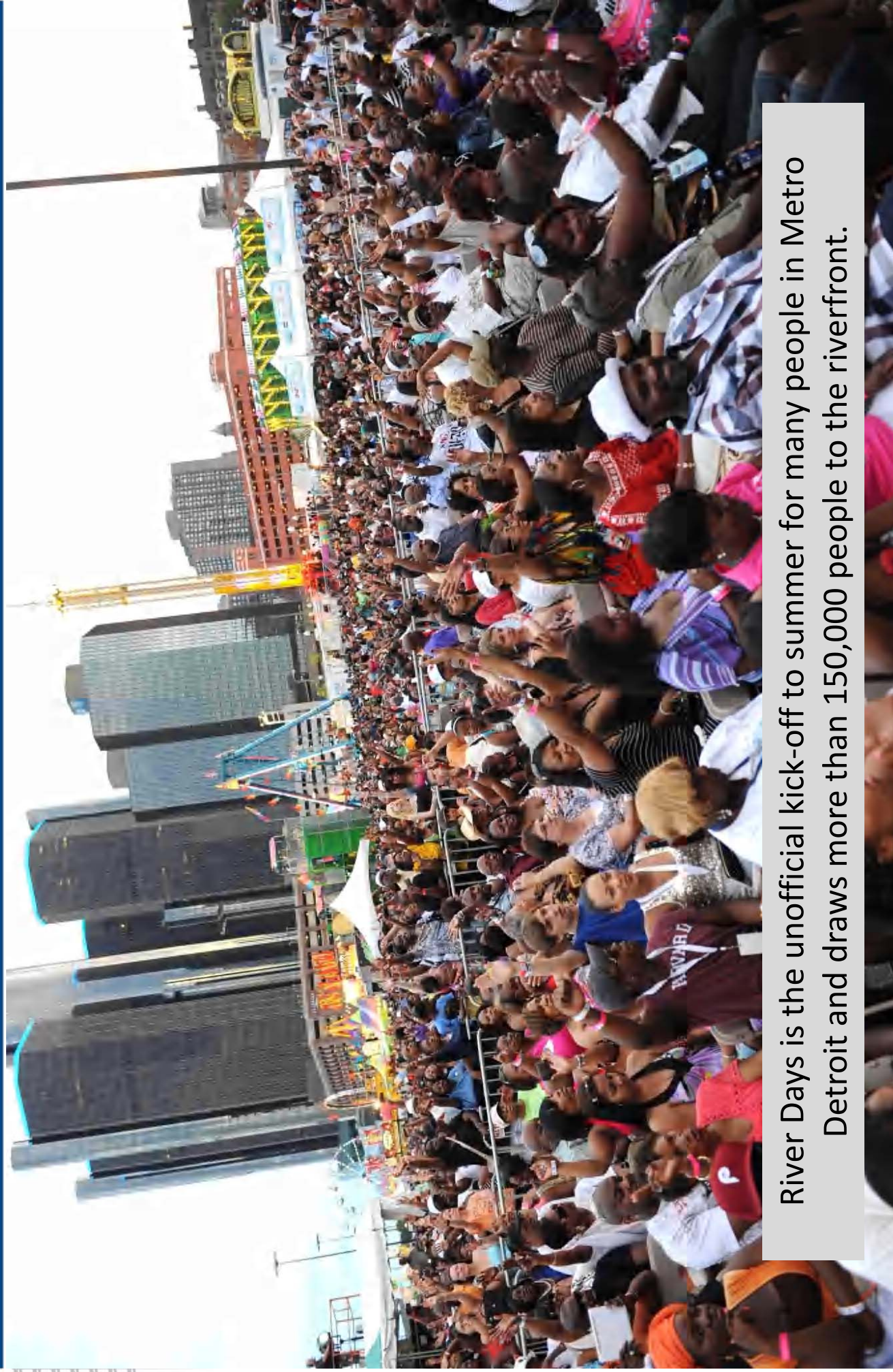
Riviera28, the Conservancy's young and active professionals group, hosts events throughout the year that serve to introduce new audiences to the riverfront.

EAST RIVERFRONT VIBRANCY



The riverfront hosts several walking groups, including a senior walking club with several hundred members and a canine walking club that meets on weekends.

EAST RIVERFRONT VIBRANCY



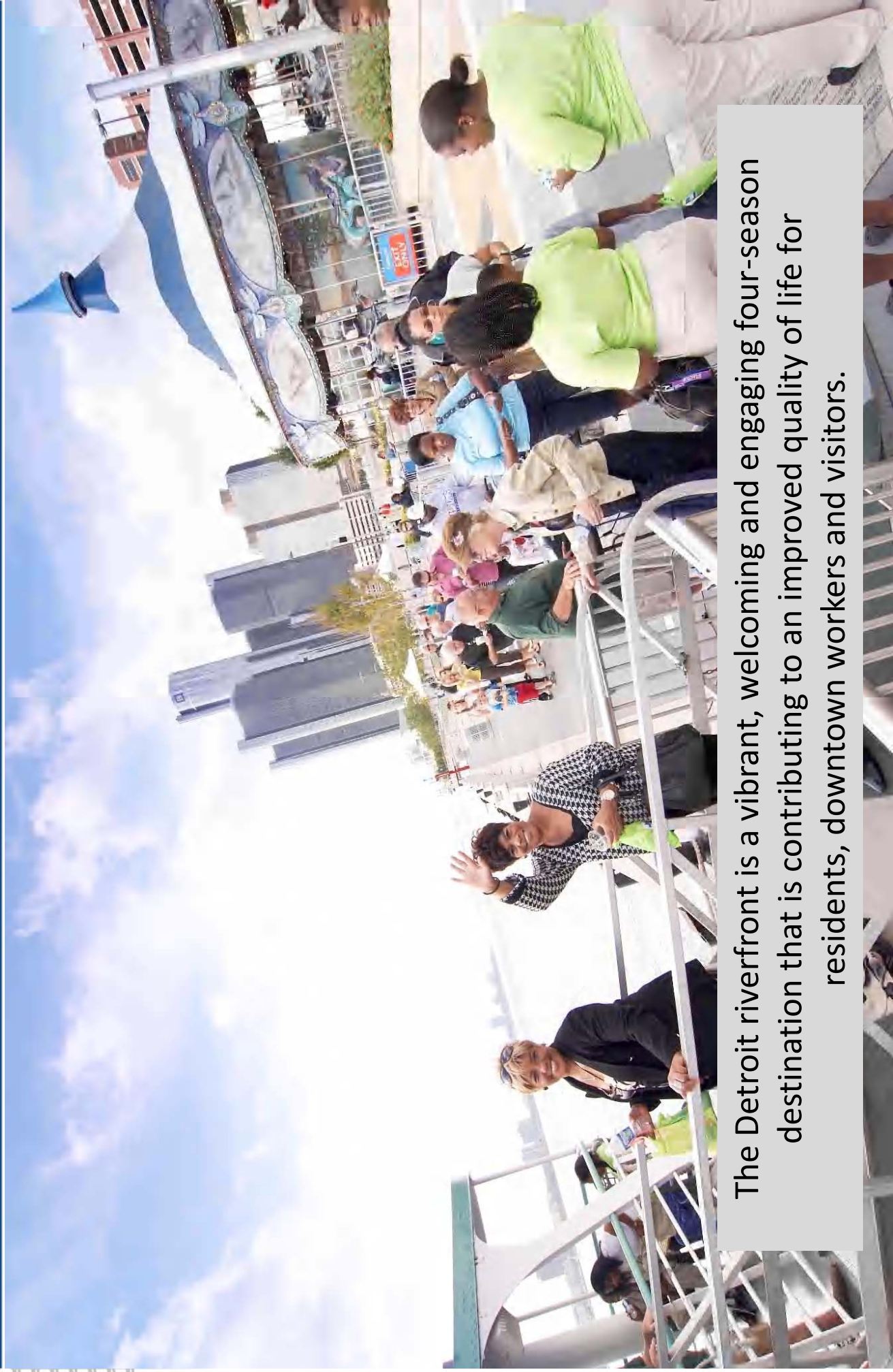
River Days is the unofficial kick-off to summer for many people in Metro Detroit and draws more than 150,000 people to the riverfront.

EAST RIVERFRONT VIBRANCY



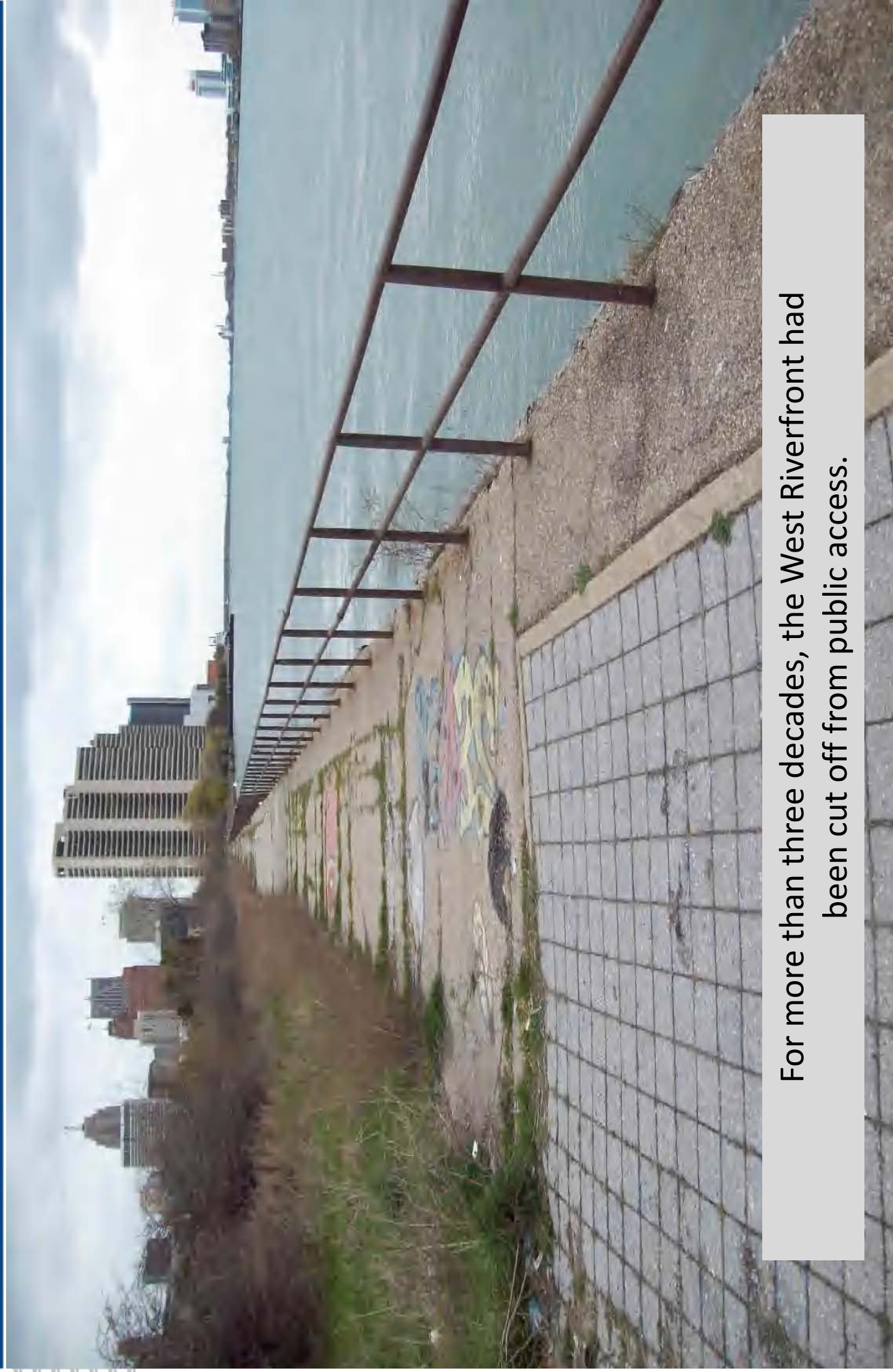
Free weekly Yoga and T'ai Chi classes promotes healthy living and an appreciation for the outdoors.

EAST RIVERFRONT VIBRANCY



The Detroit riverfront is a vibrant, welcoming and engaging four-season destination that is contributing to an improved quality of life for residents, downtown workers and visitors.

WEST RIVERFRONT - MOVING FORWARD



For more than three decades, the West Riverfront had been cut off from public access.

WEST RIVERFRONT – MOVING FORWARD



In the summer of 2014, the Conservancy opened up a 20-acre parcel along the West Riverfront that features an extra-wide RiverWalk and lush green space for activities.



ECONOMIC
IMPACT STUDY

Detroit Riverfront 2013

DETROIT RIVERFRONT CONSERVANCY



Ms. Faye Alexander Nelson
President & CEO
Detroit RiverFront Conservancy
600 Renaissance Center, Suite 1720
Detroit, MI 48243-1802

Dear Ms. Nelson,

We have completed the study process and preparation of an analysis of the economic impacts associated with the significant improvements that have taken place along the Detroit riverfront, focusing on the post-2003 period. The scope of this study is for the riverfront improvements and economic impact.

Over the past several months, CSL has worked closely with the Detroit RiverFront Conservancy (DRFC) leadership and staff, as well as numerous other public agencies and private sector entities, in conducting extensive research into the many ways in which development along such an important natural resource helps support the generation of significant impacts throughout the community. These impacts certainly include, but go well beyond, the quantifiable aspects of new spending to include the transformation of a blighted area into a vibrant community asset.

The purpose of this study is to better understand the economic impact return associated with riverfront investment that has taken place since 2003, as planned for and implemented by the DRFC, various city agencies, state and federal sources, the private sector and numerous other parties involved in creating an important asset for the downtown and surrounding area.

We sincerely appreciate the assistance and cooperation we have been provided in the completion of this report and would be pleased to be of further assistance in the interpretation and application of our findings.

Very truly yours,

A handwritten signature in black ink that reads "CSL International". The signature is written in a cursive, flowing style.

CSL International

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A decade marked with
promises kept ... **\$1 billion**
in investment to date,
more than \$1 billion still
to come!



EXECUTIVE SUMMARY

The Detroit riverfront improvements have had an impact on many of the major development projects in the downtown area over the past five to 10 years. This impact will continue to extend to projects that are in the planning stages and to be developed into the future. The riverfront creates a vital “sense of place” that significantly benefits the development of residential units in the downtown area, enhances the ability to attract businesses, creates a more desirable convention and visitor environment, and provides a staging ground for hundreds of entertainment events enjoyed by visitors and residents of the Detroit area.

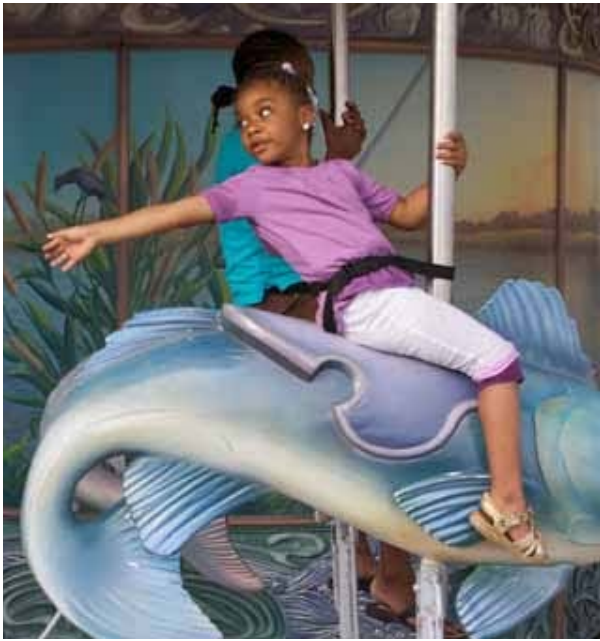
In many cases, these impacts are difficult to quantify, and in other cases, planned development that will benefit significantly from the riverfront improvements has yet to take place. However, we have been able to create a value framework for riverfront improvements that is important in two respects. First, it provides an initial quantification of riverfront improvement impacts that should be considered by business and community leaders as the future of the riverfront is discussed. Secondly, it provides a framework for future efforts to quantify impacts as development in the downtown and riverfront area continues to take place.

Conventions, Sports & Leisure International (CSL) was retained by the Detroit RiverFront Conservancy (DRFC) to prepare an analysis of the economic impacts associated with the significant improvements that have taken place along the Detroit riverfront. The Conservancy represents a successful public-private partnership - including the City of Detroit; various federal, state and city public agencies, including the Detroit Economic Growth Corporation (DEGC), foundations, corporations, the public sector and the broad-based community. This partnership has been integral to revitalizing the riverfront, one of the most successful, fast-tracked developments in the evolution of downtown Detroit.

The Conservancy was launched by three key partners: the **City of Detroit**, which provided valuable riverfront land and significant infrastructure improvements, including the relocation and demolition of the riverfront silos; **General Motors**, which invested significant financial resources into its waterfront renovations at the Renaissance Center, including the building of the GM Plaza and the first half mile of RiverWalk, which it donated to the Conservancy along with cash and in-kind support; and the **Kresge Foundation**, which provided its largest grant ever to a single project - a \$50 million challenge grant that served as the economic catalyst to launch the Conservancy’s efforts.

To date, the Conservancy has raised \$121 million towards a \$140 million goal to ensure that all components of the riverfront project—from construction, operations, maintenance, programming and security—are funded, including the establishment of an adequate endowment to ensure the perpetual sustainability of the riverfront.

Over the past several months, CSL has worked closely with DRFC management and staff in conducting extensive research into the many ways in which development of such an important downtown and community asset helps support the generation of significant impacts. These impacts certainly include, but go well beyond, the quantifiable aspects of new spending.



Today, the east riverfront encompasses over 3.5 miles, of which 80% is complete with the remaining 20% under construction. Approximately three million visitors enjoy the highly landscaped, well-maintained, secure and active space annually. In 2012, over 100 events were held along the riverfront, ranging from small weekly gatherings to large annual events, such as the River Days festival.

The riverfront, as currently developed, has been referred to as a “game changer” in terms of helping to form opinions of Detroit from the perspective of the visitor and residents. As part of the analysis process, interviews were conducted with dozens of developers, economic development officials, business leaders, community groups, visitor industry professionals, land owners and others, seeking to gain insight into the impacts of the riverfront development. In addition, the research process included the following efforts:

Surveys of over 1,500 visitors to the riverfront, including attendees at specific events and casual visitors.

Review of the past commercial and development history along the Detroit River, particularly in the downtown Detroit area.

Assessment of future development plans along the riverfront.

Review of waterfront development and associated impacts in other U.S. urban environments.

Development of impact assessment models.

Preparation of written reports summarizing research results.

The analysis presented herein attempts to present a “return on investment” framework for the riverfront improvement efforts. It is difficult to ascribe cause/effect relationships with respect to investment in riverfront improvement projects. However, we have put forth a description of specific DRFC and partner investments alongside the return that has accrued and will continue to accrue due to the public and private investment taking place along the riverfront.

The current and near future magnitude of DRFC and partner investments includes \$80 million in capital expenditures, establishment of a \$60 million endowment to help fund future riverfront efforts, and an on-going annual budget of \$4 million used for maintenance, repairs, security and other on-going requirements for the foreseeable future.

Over the past 10 years, there have been numerous positive impacts that are directly or indirectly associated with the existence of a highly developed riverfront:

\$1.55 billion in total public and private sector investment (including value of contributed land), of which approximately \$639 million can be linked directly to riverfront improvements. Based on information provided by various public agencies, approximately \$1.55 billion in investment along or near the riverfront has taken place over the past 10 years, is currently under construction, or is planned for completion within the next several years. Based on our interviews and subsequent analysis, many of these initiatives, such as the public spaces improvements, the Renaissance Center Wintergarden and various residential projects, can be either partially or wholly attributed to the proximity to the Detroit riverfront area. The costs for these projects approximates \$639 million.

A potential for significant future riverfront area public and private sector investment, estimated for purposes of this analysis at between \$700 million and \$950 million. Many local real estate and economic development professionals believe that as the capital markets improve, and as development within downtown continues to grow, significant investment along the riverfront will take place. There are several potential future projects in particular that if completed, would continue the transformation of the riverfront area into a vibrant live-work-play environment. These include future development of the 40-acre Uniroyal site and various east riverfront residential projects. Given the number and size of available parcels, the value of potential future development could range between \$700 million and \$950 million.

Annual spending by visitors, residents, employees and other operations along the riverfront is estimated at \$43.7 million. DRFC estimates that there are more than three million visitors to the riverfront annually, including those attending large

festivals and on-going seasonal activities, as well as general visitors to the area. Based on intercept survey research, 90% of this activity would not have taken place without the significant riverfront area improvements over the past 10 years, and spending by these visitors is estimated at \$16.7 million annually. An estimated \$27 million in annual spending is also generated by convention attendees, cruise ship patrons, employees, students and residents within the riverfront area, as well as spending on riverfront maintenance and operation. Combined, the annual spending from these sources is estimated at \$43.7 million.

Tax revenue generation supported by on-going riverfront activity is estimated at \$4.5 million annually. The state sales and income tax generated from the annual on-going riverfront area spending approximates \$3.5 million. The annual city income and hotel taxes generated as a result of this spending are estimated at \$1 million.

Press coverage of riverfront improvements provides an estimated \$600,000 in positive exposure for Detroit. The riverfront improvements are in many ways a key asset in the effort to sell and market the Detroit destination for event planners, businesses, visitors and residents. In any destination sales and marketing effort, positive media exposure is one of the most important objectives, far more impactful than paid advertising. The improvements to the riverfront, and its role in overall downtown resurgence have been cited in numerous local, state and national media outlets. The value of this positive media exposure is estimated at over \$600,000 annually.

Riverfront improvements have helped to change the perception of the downtown area. Specific observations put forth by local visitors, real estate and other professionals include:

- The riverfront has evolved beyond a physical asset, and is now both a community in itself, and an asset to the entire downtown area.
- When national convention planners tour the riverfront, they routinely refer to the downtown area as new and exciting, going well beyond anything they had expected. As planners increasingly seek a walkable center, hotel and entertainment environment, the riverfront improvements will help create a competitive benefit in attracting events.
- The RiverWalk provides a safe, secure recreational environment for all ages, working to effectively counter many of the perceptions held regarding the downtown area.

Riverfront improvements have supported 16,700 construction jobs, and provide on-going annual support for 1,300 jobs. Spending on the various riverfront area projects that have taken place or are scheduled to begin soon combine to support 16,700 jobs within the metro area during the various construction periods. The annual or on-going spending that takes place in the riverfront area will continue to support approximately 1,300 recurring metro area jobs.





These impacts, along with the wide variety of non-quantifiable, yet very tangible benefits, reflect a conservative assessment of how the riverfront improvements have positively impacted downtown Detroit and the overall metropolitan area.

The construction spending, annual spending, employment and tax revenue impacts associated with riverfront improvements are summarized in *figure 1*, right.

We note that the combined construction impacts attributable to the riverfront and the combined riverfront related annual spending through 2013 reaches approximately \$1 billion. Given the improvements to the economy and financial markets nationally, the investment totals tied to the riverfront over the next 10 years should certainly exceed this total.

The analysis presented herein serves to highlight the economic impact and community-wide reach of the riverfront improvements, the benefits to Detroit area residents offered by these improvements, and the ability of the riverfront to enhance the broader perception of Detroit for both residents and visitors.

figure 1:

Summary of Riverfront Impacts

CONSTRUCTION IMPACTS

RIVERFRONT CONSTRUCTION & LAND VALUE	\$ 1.548 billion
--------------------------------------	------------------

PORTION ATTRIBUTABLE TO RIVERFRONT	\$ 639 million
------------------------------------	----------------

CONSTRUCTION PERIOD JOBS	16,700
--------------------------	--------

ANNUAL IMPACTS

TOTAL ANNUAL SPENDING (1)	\$ 43.7 million
---------------------------	-----------------

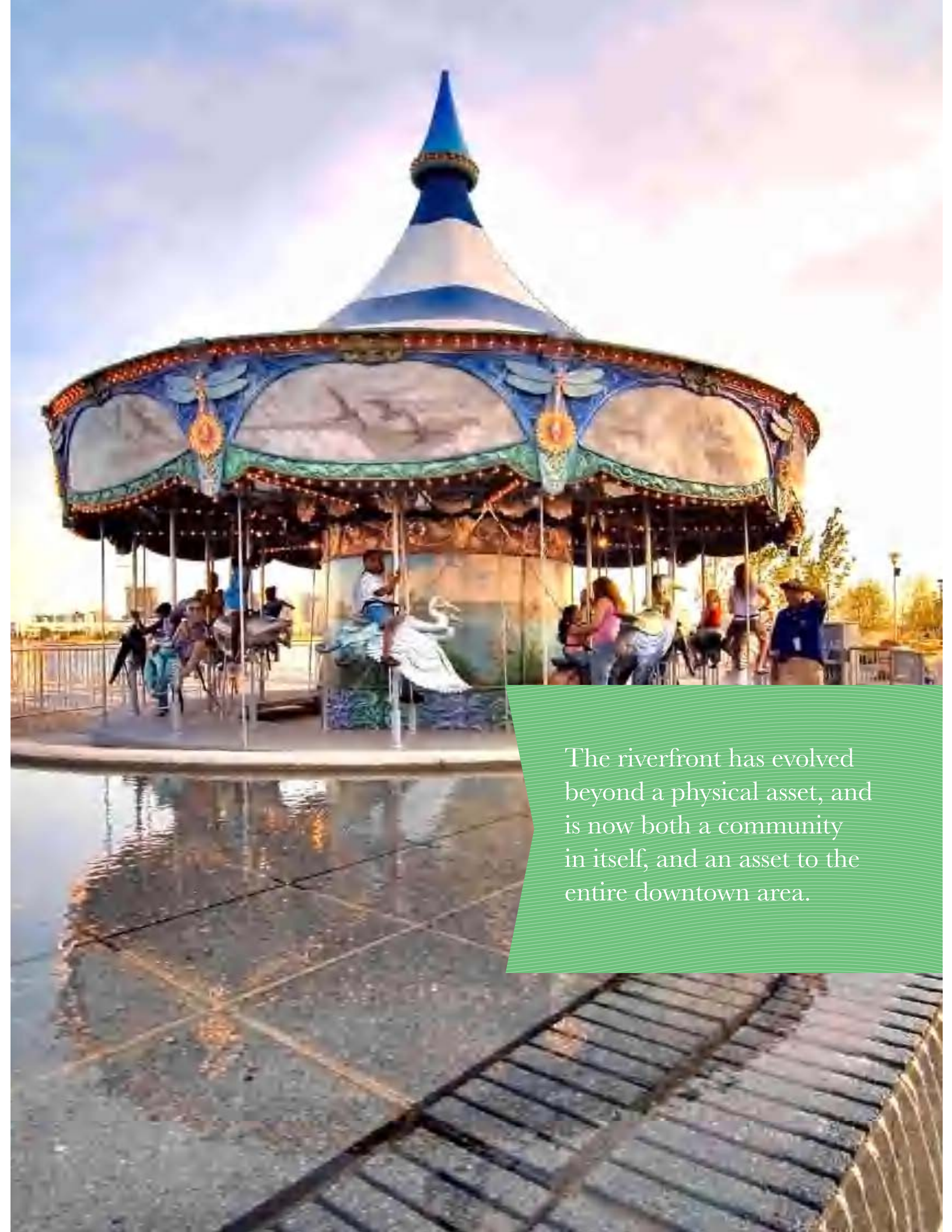
COMBINED ANNUAL SPENDING: 2003-2013	\$ 360.6 million
-------------------------------------	------------------

ANNUAL POSITIVE MEDIA VALUE	\$ 600,000
-----------------------------	------------

ANNUAL JOBS	1,300
-------------	-------

TOTAL ANNUAL TAX REVENUE GENERATION	\$ 4.5 million
-------------------------------------	----------------

(1) Includes convention, visitor, DRFC, resident, Port Authority and employee spending



The riverfront has evolved beyond a physical asset, and is now both a community in itself, and an asset to the entire downtown area.

1.0

PROJECT BACKGROUND & INTRODUCTION

The non-profit Detroit RiverFront Conservancy was formed in 2003 with the mission of bringing public access to Detroit's riverfront and serving as a catalyst for economic development in the city. The ultimate vision is to develop 5.5 miles of riverfront from the Ambassador Bridge to just east of the MacArthur (Belle Isle) Bridge, and will include the construction of a continuous RiverWalk along with plazas, pavilions and green spaces.

Thanks to the strength of its public/private partnerships, the Detroit RiverFront Conservancy celebrated the successful completion of 3 miles of development on the east riverfront, including pavilions, plazas, parks and green space, all connected by the ever popular RiverWalk. Already, it is becoming an extension of Detroiters' backyards and a not-to-be-missed destination for visitors.

The Conservancy is responsible for the improvement, operations, maintenance, security and programming of the Detroit international riverfront in perpetuity.

The Detroit RiverFront Conservancy is committed to presenting an active and engaging riverfront and Dequindre Cut to the public. As part of this commitment, the Conservancy is proud to present a full calendar of events including annual events such as River Days and Fishing Fest; and seasonal on-going events such as River Walkers, Yoga/ Tai-Chi and Reading & Rhythm on the Riverfront, providing seven-day-a-week programming.

The riverfront transformation has been realized given the extensive efforts of a public-private partnership including the City of Detroit; various federal, state and city public agencies including the Detroit Economic Growth Corporation (DEGC); foundations, corporations, the public sector and the broad-based community. This partnership has been integral to revitalizing the riverfront, one of the most successful, fast-tracked developments in the evolution of downtown Detroit. Key milestones in the early development of the riverfront include the creation and donation of the GM Plaza and promenade to the DRFC in 2004, and the demolition of two 175-foot and one 125-foot cement silos in 2006.

It is interesting to note that the public and private partnerships created as part of the development of the riverfront have served in some way as a precursor to successful regional efforts including the Detroit Regional Convention Facility Authority and the recently announced Detroit Blight Authority.

Over the past several months, CSL has worked closely with DRFC management and staff in conducting extensive research into the many ways in which development of such an important downtown and community asset helps support the generation of significant impacts. These impacts certainly include, but go well beyond, the quantifiable aspects of new spending.



Initial riverfront development comprised several parks along the river including Chene Park, Mt. Elliott Park, Gabriel Richard Park and St. Aubin Park, which later became the Milliken State Park and Harbor (the first urban state park in Michigan). Today, Mt. Elliott Park is undergoing a transformation that will provide an interactive community destination with a world class water feature/play scape. Family-oriented walking paths and a parking area for Gabriel Richard Park will also increase accessibility for visitors and residents to the riverfront.

In 2007, the DRFC completed and opened to the public its first brick and mortar improvements to the riverfront, including Rivard Plaza and pavilion, with its 24/7 security command center; a plaza and pavilion at Gabriel Richard Park with meditative labyrinth, and fishing outlook; and continuous non-motorized paths from Stroh properties, Talon Office complex, UAW-GM Center for Human Resources through the Harbortown residential community.

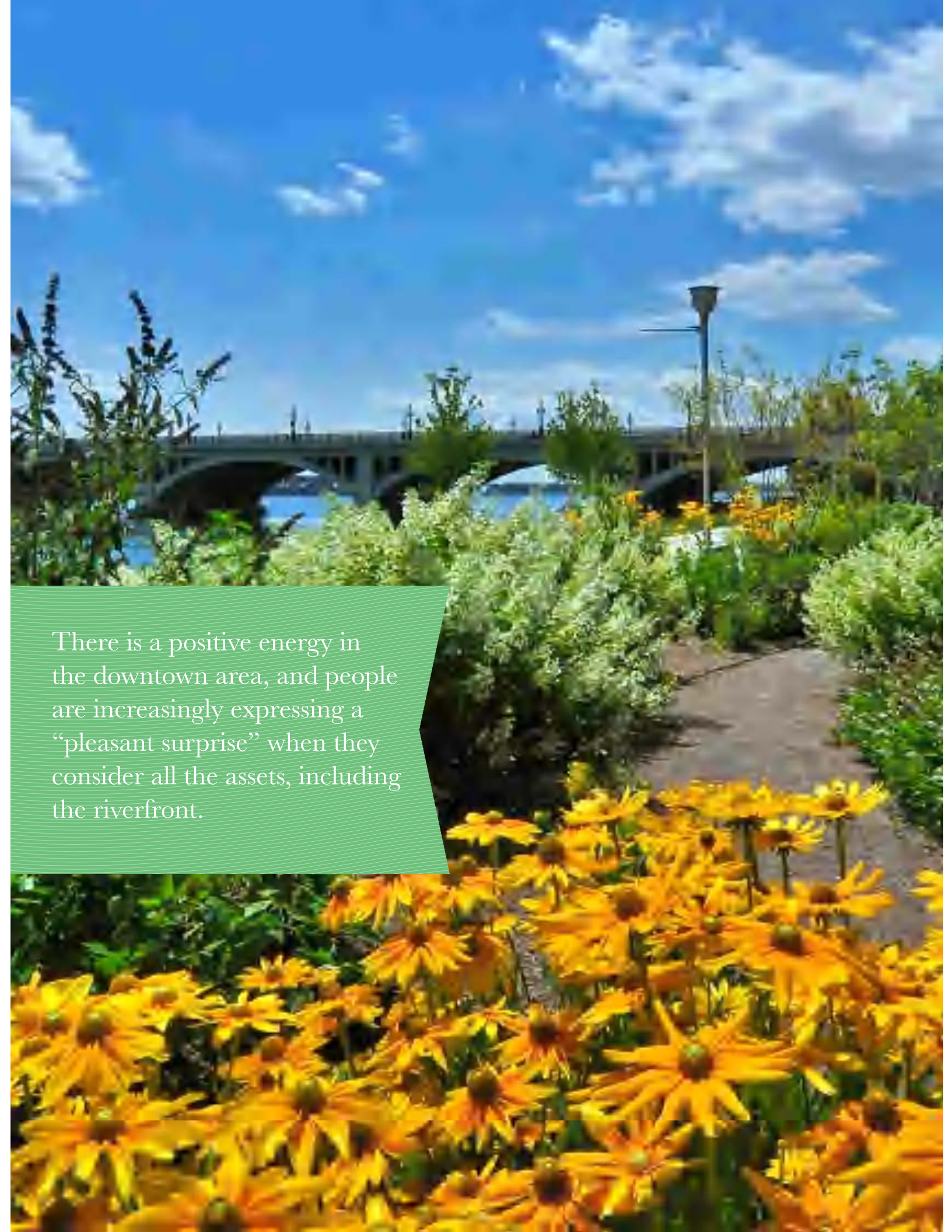
The development of the Dequindre Cut into a 1.5 mile greenway allows for access from the riverfront to Eastern Market (one of the oldest original open air markets in the United States). This greenway will connect the community to fresh produce offered at the market that is so often lacking in urban environments. Through these improvements, the notion of “live-work-play” has been enhanced.

Setting the stage for the riverfront improvements, urban pioneers such as GM (and the relocation of their global headquarters), Stroh Properties, UAW-Center for Human Resources and Harbortown, had invested in their properties and welcomed the publicly accessible amenity of a RiverWalk. As documented later in this report, since 2003, the following private developments have emerged on land adjacent to the riverfront: Math and Science High School, Detroit/Wayne County Port Authority, Presbyterian Village and Manor, as well as new restaurants, and major tenants relocating to existing buildings (i.e., Blue Cross/Blue Shield, US Patent Office, etc.). A great deal of mixed use commercial development has been scheduled for construction prior to the recent recession and collapse of the financial markets. As the economic conditions improve, the financial viability of significant riverfront development should be realized.

Over the long term and with the Conservancy's acquisition of 26 acres of west riverfront property in 2009, plans are being developed for significant improvements on the western portion of the riverfront (from Hart Plaza to the Ambassador Bridge). Additional positive economic impacts will benefit Southeastern Michigan communities as a result of extending the RiverWalk from 3.5 miles (as shown below in *figure 2*) to 5.5 miles.

figure 2:
The Evolving Detroit Riverfront, Project by Project



A scenic view of a riverfront park. In the foreground, there is a dense field of bright yellow flowers, likely Black-eyed Susans. A paved path winds through the garden. In the background, a multi-arched bridge spans across a body of water. The sky is a vibrant blue with scattered white clouds. A tall, modern street lamp stands near the path. The overall atmosphere is bright and pleasant.

There is a positive energy in the downtown area, and people are increasingly expressing a “pleasant surprise” when they consider all the assets, including the riverfront.

2.0 RIVERFRONT IMPACT ANALYSIS BY SEGMENT

The purpose of this section of the analysis is to summarize the economic impact findings and supporting research with respect to the economic impacts of riverfront development and improvement. The impact analysis is organized into several measures and observations, as summarized below.

2.1 Riverfront Economic Impact Observations: summarizes opinions of local developers, economic development and other professionals as to how the riverfront and associated improvements support broader downtown development.

2.2 Quantified Impact Analysis: presents estimates of economic impacts associated with completed investments, planned investments and on-going business operations associated with riverfront improvements.

2.1 RIVERFRONT ECONOMIC IMPACT OBSERVATIONS

In our discussions with local economic development professionals and developers, reference has often been made to the fact that the commercial, convention and entertainment-oriented development that takes place in the downtown area is significantly and positively impacted by the riverfront improvements. Several of the common viewpoints as to the impact of the riverfront improvements are summarized below.

- The riverfront is truly **a transformational asset** that will help spur development that would not have taken place otherwise.
- The riverfront has evolved beyond a physical asset, and is now both **a community in itself, and an asset to the entire downtown area.**
- The riverfront has **transformed perceptions of Detroit** (among both non-locals and residents). It has become a “playground for the metro area.”
- The riverfront creates **a desirable space for workers in the area.** This will have the effect of supporting a viable rental structure for properties located close to the riverfront.
- **Area students have taken advantage of the riverfront in many ways** (biology/nature-related research, water quality analysis, recreation, boat rides, etc.). The Reading & Rhythm on the Riverfront program also supports an important educational mission, and involves a schedule of six weekends during the summer designed to promote literacy for children between the ages of three and 10.

The riverfront creates a desirable space for workers in the area. This will have the effect of supporting a viable rental structure for properties located close to the riverfront.

- The riverfront is **a magnet for visitors** and continues to attract people from all parts of Michigan.
- There is a **positive energy in the downtown area**, and people are increasingly expressing a “pleasant surprise” when they consider all the assets, including the riverfront.
- The riverfront has **transformed the Detroit cruise industry** from a pass through stop for visitors going to Dearborn, to a destination in and of itself. Today, there are occasions during which passengers from cruise ships are standing along the riverfront taking pictures.
- When national convention planners tour the riverfront, they routinely refer to the downtown area as **new and exciting, going well beyond anything they had expected**. As planners increasingly seek a walkable center, hotel and entertainment environment, the riverfront improvements will help create a competitive benefit in attracting events.
- Residential and office developers note that the riverfront can have a **profound impact on the ability to sell downtown Detroit as an option**. Young adults and families are moving downtown, and the riverfront is seen as a critical part of their lifestyle.
- **The riverfront is Detroit’s best kept secret**. Residents in the riverfront area benefit to such a degree that several existing residential properties have a waiting list.
- The riverfront development has played an important role **increasing the success of lodging and entertainment properties** in the area.
- Several businesses have **relocated to the riverfront area and several others are part of future riverfront area plans**. Direct access to the attractive green space and landscaped areas has had a significant positive impact on these relocations.
- The riverfront and Hart Plaza now have **successfully “connected the dots” with respect to individual assets** including Cobo Center (currently undergoing a \$279 million upgrade), the Renaissance Center and the Detroit Marriott, a state park and various residential, public art, green space and other assets.
- Surveys were conducted with participants and attendees at the recent Detroit Free Press/ Talmer Bank Marathon. 91% of respondents noted that the improvements to the riverfront had **a significant or somewhat positive impact on their perception** of the downtown area.
- 59% of those surveyed during the marathon noted that the riverfront improvements **increased the likelihood that they would visit downtown** in the future for other leisure and recreation purposes.
- Surveys were also conducted with general visitors to the riverfront. 54% of respondents were from suburban areas or otherwise from out of town. The **broad geographic pull of the riverfront** will increasingly serve to re-introduce downtown to the community, and can help to break down cultural barriers between city and suburban residents.

- The RiverWalk provides a **safe, secure recreational environment** for all ages, working to effectively counter many of the perceptions held regarding the downtown area.
- Overall **visitor satisfaction** as to the riverfront **has averaged 4.5 on a scale of one to five** (with five representing the highest possible ranking). These data further underscore the “pleasant surprise” offered by visitors that haven’t been in the downtown area in recent years.
- The Dequindre Cut has **improved connectivity between the riverfront and residential areas**, as well as many of the city’s other attractions. This also helps to reduce vehicular traffic in the area.
- **Tour group operators are generating significant business**, and cite developments along the riverfront as having helped to support revitalization throughout downtown Detroit.

The comments summarized above serve to highlight the economic reach of the riverfront improvements throughout the downtown area, the benefits to Detroit area residents offered by these improvements, and the ability of the riverfront to enhance the broader perception of Detroit for both residents and visitors.

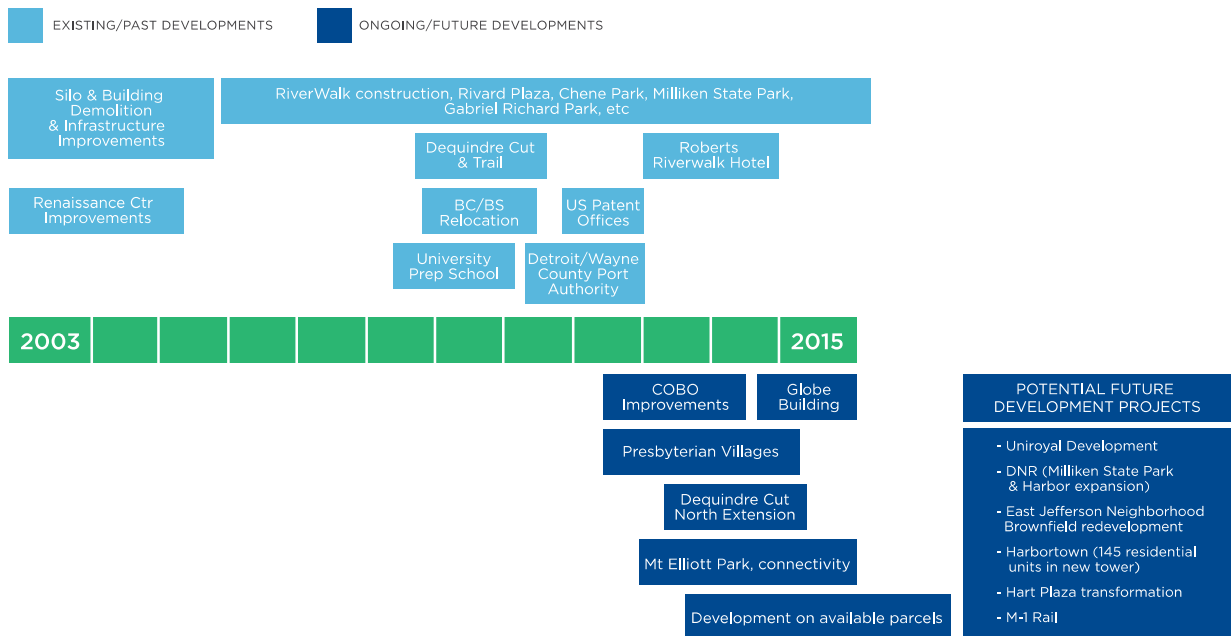


2.2 QUANTIFIED IMPACT ANALYSIS

Assessments for each defined component of riverfront impact are summarized throughout the remainder of this section. Sections 2.2.1 through 2.2.3 highlight past and current, as well as potential future riverfront area construction investments that downtown economic development and real estate professionals believe may materialize over the next five to 10 years. In section 2.2.4, we present estimates of the annual spending impacts.

The exhibit below presents a timeline of past, on-going and future development projects that are in planning stages and likely to occur within the next several years.

figure 3:
Timeline of Detroit Riverfront Developments



2.2.1

IMPACTS OF CURRENT & PLANNED RIVERFRONT AREA INVESTMENTS/DEVELOPMENTS

Significant investment, both public and private, has taken place along the Detroit riverfront in recent years. In many cases, the many improvements spearheaded by the DRFC have served as catalysts to support additional development in the area. As part of our analysis, we have reviewed the variety of projects developed in the area over the past 10 years, as well as those that are scheduled for the future. The exhibit below highlights the many forms that such investment has taken, as well as the value of land contributed into the project by the city and DEGC.

Based on information provided by various public agencies, an estimated \$1.55 billion in development and contributed land value along or near the riverfront has been invested over the past 10 years. This includes projects that are currently under construction, or are planned for completion within the next several years. Large scale projects, such as the redevelopment of the Renaissance Center campus, the Cobo Center expansion and the development of the planned M-1 RAIL corridor likely would have taken place regardless of the riverfront improvement program. However, for each of these projects, there are important elements (such as the Wintergarden at the Renaissance Center) that would not have taken place without the proximity to the river.

Further based on our interviews and subsequent analysis, “but for” the benefits associated with the existence of the improved Detroit riverfront, several individual development initiatives such as the Rivertown Neighborhood Community (\$40 million), Hart Plaza improvements (\$50 million), and the Wayne County Port Authority (\$32 million) may not have taken place to the extent they did. The value of these projects, including the value of land provided by the City and DEGC,

approximates \$639 million. To measure the employment impacts associated with past, current or near term construction-related spending, economic and employment multipliers for the Detroit area have been used. Based on the application of these multipliers, we estimate a construction employment effect of the past, current and planned construction spending at 16,700 metro area construction and support-related jobs.

figure 4:

Summary of Current/Planned Detroit River Investment & Value of Contributed Land

TIMING	PROJECT	INVESTMENT \$ 000,000'S
2004	Renaissance Center Redevelopment	500.0
2001-07	Riverfront Improvements (City of Detroit/DEGC)	85.4
2001-08	Riverfront land value (City of Detroit/DEGC)	103.5
2004-15	East Riverfront/RiverWalk Improvement (DRFC)	70.0
2004-13	East Riverfront land value	16.0
2008-13	West Riverfront/RiverWalk Improvement (DRFC)	5.0
2008-13	West Riverfront land value	12.5
2009	Milliken State Park: Phase 1 & 2 completion (DNR)	11.0
2010	University Prep Math & Science High School	17.0
2010	Blue Cross/Blue Shield (investment in Renaissance Ctr)	32.0
2011	Port Authority	32.0
2011	Alden park (450 rental units): rehabilitation	10.0
2013	Cobo Center: Improvements	279.0
2013	Rivertown Neighborhood Senior Community (Presbyterian Villages)	40.3
2014	Globe Buildings: Outdoor Adventure & Discovery Center	12.8
ongoing	Dequindre Cut (opened in 2008)	13.0
pending	M-1 Rail	140.0
pending	East Jefferson Neighborhood Brownfield Redevelopment	38.0
pending	Uniroyal Development	20.0
pending	Harbortown (145 residential units in new tower)	18.0
pending	Hart Plaza Improvements	50.0
various	Other Projects	42.9
		\$ 1,548.4

NOTE: Values are presented in millions of dollars.
Source: Various Detroit area public agencies.

Between 2006 and 2009, over \$3.9 billion was invested in greater downtown Detroit on 70 projects in the entertainment, commercial, residential, medical and educational sectors.

2.2.2

THE RIVERFRONT & IMPACTS ON FUTURE COMMERCIAL DEVELOPMENT

There have been numerous riverfront area commercial development projects discussed over the past several years. These projects have not been fully funded, and many have been negatively impacted by the recent challenges in capital markets and overall economic conditions. Rates that can currently be charged for rental units, or the price charged for owner occupied units, have not risen to the level that will support new private sector investment without significant public subsidies. In fact, housing development recently completed, or currently being discussed, includes various forms of public financial support.

On a positive note, downtown residential units are approximately **95% rented**, and several properties are being acquired for redevelopment as office, residential and retail units. Further, our review of national studies and our conversations with local real estate professionals indicate that there is a premium on rates that can be charged for riverfront-located properties of approximately 12%. These factors will lead to added residential development in the downtown area, and the riverfront offers significant lifestyle and economic benefits for the resident.

Detroit-area real estate and economic development professionals have stated that the level of development that would have taken place by 2012 along the riverfront would have been significant, had economic conditions not deteriorated in 2008. Potential future projects representing a major investment in the riverfront area include the long-discussed mixed use development of the 40-acre Uniroyal site and significant housing projects along the east riverfront area. Local real estate professionals consulted for this project indicate that several of these large-scale projects would have

been completed but for the crash in the financial market and associated economic downturn. While it is difficult to assess the actual level of future riverfront area development and associated employment impacts that may take place, many local real estate and economic development professionals believe that it is likely that as the capital markets improve, and as development within the downtown continues to grow, investment along the riverfront will likely be significant. The value of various development projects or concepts that have been discussed could range between **\$700 and \$950 million**.

Based on conversations with local real estate, economic development, public sector and other representatives, the commercial development value proposition created by a highly-developed riverfront area in support of future development can be summarized as follows:

- The riverfront provides the kind of active, safe, secure, highly landscaped green space highly desired by urban residents.
- The coordinated efforts of the DRFC and its public/private sector partners will have resulted in approximately 3.5 miles of contiguous east riverfront along downtown Detroit's greatest natural resource: the Detroit River.
- The aggressive development planning and investment put forth by DEGC and the City of Detroit helped to create momentum within the private sector for residential and mixed use development.
- The availability of urban waterfront parcels, combined with the extensive physical enhancements, rigorous maintenance and security procedures and event programming provided by the DRFC,

provides a desirable platform for potential future residential mixed use development. This impact would likely be delayed without the existence of the riverfront real estate and the wide variety of physical, operational, security and programming improvements organized by numerous public and private sector entities.

2.2.3 RIVERFRONT & THE IMPACT ON THE M-1 RAIL (THE DOWNTOWN LIGHT RAIL/STREETCAR CIRCULATOR)

Efforts are underway for the development of a \$140 million light rail/streetcar circulator (M-1 RAIL) encompassing 3.4 miles along the Woodward corridor between Grand Boulevard and Larned in downtown Detroit. Project proponents have cited the riverfront and associated improvements as a central feature of the streetcar project, helping to provide a “bookend” attraction along with numerous other community assets including the Entertainment District (encompassing Comerica Park, Ford Field and the Fox Theatre), the Midtown Area (including the Detroit Institute of Arts, the Michigan Science Center, Detroit Historical Museum, Detroit Medical Center and Henry Ford Hospitals) and numerous educational institutions and development opportunities along the line.

While it is not possible to ascribe a quantified impact estimate for riverfront improvements on the M-1 project, it is clear that as with virtually all other corridor developments, the existence of a clean, landscaped, programmed, safe and entertaining riverfront will have a significant positive impact on both commercial and residential density creating incremental ridership, community acceptance and the ultimate success of the new streetcar project.



2.2.4 SPENDING BY RIVERFRONT VISITORS

As part of our research, we have conducted more than 1,500 in-person intercept interviews with visitors to the riverfront. These interviews focused on attendees to special events such as River Days, as well as casual visitors. The chart (*figure 5, right*) summarizes the analysis of riverfront impacts generated by the approximately three million riverfront visitors. The addendum to this report includes a summary of research results.

As noted in *figure 5*, we estimate that 90% of visits would not have taken place without the significant riverfront improvements. On average, these visitors spend \$5.82 per visit, resulting in approximately \$22 million in total spending. In many cases (particularly for major events such as the Detroit Free Press/Talmer Bank Marathon) access to the riverfront is not a primary reason for the visit. Conversely, large events (such as River Days) and the many smaller weekly riverfront events (such as River Walkers, Tai Chi, Yoga, etc.) would simply not have taken place without the riverfront improvements. Spending associated with these events is estimated at \$16.7 million annually.



figure 5:

Summary of Annual Riverfront Spending Impacts

RIVERFRONT EVENT TYPE	Approx. Annual Attendance ¹	Avg. Length of Stay	Total Visit Days	Attributable to Riverfront	Person/Day Spending ²	Total Group Spending	Riverfront Spending
Weekly Riverfront Events ie. Riverwalkers, Tai Chi, Yoga, Canine Club, etc.	13,000	1.00	13,000	90%	\$ 6.59	\$ 85,700	\$ 77,100
Scheduled Riverfront Events ie. Community Meetings, Water Festival, etc.	27,000	1.10	29,700	80%	\$ 12.74	\$ 378,400	\$ 302,700
Detroit Free Press Marathon	77,000	1.14	87,800	5%	\$ 39.91	\$ 3,504,100	\$ 175,200
Large Riverfront/Sponsored Events ie. River Days, Rockin' on the Riverfront, etc.	292,000	1.15	335,800	90%	\$ 21.79	\$ 7,317,100	\$ 6,585,400
Casual Riverfront Visitors & Fireworks	2,668,000	1.0	2,668,000	90%	\$ 4.00	\$ 10,672,000	\$ 9,604,800
Total/Weighted Average	3,000,000	1.2	3,134,300	90%	\$ 5.82	\$ 21,957,300	\$ 16,745,200

¹ Riverfront event attendance figures obtained from DRFC.

² Values are derived from onsite intercept surveys conducted by CIS.

DETROIT RIVERFRONT 2012 MEDIA HIGHLIGHTS

AFTER 40 YEARS, DETROIT'S RIVERFRONT GOES FROM FACTORIES AND SHIPPING TO HOUSING, RETAIL, RECREATION

June 24, 2012 Detroit Free Press

FINAL STAGE OF RIVERWALK GETS \$44 MILLION IN FUNDING

Last part of east riverfront project to add kids' water park, bike path and greenspace

Thursday, July 24, 2012 Detroit News

MOTOR CITY BY MOTORBOAT

May, 2012 GQ Magazine

REVIVAL

“America’s Motor City is no longer running on fumes”

Excerpts - The Detroit RiverFront Conservancy started to convert an area of urban blight into the first phase of a RiverWalk

October, 2012 American Way Magazine

Local greenways would connect in proposal to make Michigan the 'Trail State'

November 30, 2012 Michigan Live

Excerpts - But Gov. Rick Snyder and the state's active and excited greenway enthusiasts are trying to add the 'Trail State' to the list ... Scott said the governor's office approached him for input on the plan shortly after Snyder last month biked Detroit's Dequindre Cut, a popular pedestrian and bike pathway built on an abandoned rail line.

Detroit Riverfront Conservancy Announces Launch of Final Development of the East Riverfront at Mt. Elliott Park

Friday July 20, 2012 Detroit Free Press article picked up by Reuters

Riverfront Vision Comes into Focus

June 24, 2012 Detroit Free Press

RISE AND SHINE, DETROIT

March/April, 2012 National Geographic Traveler

Excerpts - An expanding Detroit RiverWalk edges downtown, where corporations like DTE energy, Quicken Loans, and Blue Cross Blue Shield have moved in thousands of workers.

New development aims to make Detroit a popular port of call

Updated May 3, 2012 Detroit Free Press article picked up by USA Today Travel

Dave Bing's Detroit: WHAT'S ON THE MAYOR'S TOUR

November 29, 2012 - by Jamie Gumbrecht, CNN

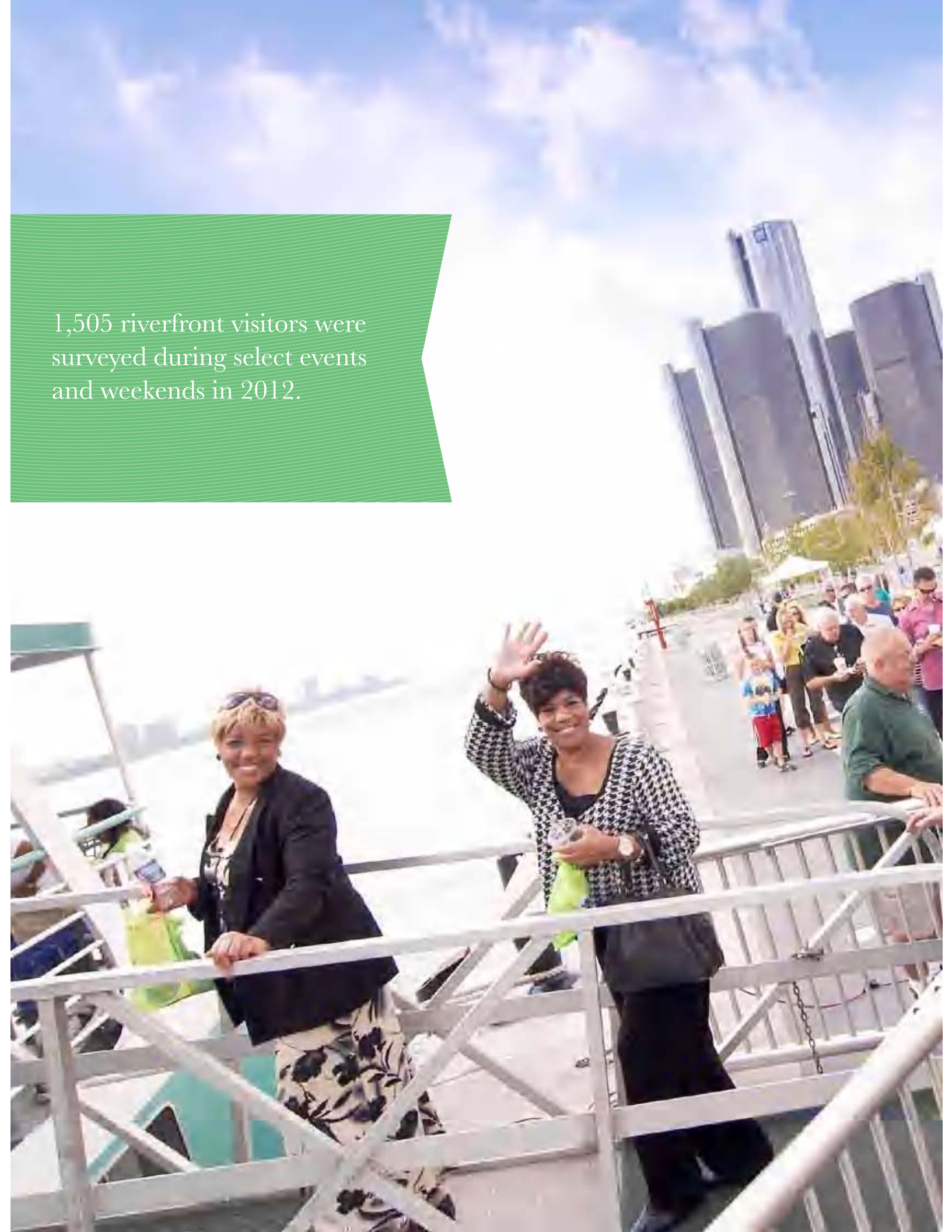
Excerpts - CNN asked Bing: What would you want visitors to see? Here are some of his answers.

Detroit's riverfront - "We have something that's distinct from almost any city in the country." Bing says, a view across a waterway and into another country, "It's beautiful," he said. Detroit's riverfront draws together public space, art and events, especially along the RiverWalk. Within a few years, he expects there to be more attractions, commerce and living space along the water. It's the Motor City, but the city needs to give more people more reasons to get out and walk, he said.

Current Events: Riverfront a busy place

August 20, 2012 Crain's Detroit Business

1,505 riverfront visitors were surveyed during select events and weekends in 2012.



2012 INTERCEPT SURVEY SUMMARY REPORTS

Project Overview & Methodology

As part of the engagement, CIS provided survey questionnaire design services; onsite staffing, training and management; data analysis; economic impact modeling; and report creation services. Onsite, electronic intercept surveys were conducted with random riverfront guests during select events and weekends of 2012. The chart *(below)* outlines the data collection initiatives undertaken as part of this project that form the basis of the assumptions utilized in the economic impact analysis of riverfront events.

The expertise gained from conducting numerous similar engagements has been leveraged to ensure that all required information to comprehensively quantify the economic and fiscal impacts generated by riverfront events is collected accurately and in the most efficient methods possible.

DATES	EVENT/PURPOSE	SURVEY
JUN 22-24, 2012	DETROIT RIVER DAYS	442
AUG 23-26, 2012	PERSON ON THE STREET	489
SEP 28-30, 2012	PERSON ON THE STREET	489
OCT 21, 2012	DETROIT FREE PRESS MARATHON	298
	TOTAL SURVEYS	1,505

2012 DETROIT RIVER DAYS

SUMMARY OF FINDINGS

The riverfront has **transformed the Detroit cruise industry**, from a pass through stop for visitors going to Dearborn, to a destination in and of itself. Today, there are occasions during which passengers from cruise ships are standing along the riverfront taking pictures.

Overall satisfaction of the riverfront as a venue for River Days averaged 4.6 on a five point scale with approximately **96% of respondents rating the riverfront as 'Good' or 'Excellent'**.

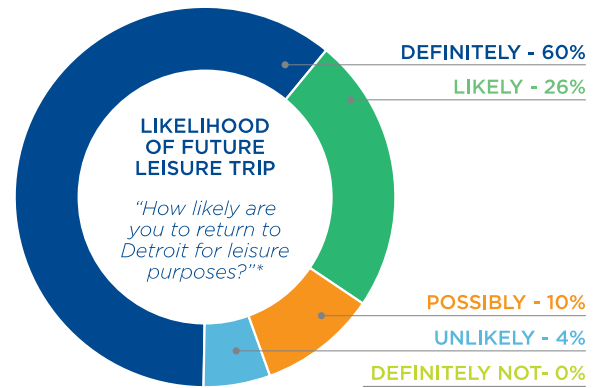
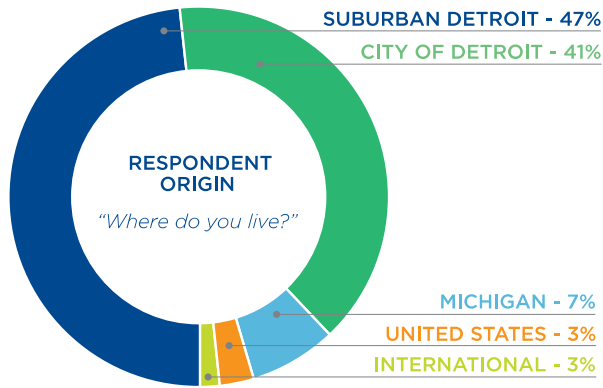
When asked to rate the likelihood that they would return to the Detroit riverfront area for future leisure trips, non-local visitors gave an average rating of 4.4 out of five. Nearly **90% of respondents indicated that they would 'Likely' or 'Definitely' return.**

Approximately **12%** of River Days survey respondents came from **outside the downtown or suburban Detroit area** (defined as non-local visitors).

87% of respondents from outside the Detroit area are **definitely or likely to return to the riverfront** in the future.

87% of respondents were at the riverfront specifically due to **River Days**.

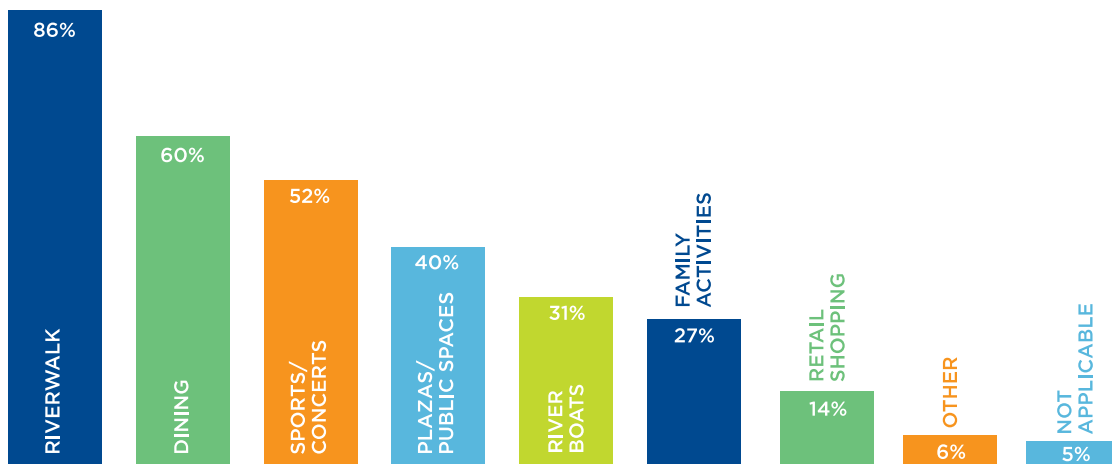
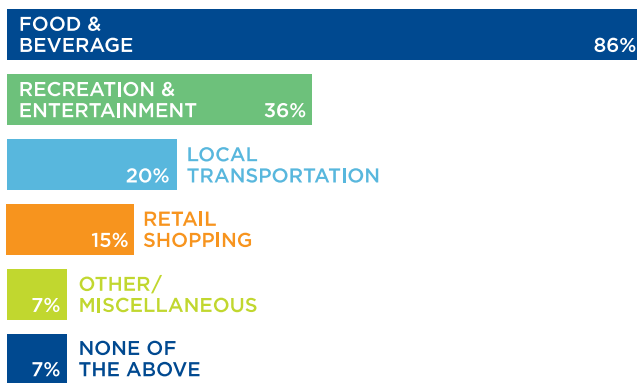
45% of respondents from outside the Detroit area stay **at hotels**, with the remaining visitors primarily staying with family or friends.



* This question was not posed to City of Detroit or Suburban Detroit Residents

SPENDING CATEGORIES

"What did you buy?" (Check all that apply)



RIVERFRONT AMENITY UTILIZATION

Which of the following riverfront amenities do you utilize for leisure purposes? (select all that apply)

2012 AUGUST & SEPTEMBER RIVERFRONT USERS PERSON ON THE STREET INTERVIEWS

SUMMARY OF FINDINGS

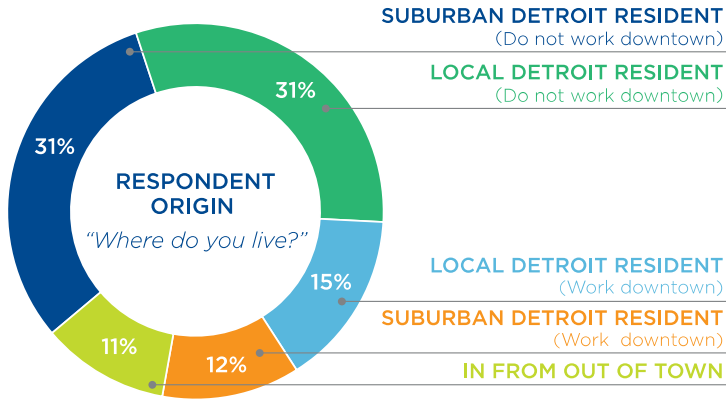
Of the nearly 700 “person on the street” intercept surveys conducted in 2012, approximately **77%** of respondents indicated that they came to the riverfront from ‘home’ indicating **the riverfront was their destination** as opposed to being in the riverfront/downtown area for work or other purposes.

Approximately **55%** of those who came to the riverfront from home **traveled more than 10 miles to do so**.

Approximately **72%** of “person on the street” respondents indicated that they **visit the riverfront on a monthly or more frequent basis** – of those frequent visitors, approximately 40% do not live or work downtown – illustrating the drawing power of the riverfront as a destination.

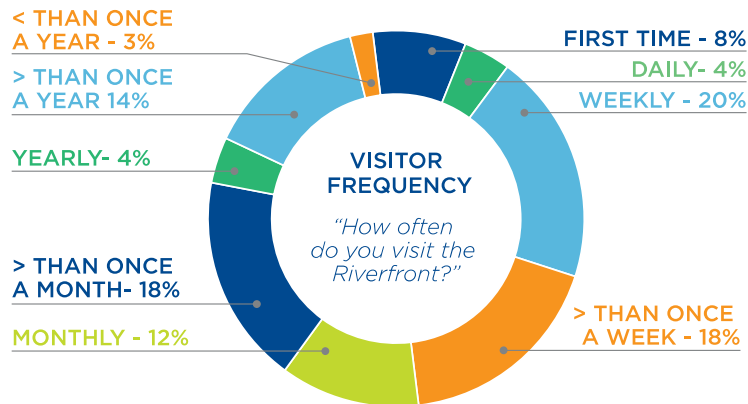
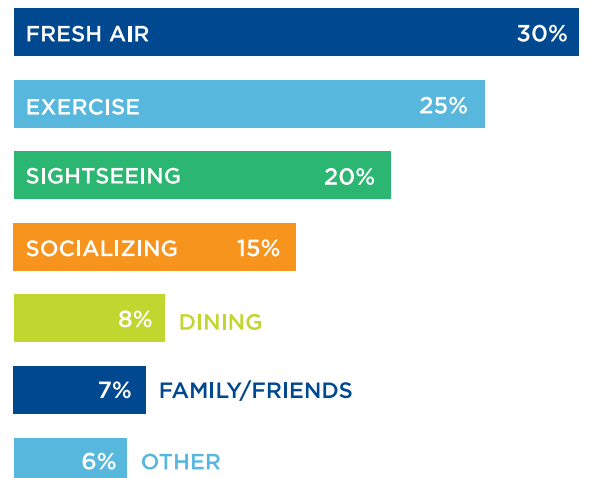
Fresh air, exercise, sight-seeing and socializing are the primary reasons for visiting the riverfront.

66% of respondents from outside the Detroit area **stay at hotels**, with the remaining visitors primarily staying with family or friends.



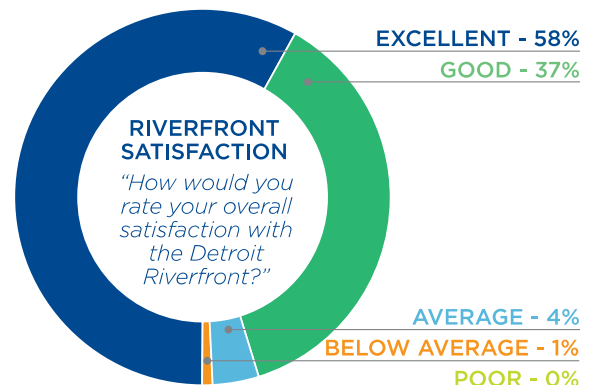
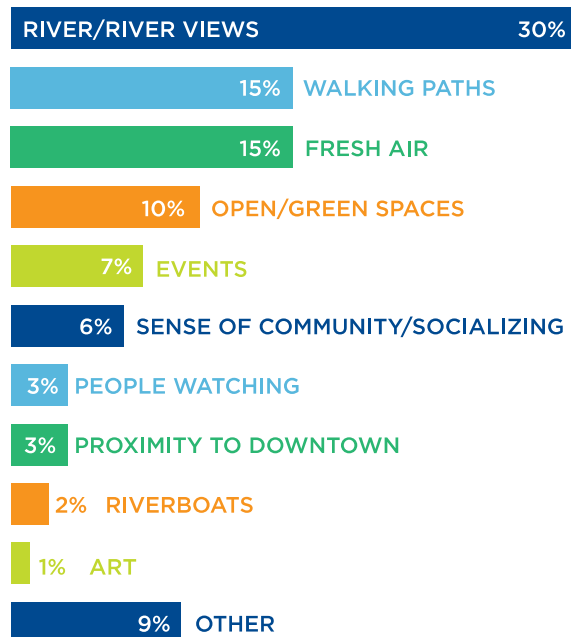
REASON FOR VISIT

"What brings you to the Riverfront today?"



FAVORITE AMENITIES

"What do you like BEST about the Riverfront?"



2012 DETROIT FREE PRESS MARATHON

SUMMARY OF FINDINGS

22% of survey respondents **originated from outside the state of Michigan**. An additional 29% were from within Michigan, but outside the Detroit metro area.

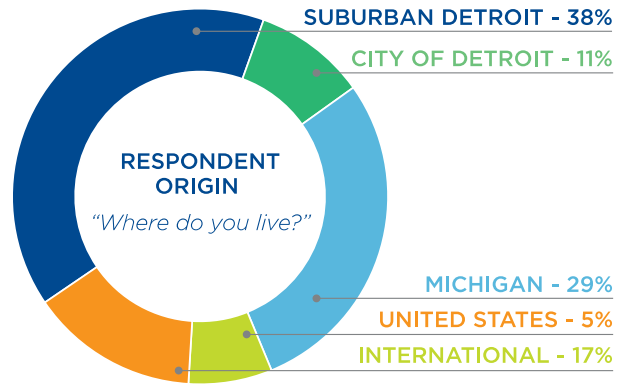
78% percent of respondents indicated that the riverfront improvements have had a very or somewhat **positive impact on the quality of the Marathon**.

91% of those surveyed during the Marathon noted that the riverfront had a **significant or somewhat positive impact on their perception of the downtown area**.

59% of those surveyed during the Marathon noted that the riverfront improvements **increased the likelihood that they would visit downtown in the future** or for other leisure and recreation purposes.

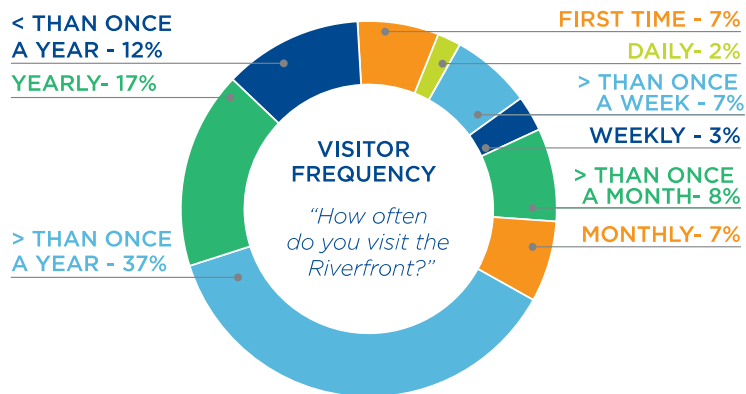
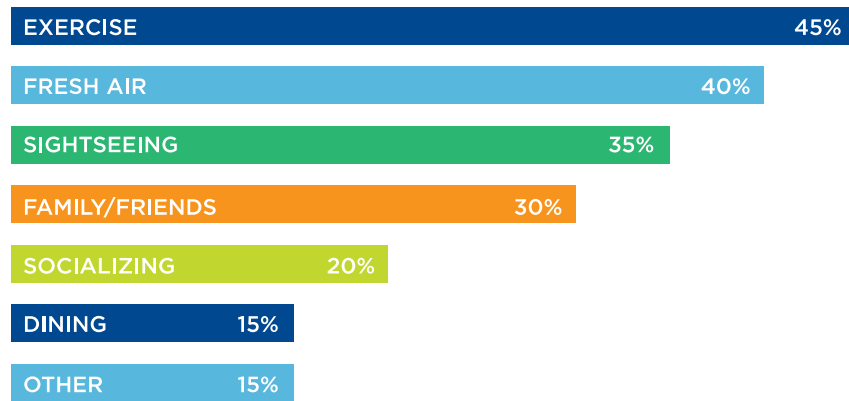
88% percent of respondents from outside downtown Detroit indicated that they are **more likely to visit the riverfront** due to the improvements.

93% of respondents were **at the riverfront specifically due to the Marathon**.



REASON FOR VISIT

"What brings you to the Riverfront today?"



ABOUT CSL + CIS

CONVENTION, SPORTS AND LEISURE,

INTERNATIONAL (CSL) was founded in 1988 specifically to provide focused and independent research to the public assembly industry. The professional resources at CSL include over 120 years of combined industry experience and a large staff of highly trained consultants. CSL has provided economic impact and market research services related to more than 600 projects throughout North America.

CSL has built its reputation on meeting client needs by delivering quality services that have credibility in the marketplace. Our extensive experience working with the Cobo Center master plan and other important Detroit area projects provides us with an understanding of the unique conditions that have impacted this project. CSL is the industry leader in providing research, planning and analysis services, including detailed impact analysis for events, facilities, districts and other entities. CSL routinely provides each of the following services to organizations in the public assembly industry:

Economic Impact Analysis

Market Analysis

Financial Analysis

Facility Program/Design Criteria

Facility Funding Analysis

Strategic Project Planning

Operations Analysis

Negotiation Assistance

Strategic Plan Development & Implementation

Site Analysis

CSL has conducted numerous analyses that quantify all relevant economic impacts including construction and demolition costs, infrastructure improvements, land acquisitions, visitor spending and other related components. The expertise developed through offering these services to a diverse array of client organizations throughout the public assembly industry allows CSL to apply unmatched experience and know-how to their engagements.

CUSTOM INTERCEPT SOLUTIONS (CIS) is a full-service market research firm that was formed in 2004 by the Principals of CSL International to fill a need in the market for a dedicated research firm that understands the unique needs of public assembly districts and organizations. CIS has extensive experience providing data collection, reporting and analysis services to organizations throughout the visitor industry. CIS has provided these services in numerous major markets including Phoenix, Minneapolis, Pittsburgh, Miami, Houston, San Antonio, Oklahoma City and Grand Rapids among others. CIS leverages its in-depth understanding of the public assembly industry to implement comprehensive research strategies to enable clients to confidently portray the broad economic and other impacts of a project.

CIS is a full-service research and analysis firm offering all of the traditional data collection methods including online surveys, focus groups, one-on-one interviews and telephone surveys among others, however, our specialty lies in data collection and analysis utilizing electronic, onsite intercept surveys. An overview of CIS's intercept survey process is summarized on the following page.

Intercept Surveys The CIS system utilizes handheld electronic devices to quickly and efficiently collect quantitative and qualitative data from respondents. The process is simple, 1) targeted surveys are developed and loaded onto the devices or published to the Internet, 2) intercept surveys are conducted with respondents at their point-of-experience - anywhere throughout a destination or venue, 3) data is uploaded to CIS's proprietary and secure online reporting site where it is available virtually in real-time for strategic analysis.

Utilizing electronic devices provides numerous benefits compared to traditional paper-based surveys including virtually eliminating the turnaround time necessary to convert completed paper surveys into actionable results, eliminating data entry errors inherent with the manual input process and allowing for quick and easy revisions to be made to the survey instrument as results and conditions dictate.

With all data collections methods offered by CIS, our experienced personnel work with the client to ensure that targeted, effective survey instruments are created. CIS has developed numerous economic impact survey questionnaires and fully understands the unique inputs that are necessary to quantify the overall economic and fiscal impacts generated by events, venues and destinations.

STUDY HIGHLIGHTS



The newly developed riverfront has spurred **\$1 billion in total public and private sector investment.**

Given the improvements to the economy and financial markets nationally, the **investment totals tied to the riverfront** over the next 10 years is **expected to exceed \$1 billion.**

Annual spending by visitors, residents, employees and other operations along the riverfront is estimated at **\$43.7 million.**

Riverfront improvements have supported **16,700 construction jobs**, and provide **on-going annual support for 1,300 jobs.**

3 million visitors annually enjoy the highly landscaped, well-maintained, secure and active riverfront.

90% of visits to the riverfront **would not have taken place** without the significant riverfront improvements.

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