



The Heidelberg Project: *A Framework Plan*

Wayne State University

Master of Urban Planning Capstone Project

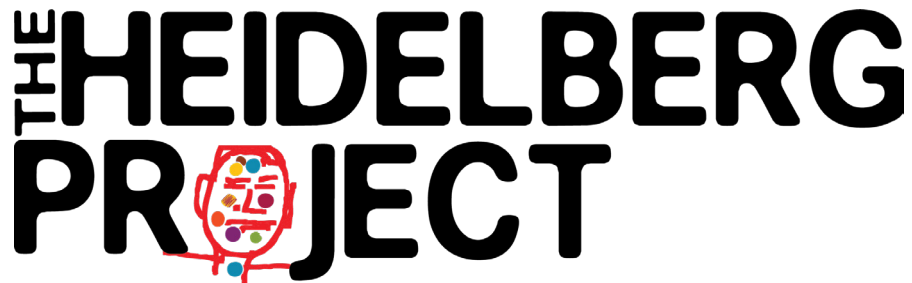
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Back row: Isaac Douglas, Ian Hogg, David Allen, Joseph Kemp, Brianna Marble, Jeremy Lefaive, Noah Bussell (partially hidden), Chanina Veal, Jared Haas, Joseph Kemp. *Front row:* Jessica Williams - Executive Director of The Heidelberg Project, Camille Bedford, Aysha Boston, Ted Dong, Kiki Louya, Rayman Mohamed - Chair of the Department of Urban Studies and Planning, Lauren Sayre, Sidney Wuycheck, Christine Ross, Jacob Willson, and Hunter Harig.

The Wayne State University Masters of Urban Planning Capstone Class would like to give a special thanks to all the staff at the Heidelberg Project for this wonderful opportunity, and to all community members who participated in this process.

Thank you to Jessica Williams and Dr. Rayman Mohamed for guiding us through this process.



**WAYNE STATE
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Introduction

The Heidelberg Project

The Heidelberg Project was spearheaded in 1986 by artist Tyree Guyton and aimed to improve the social and economic health of the community through art. The Heidelberg Project created a massive art environment from refuse, turning vacant lots and unoccupied buildings into pieces of art. This immersive art exhibit sits in the heart of the McDougall-Hunt Neighborhood in eastside Detroit and works with the community to promote art through outreach programs for children and young artists across the country. The Heidelberg Project aims to restructure its interaction with the built environment of the area in coming years to better promote walkability, serve the neighborhood, and integrate sustainable infrastructure throughout the art environment.

Wayne State University Department of Urban Studies and Planning

The Wayne State University Department of Urban Studies and Planning is an education program that provides undergraduate, graduate, and certificate programs to educate students on how people and activities interact in urban areas. For the purposes of this report, the department is represented by the Masters of Urban Planning (MUP) Capstone Project, comprised of graduating MUP students who are aiming to provide a helpful framework for The Heidelberg Project to foster change and promote its mission sustainably.

Goals and Objectives of Partnership

The Heidelberg Project and Wayne State University's Department of Urban Studies and Planning Masters of Urban Planning (MUP) students formed a collaboration in Spring of 2023 for Wayne State's Masters of Urban Planning Capstone class. Formal terms of reference for the partnership were finalized in June 2023. The terms of reference outline five key areas for the Wayne State Students to research and create recommendations outlined throughout the plan.



Methodology

The Wayne State University Masters of Urban Planning students used a consultive approach in the review and design of recommendations in this report. The students worked extensively with the interim executive director to understand the history, goals, and aspirations of the organization and met with The Heidelberg project staff members to deeper understand the various perspectives within the organization. The group conducted numerous site visits to The Heidelberg Project to understand how the current and potential future space serves the project and the people within it.

In addition to the internal goals of the organization, the MUP students understood the importance of creating recommendations that were harmonized with the context of the larger McDougall-Hunt Neighborhood. To ensure this cohesion existed, the group utilized the findings and recommendations of the McDougall- Hunt Neighborhood Sustainable Redevelopment Plan to guide specific recommendations for The Heidelberg Project. Further, the students participated in and gathered information from a partnership meeting with the Bailey Park Neighborhood Development Corporation and McDougall Hunt Neighborhood Association, two of the leading organizations in the development of the McDougall Hunt Neighborhood Sustainable Redevelopment Plan.

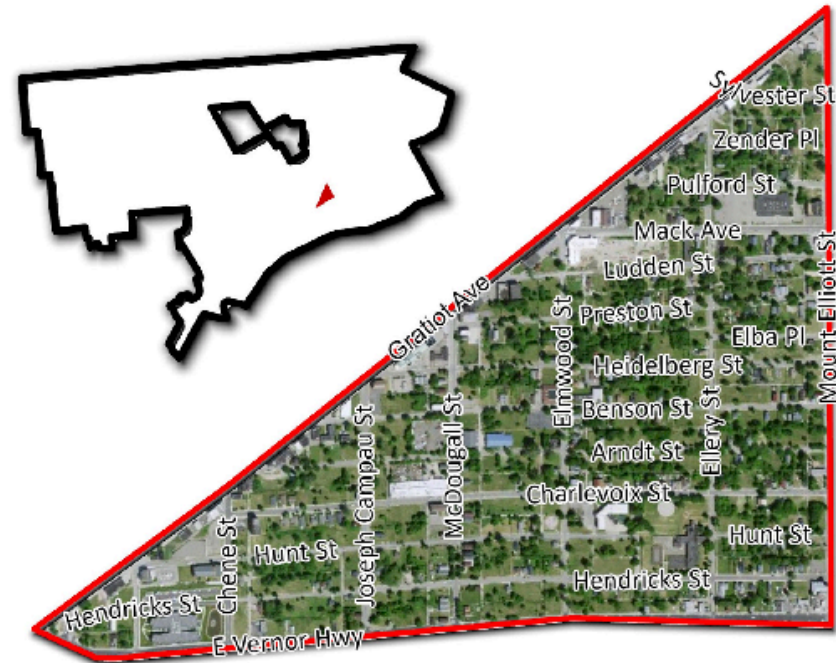
The MUP students presented the draft report and findings to the Heidelberg staff internally for comment and input, and the final version of the report was created in August of 2023. Wayne State presented the final report to the community, and its contents were disseminated to local government officials, community organizations, and the public in August 2023.



McDougall Hunt Neighborhood Background

The McDougall Hunt neighborhood has a long, thriving history. Although more recent years have brought disinvestment and a declining population, those that remain in the neighborhood have a strong dedication to improving the situation in a fair and equitable way. With its proximity to the Eastern Market, Central Business District, and Cultural Center, McDougall Hunt is surrounded by development. To guide future development in the neighborhood, a group of government, local organizations, businesses, and residents came together to design the McDougall Hunt Rehabilitation Plan which was finalized in 2003. The Rehabilitation Plan was further refined in McDougall Hunt Neighborhood Sustainable Redevelopment Plan finalized in 2019.

The Sustainable Redevelopment Plan sets a shared vision of how government, organizations, businesses, and most importantly residents, would like to see the neighborhood grow and flourish. Because of the consultative, collaborative, and consensus-focused efforts of this plan, it is essential that the plan is utilized by all entities operating in the McDougall- Hunt Neighborhood.



Neighborhood Assets

Thriving organizations like The Heidelberg Project, McDougall Hunt Neighborhood Association, and Bailey Park Neighborhood Development Corporation.

Existing Conditions

Demographics

The total population of The Heidelberg Project and the surrounding neighborhood (Census Tract 5168) has remained relatively unchanged over the last decade, and the racial composition of the neighborhood has followed this trend. However, the various age groups that make up the population experienced a dramatic shift between 2011 and 2021. The overall population was much younger in 2021 than it was in 2011. Children under the age of 10 comprised just over 4 percent of the total population in 2011 and over 26 percent of the total population in 2021, a 550% increase in a decade. Average household size is also reflected in this dramatic shift in demographics. Between 2011 and 2021 the average household size grew from 2.48 to 4.31.

Income and Poverty

The average household income for The Heidelberg Project area grew at a faster rate than the City of Detroit over the past decade, but it is still \$5,000 less per household than Detroit overall. In 2021, the average household in Detroit earned \$34,762 and households in The Heidelberg Project area earned \$29,500. Accompanying the lower average household income, The Heidelberg Project area also experiences a higher poverty rate than Detroit, at 48 percent and 32 percent respectively. However, the poverty rate for The Heidelberg Project area has declined by over 17 percent in the last decade.

Housing

An analysis of the housing stock in The Heidelberg Project area yields mixed results. One positive is that the median home value has increased slightly in the area over the last decade, from \$84,141 to \$86,700. This contrasts with the median home value in Detroit which declined from \$116,433 to \$79,500 over the same period. However, vacancy rates surrounding The Heidelberg Project rose sharply in the past ten years. Between 2010 and 2020, the vacancy rate rose by nearly 62 percent, from 23.87 percent to 38.77 percent. This is especially concerning because Detroit's vacancy rate declined from 22.83 percent to 17.95 percent during the same period.

Summary of Suggestions

1. *Green Space and Infrastructure:* Improve The Heidelberg Project through environmentally and fiscally sustainable infrastructure that upgrades energy resources, maximizes green space, and connects amenities with community assets.
2. *Art Environment & Engagement:* Identify and establish ways to promote The Heidelberg Project art environment as a way to foster a safe, collaborative, and educational arts community.
3. *Connections to the Neighborhood:* Improve The Heidelberg Project's organizational connection, collaboration, and capacity.
4. *Financial Feasibility Planning:* Improve financial health of The Heidelberg Project by identifying fundraising pathways and planning for future expenditures.
5. *Zoning:* Review of whether to rezone parcels of neighborhood to match needs or appeal for special land use grants.

About This Report

What is Included

In the early stages of the planning process, five key recommendation topics were identified as the core focus of this plan. Included in this plan are five chapters- Green Space Infrastructure, Art Environment and Engagement, Neighborhood Connections, Financial Feasibility, and Zoning. Each chapter begins with a brief introduction to the section and a short overview of the proceeding recommendations that build the foundation of the broader objectives. Within these five chapters are separate goals, recommendations, and desired outcomes that lay out the foundation for change.

Scenario Planning Charts

Following the Green Space Infrastructure and Art Environment and Engagement sections is a scenario planning chart. These charts consolidate the recommendations discussed in the writing portions of this plan based on three scenarios - scenario one's recommendations consider only the land already owned by The Heidelberg Project. Scenario two makes recommendations based on the acquisition of the properties outlined early in June 2023 to obtain through the Detroit Land Bank. The third scenario's recommendations put The Heidelberg Project in a unique position to work with the City of Detroit on a proposal to become an arts district, given that the previous scenarios were implemented.

Implementation Charts

At the end of every chapter, an implementation chart has been included to summarize each overarching goal into one sentence. These can build off the scenario planning chart if one was applicable in the section, however they primarily act as a stand-alone table for summarization purposes.

Budgets

To visualize the monetary costs associated with each goal, the bottom right-hand corner of each chapter's goals offers a quick glance at the cost analysis through the image of a dollar sign. A deeper analysis of these costs can be found in Appendix F. The representation of each dollar sign is as follows:

\$	No Cost to H.P.
\$	=< \$5,000
\$\$	\$5,000- \$30,000
\$\$\$	\$30,000- \$100,000
\$\$\$\$	=> \$100,000

Chapter 1:
Green Space Infrastructure
Energy, Stormwater Infrastructure, and Connectivity

Green Space Infrastructure

Introduction

Green space and infrastructure planning for The Heidelberg Project plays an important part in the organization's greater mission of making art both accessible and sustainable for patrons and residents. In creating this set of recommendations, this chapter looks to support The Heidelberg Project's mission of cultivating a collective, accessible, and community-driven experience by bettering the physical structures and increasing the reachability of amenities. Through improving and consolidating the physical infrastructure of the art environment, The Heidelberg Project can increase foot traffic and expand its resources to support larger missions and programming for years to come. Additionally, improving these networks sustainably can help drive down costs and support larger initiatives in sustainable green planning.

After thoughtful assessment of the wants and needs of the project, this chapter looks at three consolidated goals- comprehensive energy options, green stormwater infrastructure amenities, and connectivity to the greater Detroit area. In emphasizing renewable energy options across The Heidelberg Project, recommendations in exploring the expansion of existing solar on the grounds is a primary focus area. Additionally, the inclusion of green stormwater infrastructure such as rain barrels, rain gardens, and permeable surfaces will mitigate flooding and reuse water across the art environment. Lastly, recommendations for alternative connectivity routes to The Heidelberg Project through the bus systems, bike share programs, and parking will increase patronage throughout the art area.



Green Space Infrastructure

Increase Energy Efficiency

The Heidelberg Project is in a unique position to act as a leader and resource in energy optimization given its exposure to the surrounding community and its mission to promote sustainability. It is therefore important for The Heidelberg Project to consider upgrading the existing conditions of energy infrastructure throughout the art environment and inside structures owned. Optimizing these energy sources has become fast, cost-efficient, and less time-intensive thanks to the supporting programs of energy providers across southeast Michigan. DTE offers an array of energy efficiency programs that include free consultations and assessments of property for the integration of energy-optimizing technologies. During these free energy efficiency consultations, the property is assessed for the possible integration of energy-efficient products like LED lightbulbs and water aerators, and customers are guided through next steps in the process of upgrading energy technologies. Additionally, as the Dotty Wotty House nears completion, The Heidelberg Project should investigate the rebate programs that DTE and Consumers Energy have for purchasing energy efficient appliances, air conditioners, water heaters, and other upgrades.

Upgrading the existing energy infrastructure across The Heidelberg Project is a time-efficient and important measure that promotes both cost-efficiency and sustainability across the art environment.

Goals

- Improve energy efficiency, reduce energy costs, and improve sustainability of energy generation.
- Enroll in energy saving programs more specific to organizations of this kind and build partnerships with utility providers.
- Act as leading champion and resource for energy optimization for the surrounding McDougall-Hunt Neighborhood.



Recommendations

- Enroll in and consult with DTE to inspect both the outdoor art environment and inside the properties owned by The Heidelberg Project for viability of energy upgrades.
- Emphasize energy optimization in the Dotty Wotty House's appliances and lighting sources as it completes construction.

Desired Outcomes

- Reduce cost of energy operation across The Heidelberg Project.
- Become a leading example of energy efficiency and sustainability.
- Become a beacon for the neighborhood and lead the way to form relationships that bring energy efficient savings to the surrounding neighborhood.



Green Space Infrastructure

Expand and Add Renewable Energy Capabilities

Making The Heidelberg Project's art environment a sustainable place for residents and visitors starts with a focus on clean energy. In its current state, the art environment utilizes three solar panel installations that were installed in collaboration with D2 Energy. These installations currently power The Heidelberg Project's Wi-Fi routers and lighting, but there is opportunity to enhance and expand the use of clean energy technologies throughout the art environment. Increasing the volume of renewable technologies across the art environment presents a sustainable alternative to traditional energy sources, and once complete it can be managed through DTE Energy's MiGreenPower program that enables The Heidelberg Project to select a percentage of energy that is powered by renewables, such as solar or wind power, to be prioritized for use over traditional energy methods.

There is significant opportunity for expansion and upgrade of energy to the buildings that The Heidelberg Project owns, all of which would result in a higher level of energy efficiency, lower costs, and a sustainable alternative to previously existing structures. Improving the energy efficiency throughout the project also promotes the natural environment around the neighborhood.

Goals

- Invest in and increase renewable energy and non-traditional power generations sources.
- Invest in upgrades to existing solar and expansion of new panels.
- Enroll in MiGreenPower to reduce carbon footprint and increase use of renewables once more renewable energy sources are integrated into the art environment.

Recommendations

- Add solar panels on The Heidelberg Project's owned property - the Dotty Wotty house was identified as a possible location for the panels pending an inspection by DTE given its exposure to sunlight throughout the day.
- Include panels in the visitor parking lot's structure as alternative form of solar generation (see page 20).
- Invest in non-traditional solar structures like a Solar Flower or Smart Flower that track the movement of the sun, optimizing efficiency and generation.

Desired Outcomes

- Generate 250 to 400 watts of solar power per panel to provide the property owned by The Heidelberg Project and future parking lot with energy.
- Use MiGreenPower to allow for 100% of renewable energy to be prioritized for use over traditional energy methods.
- Act as a leader and advocate for sustainability and energy efficiency for the McDougall-Hunt Neighborhood.



Green Space Infrastructure

Include Rain Harvesting Across Art Environment

As weather patterns continue to change and outdoor establishments creatively brace themselves for different kinds of climates, The Heidelberg Project has a unique opportunity now to stay proactive about stormwater infrastructure as a solution to mitigate existing or future issues with flooding and rainwater capture. Rain harvesting is the practice of rainwater capture and storage to prevent flooding. A tool of rain harvesting and capture is the use of rain barrels around buildings and downspouts.

Currently, The Heidelberg Project owns multiple rain barrels in need of placement and use. The rain barrels would be most suitable for rain harvesting and capture around the Dotty Wotty and Numbers Houses, as well as other buildings with a downspout. Other creative forms of rainwater capture systems could be picnic tables or art exhibits optimally shaped for rain harvesting. These systems would capture water using an inverted "umbrella" shape that channels water into storage containers. Both rain barrels and other creative harvesting pieces offer necessary and creative approaches to managing stormwater for The Heidelberg Project.

Goals

- Ensure that the rain barrels are placed in strategic and useful locations to optimize rain capture and prioritize accessibility where needed.
- Incorporate inverted umbrella technology to creatively utilize the rain barrels and foster artistic expression throughout the art environment.

Recommendations

- Place rain barrels under the downspouts of the Dotty Wotty and Number House as indicated in the map on page 15.
- Explore inverted umbrellas that serve as a dual-purpose installation- capture and store rainwater and provide shade for residents and visitors.

Desired Outcomes

- Utilize rain harvesting techniques and technology to manage stormwater runoff and capture rainwater across art environment.
- Progress stormwater management and rainwater capture sustainably.



Green Space Infrastructure

Expand and Integrate Rain Gardens

In addition to rain barrels, another trusted form of stormwater infrastructure is the inclusion of rain gardens across an outdoor environment. These gardens can manage stormwater runoff, beautify a location, serve as an educational opportunity for children in measuring rainwater levels, and prevent flooding. The Heidelberg Project has many spaces that would benefit from rain garden construction. These locations include existing community gardens, along sidewalks, at road intersections, and along the Elba-Ellery Park. In these spaces, the rain gardens would manage rainwater, prevent flooding, attract pollinators and wildlife, and beautify the spaces for the enjoyment of visitors and residents. Additionally, incorporating native plants in the rain garden adds to the biodiversity and supports the natural ecosystem of the area.

Goals

- Utilize rain gardens to serve as sustainable and preventative flooding measures in the art environment.
- Strategically add rain gardens across the art environment in forethought to the location of possible seating and public infrastructure (picnic tables, benches, etc.).
- Include native flora and fauna to existing community and rain gardens across the art environment.

Recommendations

- Place rain gardens in optimal positions as indicated on the map on page 15.
- Place rain gardens primarily in places located around the Dotty Wotty House, Numbers House, and the current garden area.

Desired Outcomes

- Manage stormwater runoff, beautify the art environment and support the natural ecosystem and biodiversity of the McDougall-Hunt neighborhood.
- Prevent potential flooding in the art environment.



Green Space Infrastructure

Figure 1: Rain Garden and Rain Barrel Proposed



Green Space Infrastructure

Swap Cement for Permeable Surfaces

Outdoor exhibits and event spaces often contain a large area of cement making up parking lots, sidewalks, and driveways. The effect this amount of impermeable surface has on the surrounding environment can be wasteful, as most of the rainwater enters the sewage systems rather than the surrounding natural environment. Permeable surfaces are alternative surfaces that allow for rainwater to reach the ground below the pavement. These surfaces include porous asphalt, permeable interlocking concrete pavement, and pervious concrete. These materials are easy and cost-effective to install, and would ideally make up the proposed parking lot and the alternative sidewalks or paths throughout the art environment of The Heidelberg Project. This would not only support the natural environment, but opting for permeable surfaces can save tax money through the City of Detroit's Drainage Program.

Goals

- Maintain a parking lot area (see page 21) for Heidelberg Project visitors in a long-term, sustainable way with permeable surfaces.
- Improve alternate sidewalks and paths throughout the art environment utilizing sustainable, permeable materials.



Recommendations

- Build The Heidelberg Project parking lot using interlocking concrete pavement, a permeable paver option that provides support under the weight and stress of cars.
- Manage rainwater runoff from alternative sidewalks and art environment pathways by considering permeable surfaces that promote the surrounding natural environment.
- Create garden pathways with sustainable gravel options that allow for rainwater to seep into the ground below.

Desired Outcomes

- Upgrade applicable impermeable surfaces across The Heidelberg Project with permeable surface materials that aid in stormwater management.
- Save on drainage bills and tax issues by applying to The City of Detroit's permeable drainage program.
- Beautify the art environment by supporting the natural environment's water needs and become a champion of sustainable stormwater infrastructure across the McDougall-Hunt Neighborhood.



Green Space Infrastructure

Increase Connectivity to Surrounding Bicycle Network

Increasing connectivity to The Heidelberg Project through multiple forms of transportation could promote visibility and traffic to the area. Currently, there are no bicycle lanes, bicycle repair stations, publicly identified bicycle racks, or MoGo Bikeshare stations within a half-mile of The Heidelberg Project. Maximizing access by bicycle provides a healthy and environmentally sound means of connecting residents and visitors between the art environment and the greater Detroit area.

Goals

- Add bicycle infrastructure like bike racks and bicycle repair station to the art environment.
- Connect The Heidelberg Project to surrounding amenities such as Eastern Market and the Dequindre Cut.

Recommendations

- Contact the Department of Public Works regarding the inclusion of bicycle infrastructure into any nonmotorized transportation plans or programming adopted by the City of Detroit.

Desired Outcomes

- Connect the bicycle infrastructure of surrounding thoroughfares to The Heidelberg Project.
- Supplement The Heidelberg Project's nearby bicycle lanes with repair stations, parking racks, and a potential MoGo station to improve access to cycling opportunities.

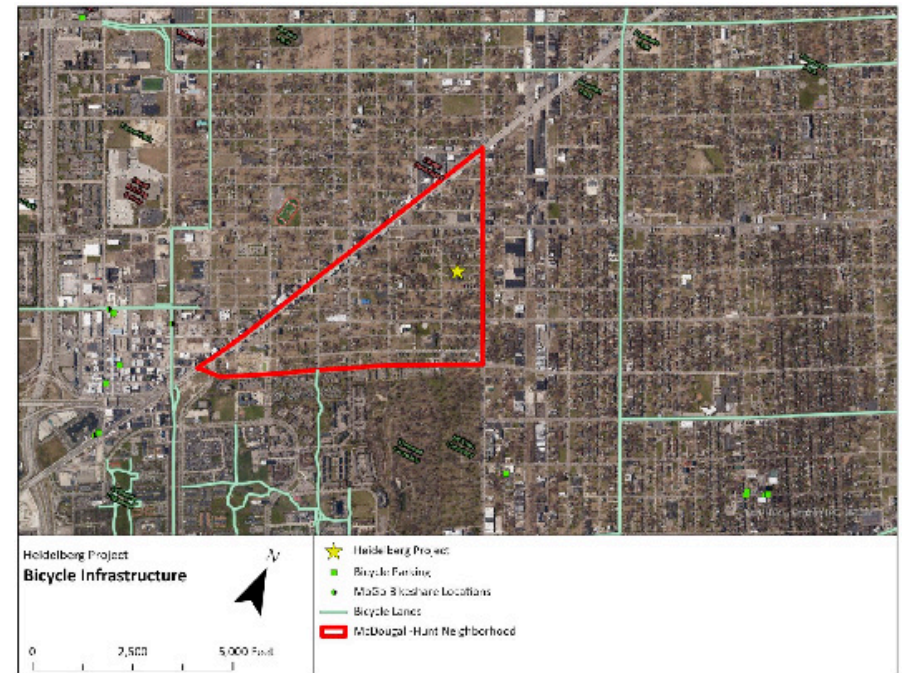


Figure 2: Detroit Bike Infrastructure Map



Green Space Infrastructure

Improve Conditions of Sidewalks

A goal of The Heidelberg Project is to increase the amount of foot traffic throughout the art environment, as recent trends have shown that visitor traffic is mostly kept to driving through the area by car. The Heidelberg Project and its surrounding streets are in relatively good condition for vehicular traffic, and those roads throughout the art environment are well indicated with the signature colorful dots. These roads are also well-connected with sidewalks; however, these sidewalks are in various conditions that are characterized by concrete cracking and spalling (indicating structural distress), heaving, or overgrowth (Figure 3). There are also areas of sidewalk that are obstructed by art pieces and formations and without an alternative path around these structures, it can be difficult for visitors to travel around.

A well-maintained, accessible, and continuous sidewalk network will ensure people of all abilities have equitable access to The Heidelberg Project, its installations, and surrounding assets. Improving this sidewalk infrastructure should be considered a priority to update and maintain.

Goals

- Improve and enhance the sidewalks that connect The Heidelberg Project and Elba-Ellery Park to surrounding areas.
- Ensure that future improvements to the sidewalks maximize accessibility and safety.
- Relocate art formations that may obstruct sidewalks.

Recommendations

- Use the City of Detroit's Sidewalk Map Tool to request repairs to those that are identified as being in fair or poor condition.
- Connect with the City of Detroit on the possibility of creating permeable paths throughout art environment, as described in the Art Environment and Engagement section.

Desired Outcomes

- Restore sidewalks to good condition with no heaving, spalling, overgrowth, or other concerns that can impact accessibility.
- Maintain sidewalks as a consistent and proactive approach to make sure that sidewalks remain in good condition.
- Improve sidewalk connectivity with surrounding neighborhoods and enhance access to installations and buildings within The Heidelberg Project.



Green Space Infrastructure

Improve Conditions of Sidewalks Continued

3 – Good: The sidewalks feature little damage or overgrowth, are an adequate width to accommodate persons with disabilities, and likely do not need any immediate repairs. However, proactive repairs by the City are recommended to ensure continued longevity and usability.

2 – Fair: Sidewalks have some challenges in accessibility due to conditions such as cracking, concrete spalling (chunks of concrete broken off from the main slab), and may have mild vegetation growth that should be actively maintained to prevent excessive growth or damage. These are recommended to be provided to the City to prioritize maintenance.

1 – Poor: Sidewalks have extensive heaving, spalling, and overgrowth that make them either difficult to navigate or completely inaccessible for persons with disabilities. These conditions may make a visitor’s enjoyment of The Heidelberg Project difficult and can limit accessibility to installations and buildings within the art environment. These sidewalks need immediate prioritization by the City for repairs to ensure they have maximal accessibility.



Figure 3: Sidewalk Conditions Map

Green Space Infrastructure

Improving Parking Access

The Heidelberg Project is a major local, regional, and international tourist destination that brings in hundreds of thousands of visitors every year. However, the art environment is situated in a residential area without off-street parking, eliciting safety and congestion concerns of both the surrounding neighborhood and the art environment. To holistically examine the transportation network that brings visitors and residents into the area, it is important to consider where potential off-street parking can serve The Heidelberg Project.

Goals

- Provide a parcel of land that serves as a parking area for visitors to The Heidelberg Project while minimizing the impacts of traffic generation.
- Make additional use of parking lot by adding covered parking with solar panels.



A solar panel-covered parking area at a park in Novato, California

Recommendations

- Utilize one of the three parcels or groups of parcels identified in the Potential Parking Areas map to convert into off-street parking.
- Design the parking lot to accommodate multiple forms of transportation, including handicap-accessible, electric vehicle (EV) charging, and high-occupancy vehicle (HOV) parking.
- Plan for the installation of parking spaces that either falls under the threshold for requiring landscaping (≤ 25 parking spaces), or plan for the requisite area of landscaping for the parking area (18 sq. ft. per parking space).
- Incorporate the installation of solar panel-covered parking to facilitate energy needs for The Heidelberg Project.

Desired Outcomes

- Create a parking area that can facilitate vehicle traffic in a way that does not increase congestion or safety concerns within the Project or surrounding streets.
- Utilize unused space above the parking lot for solar energy generation, providing coverage of the lot to reduce urban heat island effect and works to satisfy the Project's energy needs.



Note - costs associated with this renovation are determinant on creation of either just a permeable surface lot or a lot and solar panel parking pavilion.

Green Space Infrastructure

Improving Parking Access Continued



Figure 4: Potential Parking Areas Map

Green Space Infrastructure

Bus Rapid Transit Infrastructure

The Heidelberg Project is surrounded by bus rapid transit lines operated by the Detroit Department of Transportation (DDOT) and The Suburban Mobility Authority for Regional Transportation (SMART). The existing bus stops for both DDOT and SMART near The Heidelberg Project off Mt. Elliot Street and Mack Avenue do not offer any amenities or accommodation for riders in need of ADA accessible facilities. The bus stops currently exist as a small sign attached to a pole off Mt. Elliot Street. Riders would benefit from having ADA accessible enclosed bus stops, large benches, waste and recycling receptacles, lighting, and emergency phones powered by solar panels.

Given that there are more existing DDOT transit lines and bus stops closer to The Heidelberg Project than SMART, The Heidelberg Project would also greatly benefit from a bus stop located on Heidelberg Street near the heart of the art installation.

Goals

- Add a bus stop on Heidelberg Street near The Heidelberg Project.
- Improve and enhance existing bus stops operated by DDOT and SMART.



Bus Stop at Mt. Elliot and Mack

Recommendations

- Petition DDOT and/or SMART to add a bus stop on Heidelberg Street thus allowing for direct access to the Project for visitors through the general feedback survey for DDOT and through email and phone calls with SMART.
- Petition DDOT and SMART through the same avenues above to improve and enhance existing bus stops near in the McDougal-Hunt neighborhood to serve residents.
- Make a notion to include sustainably-powered light sources and an emergency services phone within the vicinity s bus stops are added and updated.

Desired Outcomes

- Add safer, more accessible, and more frequently used bus stops in the neighborhood used both by visitors and residents.
- Increase bus access to The Heidelberg Project.
- Increase foot traffic throughout the art environment as a direct result of the increased bus access.



Bus Stop at Woodward and Nine Mile - Ferndale



Green Space Infrastructure

Add a MoGo Bicycle Share Station

Metro Detroit’s bike share needs are serviced by MoGo. MoGo is a non-profit organization that operates 75 stations across the City of Detroit and in several surrounding communities such as Ferndale, Berkley, and Royal Oak. Currently, there are no MoGo stations near The Heidelberg Project with the closest MoGo’s being the Wright and Mt. Elliot Street station (1.4 miles away), the Dequindre Cut station (1.4 miles away), and the Agnes and Parker Street station (1.8 miles away).

MoGo has a “Suggest a Station” feature on their website where any member of the public can put a pin on an interactive map, write a blurb as to why they believe this would be a good location and other people can “like” or “thumbs up” the pins. We recommend The Heidelberg Project utilizes this feature to suggest a station near The Heidelberg Project. Stations are funded by grants or can be purchased by a local business or organization. The cost of a station that can hold four bicycles is around \$32,000, however this will be incurred by MoGo.

Goals

- Create a bicycle infrastructure network around the McDougall-Hunt Neighborhood by suggesting the addition of a MoGo station near the proposed parking lot or in the art environment of The Heidelberg Project.
- Connect The Heidelberg Project to the existing bicycle network across Detroit.
- Connect The Heidelberg Project to surrounding amenities such as Eastern Market and the Dequindre Cut.

Recommendations

- Utilize the “Suggest-a-Station” feature on the MoGo website to suggest that a bikeshare station be placed on Heidelberg Street near The Heidelberg Project.
- Encourage supporters and patrons to “like” and comment on the suggestion on the MoGo website to gain momentum.

Desired Outcomes

- Secure \$32,000 in grant funding from MoGo to install a 4-bike bikeshare station on Heidelberg Street.
- Increased foot, bike, and alternative transit visitors at The Heidelberg Project.



Green Space Infrastructure

Scenario Planning Chart

<i>Categories</i>	<i>Scenario #1: Current Land Owned</i>	<i>Scenario #2: Acquire More Parcels</i>	<i>Scenario #3: Arts District</i>
<i>Energy</i>	<ul style="list-style-type: none"> • Upgrades of existing energy and solar infrastructure • Solar energy integrated throughout art environment and power some of Heidelberg Project's energy needs 	<ul style="list-style-type: none"> • Solar panels in proposed parking lot, community gathering spaces, and buildings to power light structures, cameras, and other features as desired 	<ul style="list-style-type: none"> • Solar installations within art environment and integrated with green infrastructure that sustainably power all energy needs for The Heidelberg Project
<i>Green Stormwater Infrastructure (G.S.I.)</i>	<ul style="list-style-type: none"> • Rain barrels placed along houses for rainwater capture • Rethink downspout connections for better access to rain barrels • Rain gardens within art environment and near houses • More integration of planter boxes and bioswales throughout art environment 	<ul style="list-style-type: none"> • Acquire Elba Ellery Park land, offer maintenance and upgrades for a green space – public park • Permeable surfaces for proposed parking lot and sidewalks throughout art environment • Bioswales lining art environment to act as a stormwater buffer between sidewalk and street 	<ul style="list-style-type: none"> • Inverted umbrella and creative C.S.I. art installation for rainwater capture and outdoor community space • Green alleyways with permeable surfaces and tree cover lining walkways • Green roofs on buildings • Education opportunities/ programs/ partnerships for green infrastructure and art integration in Detroit
<i>Connectivity</i>	<ul style="list-style-type: none"> • Add bike lanes and bike infrastructure for visitors and residents • Newly paved, accessible sidewalks throughout art environment • Clear and accessible bus stops near Heidelberg 	<ul style="list-style-type: none"> • <u>MoGo</u> station installed on Heidelberg Street • More bus stops and connections located on Heidelberg Street • Improve the bus stops located on major arterial roads near the Project 	<ul style="list-style-type: none"> • Connections to Joe Louis Greenway and Dequindre Cut • Events and programming in collaboration with Eastern Market • Eastern Market stand on the weekend (sell merch, promote project, and attract visitors)

Green Space Infrastructure

Implementation Chart

<i>Scenario</i>	<i>Section</i>	<i>Recommendation</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Potential Funding Sources Available</i>
<i>Scenario #1: Current Land Owned</i>	Energy	<ul style="list-style-type: none"> Update existing energy and existing solar infrastructure. 	DTE, H.P., Solar panel provider	1-2 years	DTE Community Transformation Grants (invite only) https://empoweringmichigan.com/foundation/grants/
	G.S.I.	<ul style="list-style-type: none"> Place rain barrels, add rain gardens, and include native plant species. 	H.P. and possible volunteers	1 year	
<i>Scenario #2: Acquire More Parcels</i>	Connectivity	<ul style="list-style-type: none"> Revisit existing bike, bus, and sidewalk infrastructure for ADA compliance. 	MoGo, City of Detroit	2 years	Kresge Foundation KIP:D Grants https://kresge.org/initiative/kipd-plus/
	Energy	<ul style="list-style-type: none"> Expand solar across art environment and new structures. 	DTE & H.P.	3 years	
<i>Scenario #3: End-Vision Heidelberg Project</i>	G.S.I.	<ul style="list-style-type: none"> Acquire Elba-Elery Park, build bioswales, replace existing cement with permeable surfaces. 	H.P., City of Detroit	3 years	
<i>Scenario #3: End-Vision Heidelberg Project</i>	Connectivity	<ul style="list-style-type: none"> Increase connectivity of bike, bus, and sidewalk infrastructure through additions and updates. 	MoGo, City of Detroit	3 years	
<i>Scenario #3: End-Vision Heidelberg Project</i>	Energy	<ul style="list-style-type: none"> Solar installations integrated into art and art features. 	DTE, H.P., Solar panel provider	+3 years	N/A
	G.S.I.	<ul style="list-style-type: none"> Green infrastructure integrated into art and art features. 	H.P.	+3 years	
<i>Scenario #3: End-Vision Heidelberg Project</i>	Connectivity	<ul style="list-style-type: none"> Bike infrastructure and signage linking The Heidelberg Project to neighboring greenways and other neighborhood institutions. 	Institutional connections, City of Detroit	+3 years	

Chapter 2:

Art Environment and Engagment

*Art Environment Safety, Walkways, Signage, Art house
Renovations, and Community Connections*

Art Environment and Engagement

Introduction

The Heidelberg Project's vision statement reads "We believe a community can re-develop and sustain itself, from the inside out, by embracing its diverse cultures and artistic attributes as the essential building blocks for a fulfilling and economically viable way of life". The Heidelberg Project emphasized the need to foster inclusivity and community in the Art Environment by encouraging visitors to leave their cars and enjoy the area on foot.

This Art Environment and Engagement chapter aims to fulfill the vision statement and foster inclusivity through the recommended enhancements to the Art Environment. The desired outcome of these recommendations is to create and grow a strong connection between The Heidelberg Project and the surrounding neighborhoods. These recommendations highlight different ways to build connections both to the art environment and to the new and ongoing service work of The Heidelberg Project.

The next page provides a map of the Art Environment's existing exhibits, in order to provide context for the locations of the upcoming recommendations.



Art Environment and Engagement

Art Environment Safety

Creating an art environment that is both welcoming and safe to navigate for all who visit The Heidelberg Project is vital to expanding the reach of the project and its impact on the local community. Due to this importance, multiple goals and recommendations have been identified to improve the safety and walkability of the art environment.

Goals

- Increase pedestrian safety in and around the art environment to encourage patrons to walk the art environment, rather than drive through
- Implement pedestrian safety measures around the art environment.
- Create connections within the art environment like internal walkways and paths designed to allow for all patrons to navigate the art environment safely and comfortably.

Pedestrian Safety Recommendations

- Create pedestrian crossings at the identified crosswalks with appropriate signage at the following locations: Heidelberg and Mt. Elliot, Elba and Mt. Elliot, Elba and Ellery, Ellery and Heidelberg (see Appendix C).

Improving Existing Connections Recommendations

- Grade the alleyway connecting the western section of the art environment and Ellery Park and install stone buffers along the sides of the path. Gravel or concrete are possible surfacing options depending on budget.

Desired Outcomes

- Increased desire of visitors to walk through the art environment.
- Increased exploration and understanding of the art environment.
- Easier access for those with mobility restrictions.

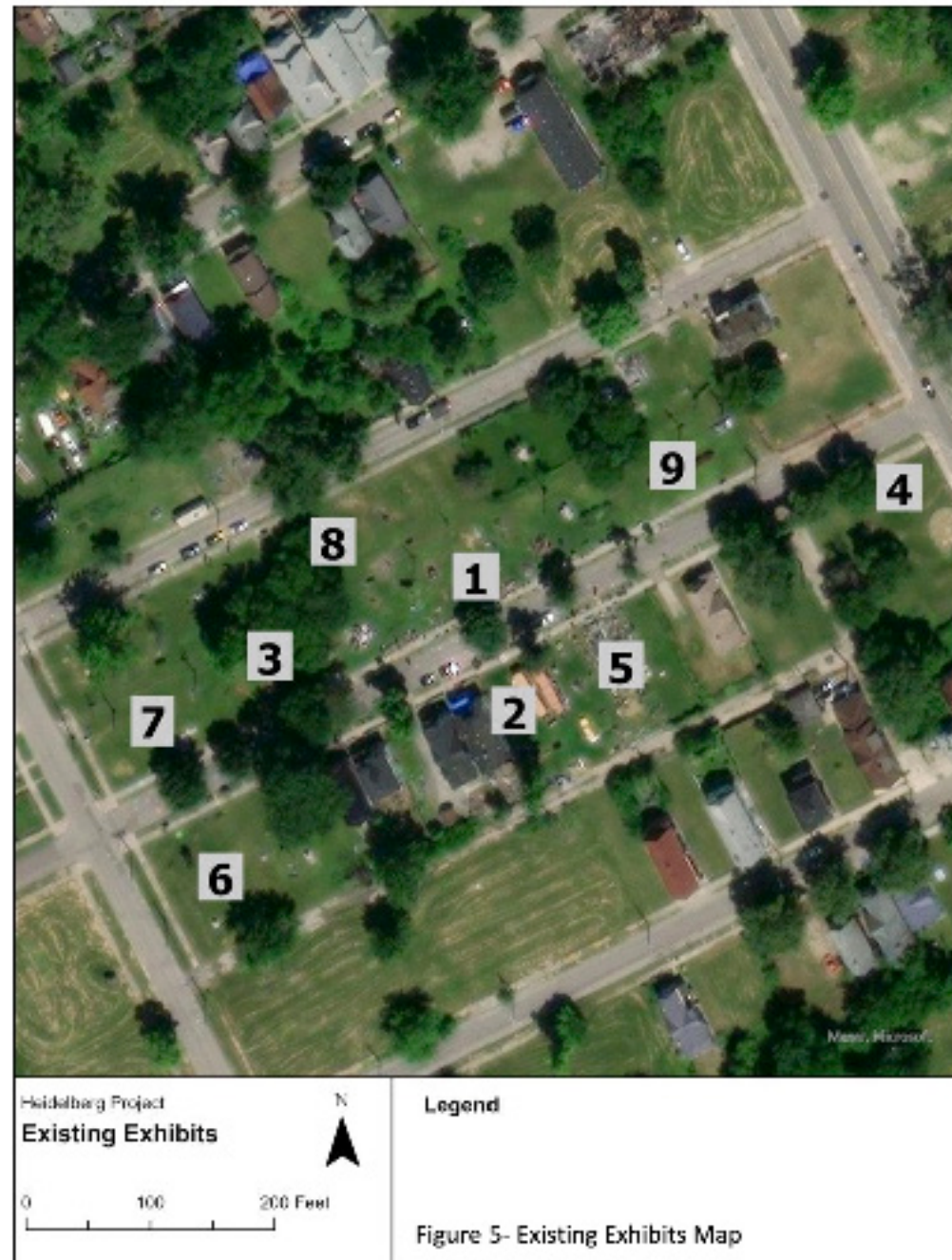


Art Environment and Engagement

Existing Exhibits Map

Legend

- 1 – Information Booth
- 2 – Dotty Wotty House
- 3 – Clock Installation
- 4 – HP Welcome Sign
- 5 – Doll Installation
- 6 – Vote Here Booth
- 7 – Sundial
- 8 – Seating Area/ Washed Out Path
- 9 – Just Say No Car



Art Environment and Engagement

Walkways

As discussed in earlier sections of the Green Space Infrastructure chapter, having accessible sidewalks is important for being able to reach as large of an audience as possible and create a safer environment. Beyond just this, though, The Heidelberg Project has multiple art installations throughout the alleyway and grassy areas that are not evidently accessible to visitors. It is recommended to provide alternate paths and walkways throughout the environment using permeable pavers as discussed previously to help with wheelchair and alternative needs accessibility across the project.

Goals

- Determine the desired route and layout of the walkways within the art installation. Consider the flow of visitors and how the walkways will connect different points of interest or artworks.
- Increase repeat engagement with the art environment by collecting information from those who visit.
- Increase access for those with mobility restrictions and other limiting factors. Create an environment that is welcoming and enjoyable for all.
- Increase the visibility and perceived safety of the art environment during the evening hours.
- Develop a maintenance plan to keep the gravel walkways in good condition.

Recommendations

- Measure the number of people who walk through the art installation using footfall counters or other methods to evaluate engagement level.
- Collect qualitative data through surveys, interviews, or feedback forms to gauge visitors' opinions about the walkways.
- Create smooth transitions between different surfaces and avoid excessive slopes or uneven areas to enhance accessibility.
- Measure factors such as wheelchair accessibility and ease of navigation.
- Incorporate adequate lighting along the gravel walkways, especially if the art installation is open during evening hours. Consider using low-profile lighting fixtures or solar-powered options to minimize visual intrusion.
- Regularly inspect the walkways for any damage, erosion, or weed growth. Replenish the gravel as needed and address any drainage issues promptly.

Desired Outcomes

- Create a useful location for The Heidelberg Project to serve community needs in an easy to find location near the Art Environment.

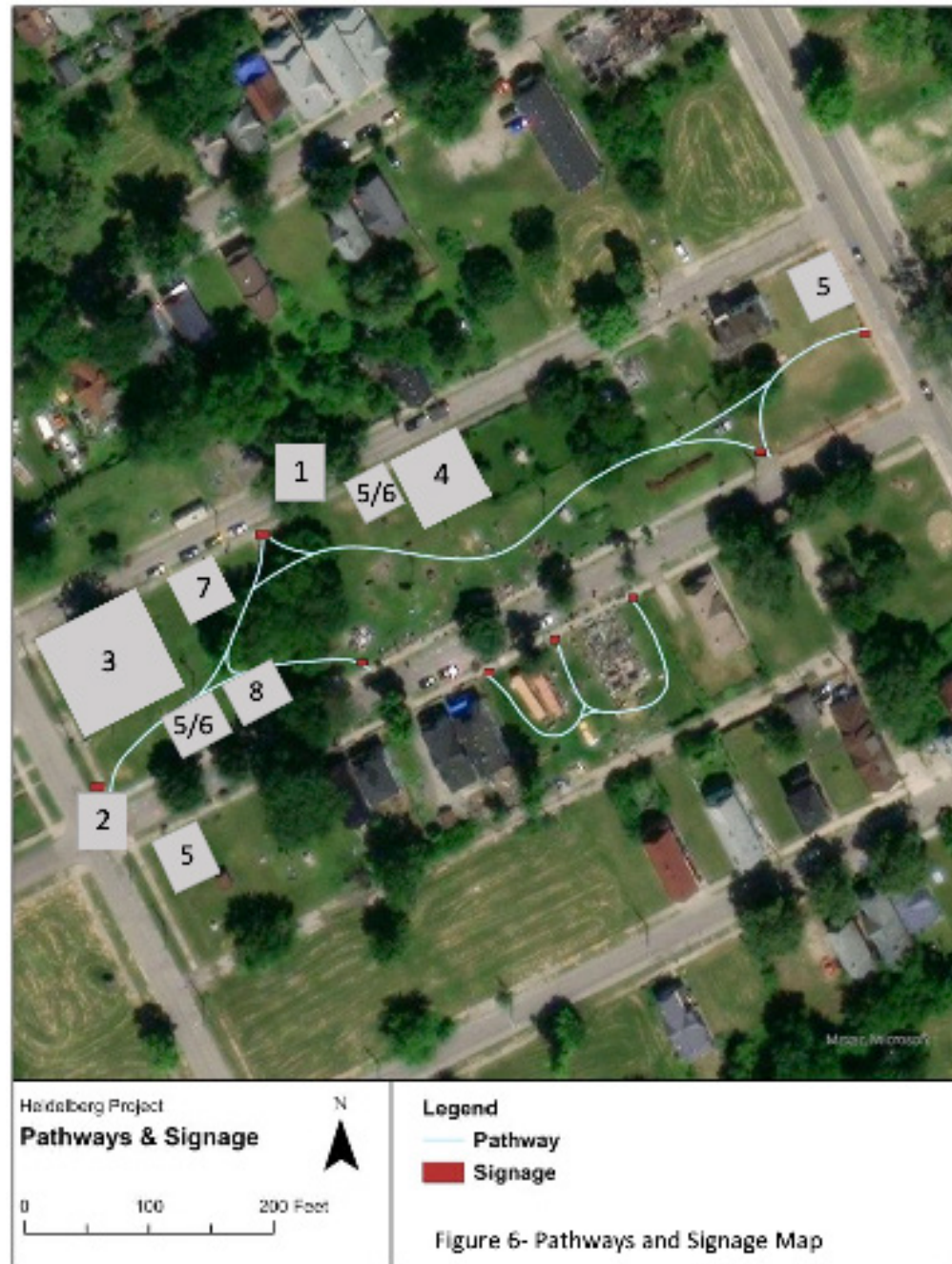


Art Environment and Engagement

Proposed Pathways and Signage Map

Legend

- 1 – Elba-Ellery Park Sign
- 2 – Bailey Park/Joe Louis Greenway Sign
- 3 – Amphitheater
- 4 – Art Park
- 5 – Picnic Benches/Trash Bins
- 6 – Grills
- 7 – Fire Pit
- 8 – Proposed Info Booth



Art Environment and Engagement

Signage

Having clear, concise, and visible signage at an outdoor art exhibit is an essential part being able to communicate with visitors without having someone on-site to guide. It is for this reason that the recommendation for signage across the art environment of The Heidelberg Project is an important part of engagement opportunities. Signage goals for The Heidelberg Project are to help visitors navigate the art environment effectively and enhance their overall experience while meeting and maintaining safety.

Goals

- Improve ease of navigation through the art environment, creating a better visitor experience.
- Create a greater understanding for visitors regarding the artwork on display.
- Seek to maintain consistency and cohesion in the signage design throughout the art installation.
- Increase accessibility for those who speak English as a second language.

Recommendations

- Create signage or interpretive displays that provide information about the artworks, local ecology, or the history of the site.
- Provide clear and concise signage with directions to guide visitors through the art installation. Utilize bright colors and visual cues to make the signage easier to read.
- Utilize signage to help visitors identify and understand the artworks within the installation. Provide clear labels or descriptions for each artwork, including the artist's name, title, and additional relevant information.
- Use consistent typography, colors, and visual elements as outlined in The Heidelberg Project's style guide to create a cohesive visual identity.
- Include languages other than English on wayfinding signage and art installation descriptions.

Desired Outcomes

- Create a useful information location for The Heidelberg Project to serve community needs in an easy-to-find location in the art environment.



Art Environment and Engagement

Numbers House and Dotty Wotty House Renovations

The Heidelberg Project stated they no longer require the Numbers House renovation to include accommodations for an artist in residence. The Board expressed an interest in utilizing the space for programming, meetings, and events. Because of the open floor plan, the design process will be simpler without many additional costs. However, the original estimate for the renovation was conducted in 2018. Since then, material and labor costs have increased. According to an evaluation of the work completed, the project so far has also run over budget.

The Heidelberg Project should begin to consider future uses for the Dotty Wotty House. Although full renovation is not slated for the near future, a schedule for regular upkeep will be helpful and possibly prevent additional renovation costs.

Goals

- Redesign the existing plan for the Numbers House to become a community and educational centered space.
- Update the existing estimate to provide a more accurate estimate for costs of renovation to numbers house. (See Appendix C.)
- Update rendering to remove the artists in residence suite from the upstairs.
- Create a space meeting the needs of all current and future programs put on by The Heidelberg Project.

Recommendations

- Retain the current layout of the first floor.
- Remove the shower on the second floor.
- Keep the upstairs as one room, as separating it into different rooms would be difficult. If The Heidelberg Project would like the upstairs to be separated it would require an additional wall.

There are two possible alternative layouts dependent on the kitchen:

- Swap kitchen and bathroom locations. Changing the location away from the entry to the second floor is a safer and better design.
- Remove the kitchen and expand the bathroom to have two floor to ceiling toilet stalls inside with a shared sink (see Appendix C).

Desired Outcomes

- Create a useful location for The Heidelberg Project to serve community needs in an easy to find location near the Art Environment.



Art Environment and Engagement

The Heidelberg Project Community Connections

The Heidelberg Project desires to create a sense of community among residents living near The Heidelberg Project and the visitors who frequent the arts environment through the creation of designated activities and gathering spaces. The Heidelberg Project has expressed a desire to engage more with the community, having designated spaces will allow The Heidelberg Project to accomplish this desire.

Goals

- Increase the number of gathering spaces people can utilize individually to encourage visitors to get out of their cars and provide a safe space for residents to meet.
- Develop gathering spaces with permanent structures to provide a more formalized gathering space for community events.
- Develop outdoor artist residency studio space suitable for independent crafting, educational classes, youth programming, and tool storage.



Passive Gathering Space Recommendations

- Hire a contractor to renovate the existing fire pit and add bike racks.
- Remove/replace picnic benches in poor shape and create a maintenance plan. Trash and recycling bins should be placed near benches. If safe for the art, place a grill nearby to encourage community interaction.

Active Gathering Space Recommendations

- Build a small stone amphitheater to host shows and events for the community. Other types of art such as poetry and music could be showcased here.
- Install an “Art Park” with personal easels to inspire visitors to create personal art. People can bring or purchase materials from The Heidelberg Project. The art park would have easels, tabletops, pedal pottery wheels and other tools for artmaking.

Desired Outcomes

- Enable residents to utilize the outdoor areas of The Heidelberg Project to build a stronger community.
- Develop a space where residents and visitors feel empowered to try and practice art in a safe environment.



Art Environment and Engagement

Community Connections in the Surrounding Neighborhood

This plan identifies assets in the McDougall-Hunt Neighborhood and surrounding area to connect to The Heidelberg Project through artistic wayfinding enhancements.

The Heidelberg Project’s vision states, “We believe a community can re-develop and sustain itself”. The Heidelberg Project can fulfill this vision by connecting local amenities to the residents with safe and artistically appealing pedestrian navigation tools. The Heidelberg Project can also achieve this vision by connecting visitors with local businesses and non-profits that provide resources to low-income residents The Heidelberg Project cannot meet themselves.

Goals

- Establish directions and signage pointing residents and visitors toward several local parks and outdoor recreation areas.
- Connect residents with additional non-profits and amenities that will further support community building and stability.
- Create support for local businesses on Ellery Street and Gratiot Avenue by installing signage providing suggestions and directions toward locations within walking distance.



Front and back of recommended signage. Should be painted to fit in with existing art at The Heidelberg Project.

Park Recommendations

- Establish an accessible walking path branching from the Elba-Ellery Park.
- Install a sign at Elba-Ellery Park, Bailey Park, and the Joe Louis Greenway to promote The Heidelberg Project upon the City of Detroit’s approval (see Appendix C).

Local Resources and Business Recommendations

- Provide continued support to the neighborhood by directing visitors to local businesses using language and design recommendations on a brochure detailing partnerships and resources (see Appendix C).

Desired Outcomes

- Increase the number of pedestrian pathways leading toward local parks.
- Increase the number of residents able to utilize resources for low-income households.
- Build connections between The Heidelberg Project’s visitors and local hotspots.



Art Environment and Engagement

Scenario Chart

<i>Categories</i>	<i>Scenario #1: Current Land Owned</i>	<i>Scenario #2: Acquire More Parcels</i>	<i>Scenario #3: Arts District</i>
<i>Community Connections</i>	<ul style="list-style-type: none"> Install and renovate existing gathering spaces, such as picnic benches and the fire pit, and add an amphitheater 	<ul style="list-style-type: none"> Create additional gathering spaces on these new parcels, such as a windchime garden or Zen garden 	<ul style="list-style-type: none"> Acquire Elba-Ellery Park and utilize the space for children's programming
<i>Safety</i>	<ul style="list-style-type: none"> Install a pedestrian crossing across Heidelberg Street at the Ellery intersection Pedestrian crossing markers, signs, etc., to be placed at any future intersections 	<ul style="list-style-type: none"> Install another pedestrian crossing at the east end of Heidelberg Street 	<ul style="list-style-type: none"> All four pedestrian crossings are installed at the east and west end of the Art Environment, across Heidelberg and Elba Street
<i>Renovations</i>	<ul style="list-style-type: none"> Provide a homebase for The Heidelberg Project's programming and offices within the Art Environment 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
<i>Navigating the Art Environment</i>	<ul style="list-style-type: none"> Create signage to offer interpretive content that explains the artistic intent, themes, or symbolism of the artwork. 	<ul style="list-style-type: none"> Install signage that describes new art installations and connects them to the surrounding environment 	<ul style="list-style-type: none"> N/A

Art Environment and Engagement

Implementation Chart

Scenario	Section	Recommendation	Responsible Party	Time Frame	Potential Funding Sources
Current Land Owned	Safety	<ul style="list-style-type: none"> Add pedestrian crossing at the west end of the Art Environment across Heidelberg Street. 	MDOT/DDOT	2 Years	N/A
	Navigating Art Env.	<ul style="list-style-type: none"> Take inventory of the art installations, giving them all names or other identifiers. Create a sign for each installation detailing its history and context. 	Heidelberg Project Staff	1 Year	N/A
	Renovations	<ul style="list-style-type: none"> Hire a contractor to determine the final costs of renovations and begin construction. 	Heidelberg Project Staff & Contractor	3- Years	N/A
	Community Connections	<ul style="list-style-type: none"> Add signage and create pamphlets directing people toward local resources. Replace old benches, add grills, amphitheater, and firepit to locations noted on map. 	Heidelberg Project Staff	2 Years	N/A
Acquire More Parcels	Safety	<ul style="list-style-type: none"> A second pedestrian crossing installed across Heidelberg Street at the west end. Signage for both crosswalks at either end of the art environment installed. 	MDOT/DDOT	3 Years	N/A
	Navigating Art Env.	<ul style="list-style-type: none"> Create accompanying signage before placing new installations. Identify underlying themes connecting the new pieces to the existing pieces and create signage geared toward children to engage them with finding patterns in the art, such as color, pattern, or style. 	Heidelberg Project Staff	1 Year	N/A
	Community Connections	<ul style="list-style-type: none"> Create additional gathering spaces. Options include a windchime garden (Host an event where people can pay to make a windchime to contribute) or Zen garden (Create a mindfulness maze with bricks [see Appendix C]). 	Heidelberg Project Staff & Contractor	3 Years	N/A
Arts District	Safety	<ul style="list-style-type: none"> All four cross walks installed; east and west end of the Art Environment across Heidelberg Street, east and west end of Art Environment across Elba Street. Install signage at all four pedestrian crossings. 	DDOT/MDOT	3 Years	National Endowment of the Arts Our Town grant https://www.arts.gov/grants/our-town
	Community Connections	<ul style="list-style-type: none"> Acquire Elba-Ellery Park and connect The Heidelberg Project to it via paths and painting. Utilize the space for programming that connect the environment to art. 	Heidelberg Project Staff	3- Years	

Chapter 3:

Neighborhood Connections

*Partnerships, Community Engagement, Advocacy, Programming,
and Social Media*

Neighborhood Connections

Introduction

The Heidelberg Project's was founded as an effort to improve the neighborhood and community. Today, this effort continues with The Heidelberg Project's core mission "to improve the lives of people and neighborhoods through art." One way of achieving this goal is through the art itself. Another way of improving the lives of the people and neighborhood is through programming with successful and engaging programs such as The Heidelberg Arts Leadership Academy. While community engagement and programming have been a foundation of The Heidelberg Project, with a changing landscape in the neighborhood and larger city, the intensity and quality of engagement has varied over the years.

As the result of engagement with project leadership, this chapter provides consolidated recommendations to strengthen community relationships and programming. There is a strong emphasis on systematic engagement of community members, community organizations, and City of Detroit officials. Beyond the immediate Detroit environment, additional recommendations are provided to expand The Heidelberg Project's global presence with the use of social media. These recommendations will place The Heidelberg Project in a place to sustain and build their reputation as a world-class art organization.



Neighborhood Connections

Partnerships and Community Engagement

The Heidelberg Project is a well-known organization. Over the life of The Heidelberg Project, they have had varying levels of engagement with the community surrounding the art environment as well as varying levels of engagement with other art and community organizations and government institutions. Currently, there is limited formal communication with the community, organizations, and government officials, and limited rather means to track communications and partnerships.

For The Heidelberg Project to remain a sustainable organization, community, organizational, and government connections are essential. For the most effective relationships to form, these connections should be transparent, intentional, and tracked.

Goals

- Build sustainable community connections and effectively navigate the local government structures to get buy-in from the surrounding community about their plans and maintain transparency with community and community partners.
- Develop a safe, secure, and easy-to-use database management software that can keep track of partnerships as well as donations.

Recommendations

- Utilize Partnership Guide for Non-Governmental, Governmental, and Quasi Gov Organizations as a template for building partnerships (see Appendix D).
- Utilize and maintain Partnership Tracker.
- Migrate current data management to an efficient and affordable CRM product. (See Appendix D)
- Integrate best practices for community engagement into current strategy for outreach.

Desired Outcomes

- Build connections with surrounding residents, community organizations, and local government.
- Improve data management to be effective and efficient.
- Improve consistent community engagement that is equitable and inclusive.



Neighborhood Connections

Community Engagement and Advocacy Background

As highlighted in the previous section, the success of The Heidelberg Project is dependent upon the strength of its key relationships within its community and neighborhood. Without productive partnerships and collaborations, The Heidelberg Project is at risk of isolation and a reduced ability to achieve its mission.

The Heidelberg Project has indicated that they are missing many key relationships with city officials. Additionally, they have noted that neighboring community organizations have indicated that they would like to see a new/permanent “face of the organization” that they can interface with, collaborate with, ask questions, and raise concerns.

The Heidelberg Project could greatly benefit from relationships in key City of Detroit departments like Planning & Development, General Services Division, and the Office of Arts & Culture. Without regular interaction and face-time, The Heidelberg Project may miss potential opportunities like American Rescue Plan Act funding, as a recent example.

Goals

- Build sustainable community connections and effectively navigate the local government structures to get buy-in from the surrounding community about their plans and maintain transparency with community and community partners.
- Develop a safe, secure, and easy-to-use database management software that can keep track of partnerships as well as donations. toward locations within walking distance.

Goals

- Provide The Heidelberg Project with a dedicated staff tasked with establishing strong relationships with influential external stakeholders including City of Detroit departments and leadership, neighborhood associations, community development organizations, fundraising partners, and fellow non-profits in the art and community spaces.
- Increase the collaboration between The Heidelberg Project and the City of Detroit, neighborhood associations like McDougal-Hunt Neighborhood Association, and other potential partners.
- Facilitate community and partnership feedback on the successes and shortcomings of The Heidelberg Project and its mission.
- Advocate for The Heidelberg Project, its artists, and residents and influence policy at the neighborhood and city level.



Neighborhood Connections

Recommendations

- Hire a dedicated Community Engagement Manager for The Heidelberg Project (see Appendix D).
- Strengthen The Heidelberg Project organizational chart by providing a clear directive for community engagement and partnership cultivation amongst staff.

Desired Outcomes

- The Community Engagement Manager will directly influence the quality and quantity of partnerships that impact the growth and success of The Heidelberg Project within the community.
- City officials, community members, neighborhood organizations, and advocates will see The Heidelberg Project as a trusted and inspirational influencer of art and culture in Detroit.

Scenario Planning

- Scenario 1: The Heidelberg Project recruits and hires Community Engagement Manager as recommended.
- Scenario 2: In the event funding is not available for this additional key staff or a suitable candidate is not found, The Heidelberg Project should emphasize the importance of the responsibilities laid out in the job description when hiring a permanent executive director. The outward facing nature of community engagement is a great fit for an executive director. However, other staff will need to strengthen their coverage of the day-to-day operations to allow the executive director to spend valuable time interacting with external stakeholders.



Neighborhood Connections

Programming

The Heidelberg Project stands out as a unique cultural gem in the City of Detroit, known for its innovative and thought-provoking art installations that inspire creativity and engagement with the art and the community. The Heidelberg Project's strong identity as a cultural artist hub can overshadow the organization's other mission as a non-profit that seeks to provide services to the Detroit area and create avenues to connect with local area youth.

The Heidelberg Project should build upon its legacy by offering a variety of events, activities, and services that will engage diverse audiences, promote local artists and businesses, and showcase the vibrancy of Detroit's artistic community.

Goals

- Enhance the cultural landscape of The Heidelberg Project and create a vibrant and immersive experience for visitors, the recommendations for programming center around The Heidelberg Project's mission and creating a social connection with the city of Detroit.
- Strengthen community ties, encourage dialogue about social issues within the community, capture revenue for The Heidelberg Project, and create positive and consistent exposure while operating within the capacity of the organization, creating a welcoming space for visitors and residents to enjoy.

Recommendations

- Implement a Heidelberg Art Market: A bi-annual art market that showcases the work of local artists (see Appendix D).
- Collaborate with existing organizations: Partnering with other art and cultural organizations in the city to co-host events and provide opportunities to connect with the greater Detroit art community (see Appendix D).
- Implement temporary economic activation: These events would be responsive to the needs and wants of the community through small-scale activities and events (see Appendix D).
- Expand HALA program: Bringing in new and alternative schools to increase enrollment and connect with local youth (see Appendix D).
- Develop new programming: Introducing new programs and activities that align with the mission of The Heidelberg Project (see Appendix D).

Desired Outcomes

- Enhance The Heidelberg Project's cultural and economic impact and promoting community development through the art and community-based services.



Neighborhood Connections

Social Media

The social media presence of The Heidelberg Project is growing, but there is a need for a complete rebranding and shift of their target demographic. There also needs to be more inclusive content creation to target different populations. The Heidelberg Project hired an external consultant to improve its social media footprint. Through their work with the consultant, they have identified their target demographic. The consultant is building out a strategic action plan that includes potential messaging for The Heidelberg Project to utilize. Lastly, the consultant will create an immersive branding kit for The Heidelberg Project to use in the future. Moving forward, it is important that The Heidelberg Project develops and maintains a sustainable plan for social media to ensure continued engagement of its audience.

Goals

- Introduce new ways for The Heidelberg Project to connect with its audience across various social media platforms.
- Increase the viewership of the posts and videos posted on the Instagram, Facebook, and Twitter pages.
- Improve donor support through branding and marketing on social media pages.
- Emphasize active programming efforts by The Heidelberg Project to potentially increase participation at events.
- Highlight and empower The Heidelberg Project artist and HALA students by providing recognition of their projects and works on all social media platforms.

Recommendations

- Continue working with social media and branding consultant on ways to engage diverse audiences across platforms.
- Explore creating a TikTok to engage a younger audience, which might bolster youth engagement in programming.
- Work with consultant team to ensure messages and videos are inclusive of all populations and create a welcoming feel to audiences. (Closed captioning, translation, larger fonts, etc.).

Desired Outcomes

- Enhance the social media presence to help The Heidelberg Project's following across platforms and increase and potential donors interested in the work.
- Rebrand and enhance social media will make The Heidelberg Project a premier art destination for more visitors to frequent the art environment.



Neighborhood Connections

Implementation Chart

<i>Section</i>	<i>Recommendation</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Potential Funding Sources Available</i>
<i>Partnerships and Community Engagement</i>	<ul style="list-style-type: none"> Utilize Partnership Guide as a template for building partnerships. Maintain Partnership Tracker. Migrate data management to an efficient and affordable CRM product. Integrate best practices for community engagement into outreach strategy. 	All Staff	1-2 years	N/A
<i>Community Engagement and Advocacy</i>	<ul style="list-style-type: none"> Hire and onboard a new Community Engagement Manager. Strengthen organizational chart. 	Executive Director	3-6 Months	Michigan Arts and Culture Council (MACC) grants
<i>Programming</i>	<ul style="list-style-type: none"> Implement a Heidelberg Art Market. Collaborate with existing organizations. Implement temporary economic activation. Expand HALA program. Develop new programming. 	Program Director	2-3 Years	Community Foundation of Southeast Michigan (CFSEM) grants The Gilbert Family Foundation https://gilbertfamilyfoundation.org/building-opportunity-equity/expanding-arts-culture/
<i>Social Media</i>	<ul style="list-style-type: none"> Continue to engage diverse audiences across platforms. Explore creating a TikTok. Ensure messages and videos are inclusive of all populations. 	Community Engagement Manager or Executive Director	6-12 Months	N/A

Chapter 4:
Financial Feasibility
Fund Development and Diversifying Revenue

Financial Feasibility

Introduction

The intent of any non-profit is to improve the environment or community which their focus is on. This can be a local, state, national, or worldwide focus that ultimately improves the humanitarianism of their geographic area. The overarching goals, recommendations, and outcomes which have been brought forth through this report are designed to improve The Heidelberg Project and the surrounding local community.

This final section, Financial Feasibility, is the outline to which these goals and recommendations will be funded. This section intends to outline a budget and the feasibility of each proposal. The Heidelberg Project should encourage financial diversity through fund development, ensure that compliance with zoning is kept throughout these recommendations, and increase community involvement through engagement with the art environment with an activation of the space.



Financial Feasibility

Fund Development and Diversifying Revenue

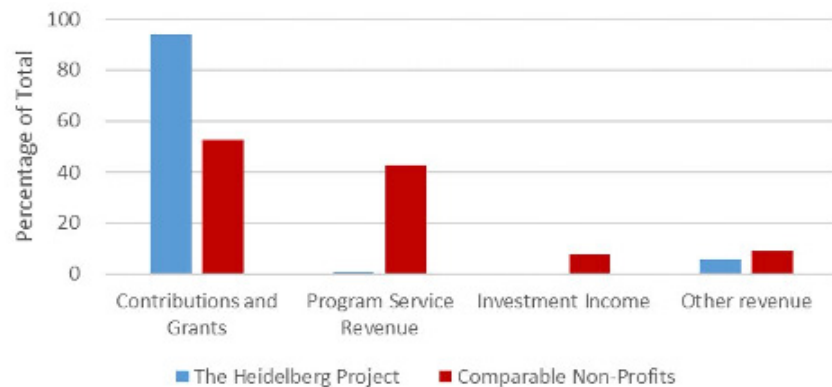
As a part of the review process of The Heidelberg Project, a 5 year-review of financial information was acquired, reviewed, and analyzed through a comparison model based on other non-profits with similar characteristics. The methodology for finding these comparable organizations was based on a search model that defined non-profits based on several factors, including:

- Type of organization: Social Advocacy Organizations, Arts, Culture, and Humanities Non-profits, Charities
- National Taxonomy of Exempt Entities Code (NTEE Code): A40: Visual Arts Organizations
- Total Revenue: Between \$400k and \$800k
- Internal Revenue Service (IRS) 501(c) Type: 501(c)(3)
- Geography, by State: Michigan

By using these criteria, the list of eligible non-profits was reduced to eight. Two of these were eliminated from the list based on the ability for these organizations to sell the goods that they produced. This left six organizations that were comparative to The Heidelberg Project used for this analysis. In the assessment, it was found that The Heidelberg Project is not generally in alignment with the financial models of similar organizations.

Looking at comparable organizations, The Heidelberg Project would benefit from improving the programs and alternative income options that they offer. The following Recommendations should be used as a guide to improve the financial sustainability and diversity for The Heidelberg Project.

Revenue Sources for The Heidelberg Project and Comparable Non-Profit Groups



Financial Feasibility

Fund Development and Diversifying Revenue

The Heidelberg Project is a primarily grant-funded organization, earning less than 10% of its revenue from other funding sources. But relying on one main source of funding is a dangerous game that can lead to financial ruin if non-profits aren't careful. Instead, it is highly recommended that Heidelberg Project follows a plan to diversify its revenue streams. Diversified fundraising revenue creates protection against financial unknowns, creating more room for decision making and sustainable path forward. For Heidelberg Project, revenue diversification begins with three main steps: 1) Improving volunteer to donor pipeline, 2) endowing the future, 3) redistribute fund development responsibilities, and 4) focusing on low hanging fruit.

Goals

- Diversify funding sources by increasing program service revenue and investment income.
- Improve volunteer to donor pipeline.
- Increase program revenue.

Recommendations

- Identify a volunteer coordinator (see Appendix E).
- Ensure volunteers feel appreciated.
- Provide volunteers with tools for peer-to-peer fundraising.
- Require board members to volunteer or recruit volunteers.
- Endow the future through The Community Foundation of Southeast Michigan's (CFSEM) Building Endowment Fund.
- Redistribute fund development responsibilities from the Executive Director to a person whose role is focused on fundraising and fund development (see Appendix E).
- Focus on short term economic revenue generators such as public speaking events or virtual tours/museum.

Desired Outcomes

- Provide a stable income base for the program.
- Extend financial longevity of The Heidelberg Project.



Financial Feasibility

Implementation Chart

<i>Section</i>	<i>Recommendation</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Potential Funding Sources Available</i>
<i>Diversify Funding Sources</i>	<ul style="list-style-type: none"> • Create an endowment fund. 	HP Executive Staff	1-3 Months	The Community Foundation of Southeast Michigan's (CFSEM) Building Endowment Fund.
<i>Improve Volunteer to Donor Pipeline</i>	<ul style="list-style-type: none"> • Identify a volunteer coordinator. • Ensure volunteers feel appreciated. • Provide volunteers with tools for peer-to-peer fundraising. • Require board members to volunteer or recruit volunteers. 	HP Executive Staff	6-12 Months	<p>For new hire: Michigan Arts and Culture Council (MACC) grants</p> <p>Community Foundation of Southeast Michigan (CFSEM) grants</p>
<i>Increase Program Revenue</i>	<ul style="list-style-type: none"> • Redistribute fund development responsibilities. • Focus on short term economic revenue generators such as public speaking events or virtual tours. 	HP Executive & Communications staff	12-24 Months	<p>For virtual tours/museum: The Knight Foundation New Works grant https://knightfoundation.org/press/releases/knight-foundation-announces-investment-in-the-digital-future-of-the-arts-in-detroit/</p> <p>The Gilbert Family Foundation https://gilbertfamilyfoundation.org/building-opportunity-equity/expanding-arts-culture/</p>

Chapter 5:

Zoning

Special Land Use Grants and Rezoning

Zoning

Introduction

Zoning is a powerful legal tool that guides land use in Detroit. The current Detroit Zoning Ordinance was adopted in 2005, although the city is in the process of updating the ordinance to encourage the kinds of development patterns that will serve Detroit well into the future.

This section explores the existing zoning that applies to The Heidelberg Project and how it impacts the current conditions. In addition, it analyzes the various proposed uses in this plan and highlights the procedure to achieve The Heidelberg Project's future vision, whether it be through special land use, rezoning, or another avenue.



Art Environment and Engagement

Overview of Existing Conditions

The two zoning districts found in the Heidelberg Art Environment boundaries are R2 and R4. A brief summary of these districts and their permitted uses is provided below.

R2 Two-Family Residential District

This district is designed to protect and enhance those areas developed or likely to develop with single- or two-family dwellings. The district regulations are designed to promote a suitable environment for homes and for activities connected with family life. The only principal uses permitted by right are single- and two-family dwellings and urban gardens. Additional uses are conditional.

R4 Thoroughfare Residential District

This district is designed to be used primarily on major or secondary thoroughfares where the major use of property is for low-medium density residential dwellings characterized, primarily, by rental apartment dwellings. Among others, uses permitted by right include multiple-family dwellings and certain other residentially-related uses which can function most advantageously when located on these thoroughfares, including neighborhood non-profit centers, outdoor art exhibition grounds, and museums.

Temporary Uses

Commercial uses are restricted in most residential districts. For example, temporary outdoor retail sales are only allowed on land zoned B2, B3, B4, B5, B6, M1, M2, M3, M4, non-residential PD, PCA, TM, SD1, SD2, SD4, or where the temporary outdoor retail sales are in conjunction with, and on the premises of, a religious institution. However, vendors can be permitted during Special Events by obtaining vendor licenses through the Building, Safety, Environment, and Engineering Department.

Existing and Proposed Uses

The Heidelberg Art Environment contains a unique mix of uses including:

- Neighborhood Non-profit Center
- Outdoor Art Exhibition Grounds
- Museum
- Art Gallery
- Parking lot (proposed)

While permitted by-right in the R4 District, these uses are only permitted conditionally in the R2 zoning district. In order to establish these uses legally, Heidelberg must obtain a Special Land Use Grant or petition for a rezoning.



Figure 7 - Zoning Classifications Map

Art Environment and Engagement

Special Land Use Grant

Landowners seeking to establish conditional uses on their land must first obtain a Special Land Use Grant from the Building, Safety, Environmental, and Engineering Department (BSEED). Obtaining a Special Land Use (SLU) Grant is a two-step process involving a Site Plan Review (\$160 fee) and a Special Land Use Hearing (\$1,000). Prior to the hearing, all neighbors within 300 ft of the site where a conditional use is proposed will be notified and invited to comment. If the SLU is approved, the landowner must record the grant with the Register of Deeds and apply for a building permit to change the use of the land within 90 days. There may also be conditions attached to the SLU grant which need to be fulfilled prior to applying for a building permit. If the landowner does not apply for a building permit within the required timeframe, the SLU grant expires.

According to current records, The Heidelberg Project received a conditional SLU grant for a Neighborhood Non-profit center in September 2018. Because The Heidelberg Project did not apply for a building permit, the SLU grant expired in March 2019.

Rezoning

Rezoning is a process by which the zoning district of a group of parcels is revised via a petition to the City Planning Commission (CPC). The process includes a public hearing facilitated through CPC, drafting an amendment to the zoning ordinance and report, review by the Law Department, a hearing and approval by City Council. The process is anticipated to take approximately 21 weeks.

Based on the desired uses, The Heidelberg Project could seek to establish an R5, Special Development (SD), or Public Center (PC) district in the project area. While R5 allows for most of the proposed uses, commercial uses such as art galleries or artist studios would only be allowed on a conditional basis. An SD or PC designation, on the other hand, would allow for a variety of commercial uses by-right.

Applying for a Building Permit

Each parcel requires a unique building permit. Because of this, it is recommended to first combine all adjacent parcels into one parcel through the Assessor's office prior to applying for a building permit. A Project Area Permit is an option for projects with properties that are not all adjacent but are located within a two-block area. The Project Area Permit option will reduce permitting costs by allowing project leaders to pay a single plan review fee (\$160) and a single change of use fee (\$150).



Example of a project area with parcel combinations.

Zoning

Land Use Chart

<i>Uses</i>	<i>R2</i>	<i>R5</i>	<i>SD</i>	<i>PC</i>
<i>Neighborhood Non-Profit Center</i>	Conditional	By Right	By Right	By Right
<i>Outdoor Art Exhibition Grounds</i>	Conditional	By Right	By Right	By Right
<i>Museum</i>	Not Permitted	By Right	By Right	By Right
<i>Parking Lot</i>	Conditional	By Right	By Right	By Right
<i>Art Gallery</i>	Not Permitted	Conditional	By Right	By Right
<i>Artist Studios</i>	Not Permitted	Conditional	By Right	By Right
<i>Outdoor Artist Market</i>	Special Events Only	Special Events Only	Temporary Use Only	By Right
<i>Outdoor Entertainment Facility (Ex. Amphitheater)</i>	Not Permitted	Not Permitted	Not Permitted	By Right

Legend

- By Right
- Conditional
- Not Permitted

Art Environment and Engagement

Final Thoughts

The Wayne State University Masters of Urban Planning Capstone Class would like to thank The Heidelberg Project for partnering with us in this incredible opportunity to intentionally, thoughtfully, and holistically put our education into practice.

We hope that this plan offers thoughtful reflection on the current conditions of The Heidelberg Project, and that the recommendations made prove to be exciting and beneficial changes in coming years!



Appendices

Appendix A: Photograph Credit

Photo page 4- Dotty Wotty House and structure (Source: <https://www.awesomemitten.com/heidelberg-project/>)

Photo page 5- Dotty Wotty House and doll (Source: <https://www.travel-mi.com/Heidelberg-Project.html#gsc.tab=0>)

Photo page 13- Upside down umbrella rain capture system (Source: <https://www.instructables.com/Stand-alone-rain-collector/>)

Page 14 – Rain garden (Source: <https://www.hillsboroughcounty.org/en/newsroom/2018/04/10/a-rain-garden-is-an-attractive-way-to-improve-water-quality>)

Photos page 16 - Permeable surface examples <https://blog.buildllc.com/2013/04/permeable-surfaces/>

Photos page 22- Screenshots of images of bust stop at Mt. Elliot and Mack and a bust stop on Woodward and Nne Mile from Google Maps <https://www.google.com/maps>

Photo page 23 – MoGo bike station (Source: <https://mogodetroit.org/>)

Photo page 29- Art environment with car and Dotty Wotty House (Source: <https://cueartfoundation.org/tyree-guyton>)

Page 34- Art Easels (Source: <http://www.wunderland.com/WTS/Number12/LJoy/chd/easels.html>)

Photo page 34 Stone Amphitheater (Source: <https://bhamnow.com/2020/11/02/5-outdoor-amphitheaters-perfect-for-small-socially-distant-events-in-birmingham/>)

Photo page 35 – Green Signs (Source: https://www.uline.com/Product/Detail/H-7975G/Outdoor-Furniture-and-Equipment/Trail-Sign-with-Post-Green?pricode=WA9472&gad-type=pla&id=H-7975G&gclid=CjwKCAjwwb6lBhBJEiwAbuVUS-gtLOnoMZFbHc6Zi4fkJvh-OWkrBx4g0fS8_ShyWSvI5wOopbsh-DOxoCdMoQAvD_BwE)

Photo page 41- The Dotty Wotty House and time photo (Source: <https://www.metrotimes.com/news/detroit-land-bank-rejects-heidelberg-project-expansion-4798711>)

Photo page 42 – The Heidelberg Campus (Source: <https://www.heidelberg.org/meeting-space-rentals>)

All other photos in this document were taken by Aysha Boston on the day of the MUP site visit to the Heidelberg Project on May 16th, 2023

Appendix B: Green Space Infrastructure

Link Resources

- “DTE”- https://www.dteenergy.com/us/en/residential/save-money-energy/get-started-with/home-energy-check-up.html?utm_campaign=dte-res-hec&utm_source=google&utm_medium=search&gad=1#free-consultation
- “Energy efficient consultations”- <https://www.dteenergy.com/us/en/business/save-money-energy/programs-and-offers/business-energy-consultation.html>
- “Rebate programs”- <https://rebates.dteenergy.com>
- “MiGreenPower”- <https://solutions.dteenergy.com/dte/en/Products/DTE-CleanVision-MiGreenPower/p/MIGPGREEN>
- “Drainage Program”- https://detroitmi.gov/sites/detroitmi.localhost/files/2019-06/DCCP%20Site%20App%20-%20Permeable%20Pavement_WEB.pdf
- “Bicycle lanes”- <https://detroitmi.gov/departments/department-public-works/complete-streets/biking-city>
- “MoGo Bikeshare stations”- <https://mogodetroit.org/>
- “City of Detroit’s Sidewalk Map Tool”- <https://detroitmi.gov/webapp/sidewalk-map>
- “Detroit Department of Transportation”- <https://detroitmi.gov/departments/detroit-department-transportation>
- “Suburban Mobility Authority for Regional Transportation”- <https://www.smartbus.org/>
- “Petition DDOT” - <https://app.smartsheet.com/b/form/101945c1ef894b17921c64eca84634bb>
- “With SMART”-
- “MoGo”- <https://mogodetroit.org/>
- “Suggest a Station”- <https://mogodetroit.org/maps/suggest-a-station/>
- Permeable pavement: <https://www.epa.gov/soakuptherain/soak-rain-permeable-pavement>
- Rain garden: <https://www.epa.gov/soakuptherain/soak-rain-rain-gardens> Rain garden costs: <https://groundwater.org/rain-gardens/>
- Inverted umbrella: <https://www.instructables.com/Stand-alone-rain-collector/>
- Permeable pavement costs: <https://homeguide.com/costs/permeable-pavers-cost>

Appendix C: Art Environment and Engagement

Link Resources and Numbers House Renovation Budget

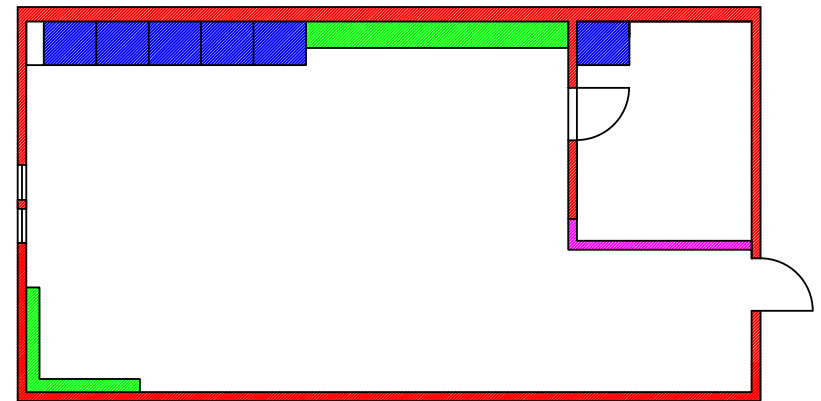
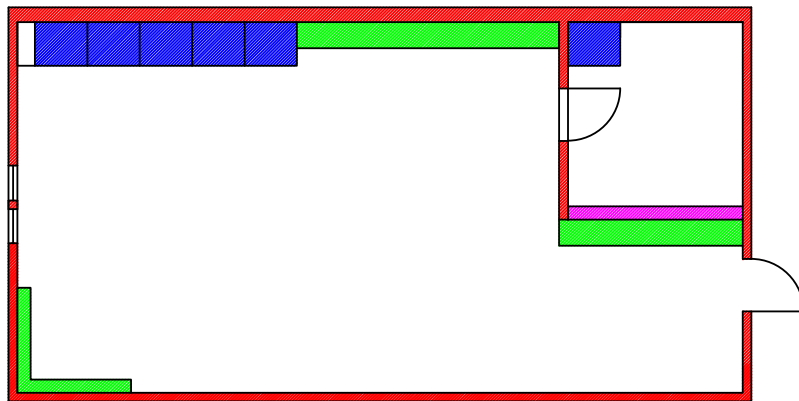
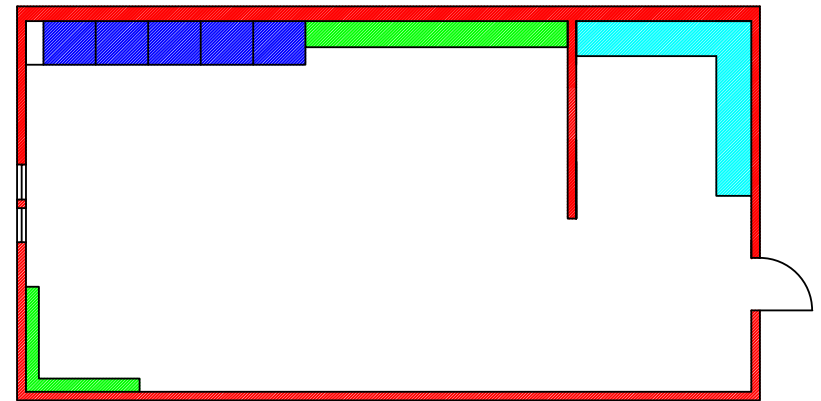
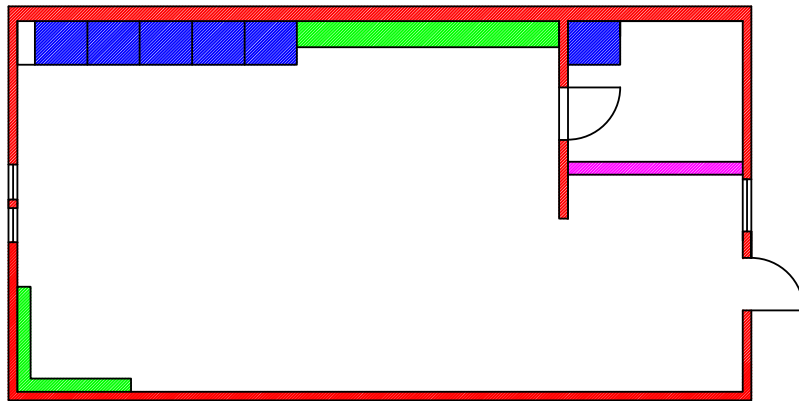
- “Pedestrian crossings”- <https://forbes.com/sites/kimberlywhitler/2014/07/17/why-word-of-mouth-marketing-is-the-most-important-social-media/?sh=4d07931754a8>
- “Appropriate signage”- http://guide.saferoutesinfo.org/engineering/marked_crosswalks.cfm
- “Mindfulness Maze” - https://issuu.com/pegasuspublicationsinc/docs/canadaslocalgardener_vol2_iss4_digital/s/13326088

HEIDELBERG PROJECT: Numbers House Renovation Budget			
Line Item	Notes	2017 Estimated Cost	2016 Actual Construction Cost (with inflation and materials cost increases)
PHASE 1 - Structure Stabilization - Roof			
Project Prep	laborator + materials permitting, mobilization + items of existing roof materials	\$19,899.26	Complete
Structural	laborator for existing/fog foundation re-determine structural depth	1499.70	Complete
Rough Framing	laborator + materials for stabilizing structure with temporary framing and bracing for new skylight	\$7,373.92	Complete
Exterior Finishes	laborator + materials for new roof substrate, new metal roof and new skylight	\$27,818.90	Complete
		Subtotal Phase 1 (complete)	\$56,792.81
PHASE 2 - Exterior Demo + Prep			
Project Prep	laborator + materials permitting, mobilization + items of existing siding	\$8,373.98	Complete
Rough In	laborator + materials for rough framing, windows and doors, spray foam insulation	\$1,998.90	Complete
Exterior Finishes	laborator + materials for constructing new front porch	\$15,671.21	\$21,156.13
		Subtotal Phase 2 (in progress)	\$26,044.09
PHASE 2.5 - New Art Installation			
Ren Numbers House Installation / Man Fee for services Detroit artist Sydney James		\$3,800.00	\$3,800.00
Materials + Equipment for art installation (Aluminum for materials and metal tools to complete art installation)		\$3,800.00	\$4,800.00
Printing of additional Materials materials for in print on 100lb cardstock in color on a high quality inkjet printer for use in Phase 2		\$800.00	\$700.00
		Subtotal Phase 2.5 (October 2018)	\$8,400.00
PHASE 3 - Full Interior Build Out (Special Features, MEP + Floor and Rear Porches)			
Project Prep	laborator + materials permitting, mobilization + miscellaneous items	\$16,713.90	\$25,296.83
Rough In	laborator + materials for rough framing, windows and doors, spray foam insulation	\$33,598.94	\$45,333.85
Front Porch	laborator + materials for constructing new front porch	\$17,498.97	\$23,498.80
MEP	laborator + materials for hvac, elec + plumbing systems	\$91,298.25	\$99,299.44
Interior Finishes	laborator + materials for all interior finishes and subway	\$78,738.90	\$103,254.15
Exterior Finishes	laborator + materials for all exterior finishes	\$16,851.90	\$20,299.35
Special Features	laborator + materials for built in bookshelves, closets, ceiling and gyping walls	\$13,298.90	\$18,733.89
Art in Residence Desk	laborator + materials for construct new desk and shelf structure for art installation + ACM wrap	\$125,873.23	\$187,679.91
Site Work	laborator + materials for new ACM parking, site grading, and other site work	\$8,373.90	\$7,300.00
Note: overhead, profit and insurance are included as a percentage in numbers, rather than a separate line item		Subtotal Phase 3 (Oct 2018, 2019)	\$490,900.41
		Subtotal All Phases	\$585,482.55
		Contingency 5%	\$29,274.15
		Total Construction Budget*	\$614,756.70
		total spent on completed renovation	~\$300,000.00

Appendix C: Art Environment and Engagement

Numbers House Suggested Floor Plans

- Existing Brick Wall
- Storage Closet
- Wall Mount Shelving Units
- Wall - New Construction
- Work Bench



Appendix C: Art Environment and Engagement

External Signage

- Link to sign designs: https://www.canva.com/design/DAFn-z2Wki4/Fn_4Je9GgM1UHysNiL8lqQ/edit?utm_content=DAFn-z2Wki4&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton
- Link to recommended signs to purchase: https://www.uline.com/Product/Detail/H-7975G/Outdoor-Furniture-and-Equipment/Trail-Sign-with-Post-Green?pricode=WA9472&gadtype=pla&id=H-7975G&clid=CjwKCAjwwb6lBhBJEiwAbuVUSgtLOnoMZfBhc6Zi4fkJvh-OWkrBx4g0fS8_ShyWSvl5wOopbshDOxoCdMoQAvD_BwE



Appendix C: Art Environment and Engagement

Brochure

- https://www.canva.com/design/DAFni6QjRTw/P9QpFrqEH-mwGIGhMD-QKg/edit?utm_content=DAFni6QjRTw&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton


Side 1

Additional Resources


- Little Free Library (Located at Bailey Park the corner of Joseph Campau Ave. at Hendricks St. - 2701 Elmwood)
<https://www.baileyparkllc.org/>
- Shanta Nicola Williams Foundation (Located on Mt. Elliot St. at Waterloo St. - 2160 Mt. Elliot St.)
<https://www.shantanifoundation.org/>
- Breakaway From Poverty Foundation (Located on Chene at Pierce St. - 3434 Chene St Unit 123)
<https://www.breakawayfrompovertyfoundation.org/>
- Youth Community Agency (Located at Hendricks St. and Hunt St.)
<https://youthcommunityagency.org/>

Heidelberg Project Resources

- Heidelberg Arts Leadership Academy (HALA) - Below courses are free to students in grades 4 - 12
 - Art through Hip Hop
 - Writes of Passage
 - Mural Arts Speak
 - Podcast 101
 - Art As Activism
- Heidelberg Arts Day Camp
 - Offered once per year, next date is XX/XX/202X



Neighborhood Resources Local to McDougall-Hunt



Created by the Heidelberg Project on 1/1/2023


<https://www.heidelberg.org/>

Main Office: 3442 McDougall

Downtown Boxing Gym

The Downtown Boxing Gym provides a personalized learning plan for each student through college and career readiness, social-emotional skills building, basic needs support, and so much more. Through their event programming, they knock down barriers like food insecurity, transportation, and the digital divide.

Visit them at <https://dbgdetroit.org/> or at the corner of Beaufait St. and E Vernor St. (6445 E Vernor Hwy.) for more information about how to take advantage of their classes and upcoming events.



Side 2

Capuchin Soup Kitchen



The Downtown Boxing Gym provides a personalized learning plan for each student through college and career readiness, social-emotional skills building, basic needs support, and so much more. Through their event programming, they knock down barriers like food insecurity, transportation, and the digital divide.

Visit them at <https://dbgdetroit.org/> or at the corner of Beaufait St. and E Vernor St. for more information about how to take advantage of their classes and upcoming events.

Gleaners Food Bank

Gleaners Community Food Bank offers many options to help provide nutritious food to families. They have a mobile pantry and a program titled "Meet Up and Eat Up" to ensure all children have access to a healthy meal every day of the year. They also offer food boxes to older adults.

Visit them at <https://www.gfb.org/> or in person on Beaufait St. between Waterloo St. and Kercheval Ave. (2131 Beaufait St.). You can also call them at (988) 453 - 2637 ext. 223.

Appendix D: Neighborhood Connections

Resources Links

- “Partnership Tracker” - <https://docs.google.com/spreadsheets/d/1wOzs-9h8S2lrRrNifii8PITzabYvkTf-D0EnVZv0UkU/edit?usp=sharing>
- “American Rescue Plan Act” - <https://www.ed.gov/category/keyword/american-rescue-plan>
- “Inclusive of All Populations” - <https://disabilityin.org/resource/creating-accessible-social-media-content/>

Appendix D: Neighborhood Connections

Partnership Guide

The Heidelberg Project should prioritize building and rebuilding connections with local government and community organizations. Organizational alliances can be a powerful tool for accomplishing common goals and objectives. However, developing fruitful collaborations can be difficult and complex. Techniques and approaches for establishing organizational collaborations are covered in this guide.

1. Outlining joint objectives

Identifying your partnership goals is the first step in developing successful collaboration. What each group hopes to accomplish through cooperation should be understood clearly by the other. This will guarantee that everyone is pursuing the same objectives. Think about the following while developing collaboration objectives:

- How will the relationship benefit both organizations? What are the cooperation's specific goals and objectives?
- What results of the relationship are anticipated?
- How will success be determined?

Both organizations can work together to accomplish common goals and make sure the collaboration is mutually beneficial by outlining the partnership goals in detail.

2. Developing open lines of communication

For any collaboration to succeed, communication is essential. From the beginning, both entities should create honest and transparent communication. This entails being open and honest about goals, worries, and difficulties. Consider the following when creating an open line of communication:

- How will communication between the two organizations be facilitated?
- Which forms of communication are preferred?
- How frequently will communications occur?
- Who is in charge of communication?

3. Each company should provide something distinctive to the relationship.

By recognizing and utilizing each other's skills, the partnership can be more successful. Think about the following while determining and utilizing strengths:

- What are each organization's strengths?
- How may these advantages be used to further the objectives of the partnership?
- Is there anything that one group could do to help the other out?

Together, the two firms can collaborate to accomplish common objectives and make sure the relationship is advantageous to both parties by identifying and utilizing their respective strengths.

Appendix D: Neighborhood Connections

Partnership Guide Continued

4. Measuring the success of partnerships that have a strategy in place for doing so when gauging their efficacy. This will make sure that both groups benefit from the relationship and that it is reaching its objectives. Account the following when determining success:

- What are the partnership's major performance indicators?
- How will the development of these key performance indicators be monitored and assessed?
- How frequently will progress be checked and assessed? What actions will be made if the collaboration doesn't achieve its objectives?

Both groups may make sure the cooperation is successful and reaches its objectives by measuring success.

5. Having adaptability and flexibility

Partnerships can be complicated and necessitate changes over time. Both organizations should be adaptable to change and the relationship, as well as flexible enough to make changes as necessary. Think about the following when becoming adaptable and flexible:

What actions will be made if the relationship has to be adjusted? How will I modify this in the way the partnership is managed and communicated?

- How will the collaboration be assessed and modified over time?
- Both businesses may make sure the cooperation is successful and satisfies their changing demands by exercising flexibility and adaptability.

Partnerships between the government and quasi-government

For your aims and objectives to be met, partnerships with institutions that are part of the government and quasi-government are crucial. These partners offer accessibility to tools, knowledge, and financing that may not be offered by other relationships.

1. Resource Access: Public and quasi-public organizations frequently have access to resources that are not available through other partnerships. These may involve financial support, knowledge, access to information, and research
2. Enhanced visibility of your organization's and its mission's visibility may rise as a result of partnerships with governmental and quasi-governmental organizations. As a result, the purposes and goals of your organization may receive more attention and backing.
3. Influence policy: working for quasi-governmental and governmental organizations might offer a chance to affect decisions and policies. This helps ensure that actions and policies are in line with the aims and objectives of your company.
4. Collaboration: Engagement with governmental and quasi-governmental organizations can present a chance for cooperation and information exchange. This can make it easier for both groups to accomplish their objectives.

Appendix D: Neighborhood Connections

CRM Review

A market search for an easy-to-use CRM for managing contacts was conducted. The options below are the ones we believe would be most effective given The Heidelberg Project's present needs. When selecting CRM software, there are a few important factors to consider.

- Cost
- Scalability
- Ease of use
- Functionality
- Integrations

Monday

- \$10 per month Basic CRM
- Unlimited customizable pipelines
- Unlimited contacts
- Unlimited boards
- Templates for lead, contact & deal management
- iOS & Android apps
- Unlimited free viewers
- Create a dashboard based on 1 board

Monday (continued)

- \$14 per month Standard CRM
- Advanced account, contact, & deal management
- 2-way email integration with Gmail and Outlook
- Activity management
- Quotes & invoices
- Merge duplicate data
- Custom CRM automations (250 actions per month)
- Custom CRM integrations (250 actions per month)
- Create a dashboard that combines 5 boards

Freshsales

- \$15 per month
- Contact, account, & deal management
- Built-in chat, email, & phone
- AI-powered contact scoring
- Up to 2,000 bot sessions/month FREDDY
- Sales sequences
- 1 CPQ license

Appendix D: Neighborhood Connections

CRM Review Continued

Capsule

- \$18 per month Professional
 - 50,000 Contacts
 - 10GB Storage per User
 - Sales Pipeline
 - Project Management
 - Email Sending
 - 5 Email Templates
 - 10 AI Content Assists
 - Activity Reporting
 - Key integrations including Microsoft 365, Google, Xero, Mailchimp, Zapier & many more
- **Capsule (continued)**
 - \$36 per month
 - 100,000 Contacts
 - 20GB Storage per User
 - 50 Email Templates
 - 1000 AI Content Assists
 - Advanced Sales Reporting
 - User Roles and Permissions
 - Team or Individual Record Assignment
 - Workflow Automation
 - Custom Activity Types
 - Important Fields
 - Multiple Sales Pipelines
 - Multiple Project Boards

Appendix D: Neighborhood Connections

Community Engagement Manager Job Description

TITLE: Community Engagement Manager

EMPLOYMENT TYPE: Full-time, 40 hours/week (in-person/virtual)

PAY RATE: \$55,000-70,000/year

SUMMARY:

Each year, The Heidelberg Project serves over 500 local program participants, welcomes thousands of visitors from around the world to its renowned, multi-block, outdoor Art Environment, and connects with global audiences of over 100,000 individuals via social media (Facebook, Instagram). To shape new connections for the organization, The Heidelberg Project is seeking a Community Engagement Manager to develop and implement a comprehensive stakeholder engagement strategy to connect with City of Detroit Officials, community leaders, and other influential stakeholders in the arts and culture environment. The candidate will execute said strategy by personally engaging external stakeholders and advocate for the mission of The Heidelberg Project through community events, advocacy and policy engagement, and collaborative projects.

ROLES & RESPONSIBILITIES

Establishing Strong Relationships: The Heidelberg Project aims to create positive change in communities through art and community engagement. Building relationships with city officials and influential stakeholders allows the organization to collaborate effectively and garner support for its initiatives. The Community Engagement Manager plays a key role in fostering these relationships and ensuring the organization's mission and vision align with the broader community development goals.

- **Advocacy and Policy Influence:** Detroit, like many cities, has policies and regulations that can impact community development and the arts. The Community Engagement Manager will actively engage with city officials, advocating for policies that support community revitalization and artistic expression. By being involved in policy discussions and decision-making processes, The Heidelberg Project can shape the local environment to better serve its mission.
- **Community Collaboration:** The Heidelberg Project's success relies on the active participation and engagement of the local community. The Community Engagement Manager facilitates collaborations with community groups, schools, and other organizations to maximize community involvement in the organization's initiatives. By involving and empowering residents, The Heidelberg Project can create a sense of ownership, pride, and collective impact within the community.
- **Increased Visibility and Impact:** Building networks and partnerships with influential stakeholders can enhance The Heidelberg Project's visibility and expand its reach. Through collaborations with city officials, the organization can access resources, funding opportunities, and support for its projects. The Community Engagement Manager ensures that The Heidelberg Project is well-positioned within the community and has a positive reputation among key stakeholders, thus increasing its overall impact and sustainability.
- **Community Feedback and Input:** The Community Engagement Manager facilitates open dialogue and community input, ensuring that The Heidelberg Project listens to the needs and aspirations of the community it serves. By organizing community meetings, workshops, and events, the organization can gather feedback, address concerns, and co-create projects that truly reflect the desires and values of the community.

Appendix D: Neighborhood Connections

Community Engagement Manager Job Description Continued

REQUIRED SKILLS & ABILITY:

Bachelor's degree in a relevant field such as community development, urban planning, arts administration, or a related discipline. A master's degree is preferred.

Proven experience in community engagement, stakeholder management, or a related field, ideally within the context of Detroit or similar urban environments.

Strong understanding of community development principles, policies, and practices.

Excellent communication and interpersonal skills, with the ability to establish and maintain relationships with diverse stakeholders.

Demonstrated ability to think strategically, develop innovative solutions, and execute plans effectively.

Familiarity with local government processes and an understanding of the cultural and political landscape of Detroit.

Passion for art, social justice, and community empowerment.

Ability to work independently, manage multiple projects simultaneously, and meet deadlines.

PREFERRED SKILLS:

Knowledge of the evolving landscape of Detroit's non-profit business models, and specific to organizations with arts-based missions

Appendix D: Neighborhood Connections

Programming: Key Recommendations – The Heidelberg Art Market and Event Collaboration

The Heidelberg Art Market

The Heidelberg Art Market event will provide a platform for artists to sell their work while raising funds and visibility for The Heidelberg Project. By creating an event hosted by the organization, The Heidelberg Project will be able to attract a diverse range of visitors and promote community engagement by showcasing artistic talent.

Goals

The Art Market will become a platform for The Heidelberg Project and the local arts community to showcase their work. This event would generate revenue to further develop The Heidelberg Project, revitalize existing programs, maintain the installations and property, and support the growth of the art environment.

Event Collaboration

Partnering with other arts and cultural organizations in the city to co-host events and provide opportunities to connect with the greater Detroit arts community. A bi-annual event will ensure that it remains a highlight on the cultural calendar. Utilizing the Heidelberg Partnership Tracker will provide potential partners for future event collaboration.

Goals

Connecting with existing organizations will allow for cross-promotion and create a wider reach for participating organizations. This will help The Heidelberg Project to expand its reach and collaborate with organizations that have similar missions and values, creating a stronger arts community while increasing visibility and attendance at events. By partnering with other arts and cultural organizations in the city, The Heidelberg Project can benefit from shared resources, expertise, and audiences.

Outcomes

- Establish a cultural event that local-residents, artists, businesses and the city of Detroit can support.
- Encourage merchandising for The Heidelberg Project and capture tourist dollars within and outside of the Heidelberg footprint
- Connect with Detroit's art and cultural scene while connecting with residents in various Detroit-community-based events

Appendix D: Neighborhood Connections

Programming: Key Recommendations – Temporary Economic Activation

Temporary Economic Activation

Temporary economic activations would be less intensive than recurring programmed events and would allow for people to gather around and in the art environment.

Current zoning hurdles for commercial uses or even food truck uses. While not every pop-up is appropriate or allowed for every location, the current areas that could have potential pop-ups include:

- Heidelberg Street, between Mt. Elliot Street and Ellery Street
- Elba Place, between Mt. Elliot Street and Ellery Street
- The Heidelberg Project, between Elba Place and Heidelberg Street
- Elba-Ellery Park

Goals

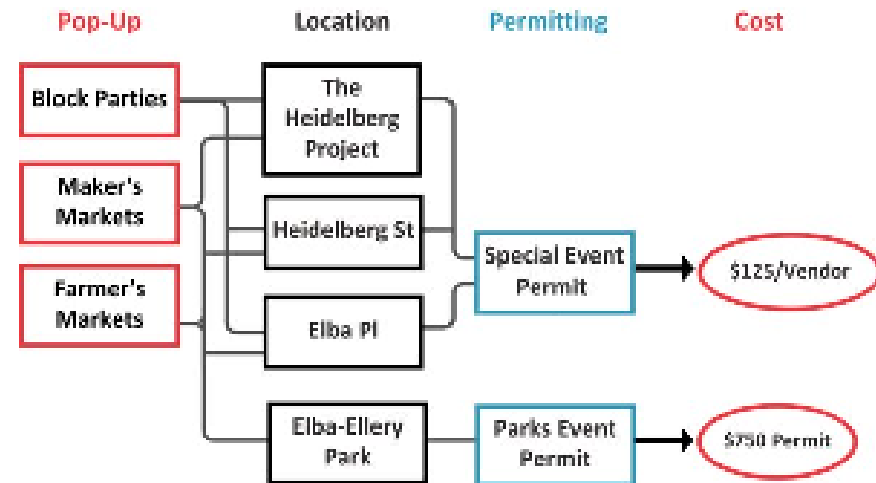
- Increase visitors and foot traffic of The Heidelberg Project
- Increase awareness of The Heidelberg Project
- Generate revenue
- Integrate into the wider community events

Recommendations

- Pop-up ideas for The Heidelberg Project
- Block parties
- Maker's markets
- Farmer's markets

Outcomes

- Establish a cultural event that local-residents, artists, businesses and the city of Detroit can support.
- Encourage merchandising for The Heidelberg Project and capture tourist dollars within and outside of the Heidelberg footprint
- Connect with Detroit's art and cultural scene while connecting with residents in various Detroit-community-based events



Appendix D: Neighborhood Connections

Programming: Key Recommendations – Expanding HALA Program

The Heidelberg Arts Leadership Academy (HALA)

Since its inception, HALA has become a beacon highlighting The Heidelberg Project's mission and values, providing arts education and opportunity to the community's younger generation. HALA features courses for 4th-12th grade, which range from in-school and after-school, to summer and Saturday programming. There is also a year-long after school program to be hosted on site at The Heidelberg Project's headquarters currently being developed.

Goals

Bring in new and alternative schools will bolster enrollment and increase awareness of the program. Targeting alternative schools would also be uplifting those who need it the most.



Recommendations

- Identify potential schools that are interested in offering extracurricular and summer programs to their students.
- Detroit Public Schools Community District (DPSCD) provides an extensive list in their school directory.
- DPSCD also provides a list of charter schools authorized by their board. Authorized charter schools are monitored, making them less risky as potential partners. The two closest schools are the Barack Obama Leadership Academy and the Pathways Academy.
- Contact school administration or relevant department to ascertain guidelines for collaborating with external organizations.
- Prepare a proposal/presentation for potential partner schools highlighting the benefits of providing a program such as HALA to the students. HALA's existing program brochure is an excellent resource for this.
- Attend school events such as parent-teacher conferences or career fairs. Participation at these events can increase interest in the program. Such events can also be used to showcase some of the work done by HALA students.
- Explore opportunities for collaboration with local schools, such as sharing facilities, supplies, and school buses.
- Maintain relationships with schools by sharing success stories, maintaining a mailing program/email list, and hosting a catered event for partners/students/families.

Desired Outcomes

- Empowering HALA with reliable partners and resources will lead to increases in enrollment, visibility, and impact.

Appendix E: Financial Feasibility

Programming: Key Recommendations – Developing New Programming

Introducing new programs, events, and activities that align with the mission of The Heidelberg Project as capacity grows.

This includes the development and revitalization of the in-residence programs such as the artist and curator in-residence programs that are part of The Heidelberg Projects current work plan

Goals

- Remain proactive and responsive to supporting the community, artist and residents as The Heidelberg Project grows its capacity to support more programming, services, and activities.

Recommendations

- New programming opportunities should include workshops, lectures, and panel discussions, site-specific installations, art competitions, and community engagement projects to foster engagement and provide educational experiences for visitors.
- In-residence programs should be responsive to the arts community established within in The Heidelberg Project

Desired Outcomes

- Implementing strategies to actively involve the local community in The Heidelberg Project through participatory events and workshops.
- Smaller-scale events and programs will showcase The Heidelberg Project as more than a cultural arts destination, but as an organization dedicated to servicing its community and greater Detroit resident.
- Successful implementation and enrollment of artist and curators into in-residence programs. Ongoing support to maintain the programming.

Appendix E: Financial Feasibility

Sample Development Officer Job Description

- **TITLE:** Development Officer
- **EMPLOYMENT TYPE:** Full-time, 40 hours/week (in-person/virtual)
- **PAY RATE:** \$55,000-70,000/year
- **SUMMARY:**
 - Each year, The Heidelberg Project serves over 500 local program participants, welcomes thousands of visitors from around the world to its renowned, multi-block, outdoor Art Environment, and connects with global audiences of over 100,000 individuals via social media (Facebook, Instagram). Under general supervision, the Development Officer is responsible for achieving fundraising goals, as well as cultivating and nurturing relationships with current and prospective donors.

Roles and Responsibilities

Donor Management

- Maintain development functions, including annual giving, appeal mailings, gift processing, and fundraising events.
- Oversee all gifts, acknowledgements and other constituent-related information in the Development donor database for assigned area.
- Maintain donor database and monitor all financial contributions and donations and ensure accuracy of records, receipts and databases.
- Execute all direct mail and online fundraising appeals (e.g., thank you letters, invoices, sponsorship follow up and database updates).

Grant Writing

- Lead grant proposal development and submission—preparing and organizing materials for proposals and submitting and monitoring grant applications.
- Research new funding and business development opportunities on a local, state, and federal level.
- Maintain and build relationships with funders and other strategic partners on a local, state, and national level.

- Draft and submit proposals/LOIs, grant application narratives, and budgets and collaborate to finalize with program staff, finance, and the Executive Director.
- Maintain master calendar of grants and prospects and all associated files and correspondence.

Event Planning

- Collaborate with leadership to identify strategies, goals and metrics for special events.
- Manage and execute event logistics for special events, as assigned.
- Establish and manage process to measure and report event ROI
- Research event sponsorship opportunities and work with Executive Director on solicitation strategies and execution.
- Manage all event donations.

Required Skills

- Bachelor's degree (or 3-7 years of work experience with nonprofit administration, grant writing or fundraising).
- 3+ years of experience in fundraising, grant writing or grants management.
- Demonstrated analytical and persuasive writing skills experience as well as superior editing skills, including ability to convey complex information in a clear manner to a diverse audience.
- Strong administrative skills and self-motivated with the ability to set priorities and manage multiple tasks under minimal supervision in effective and efficient manner.
- Ability to work under pressure and respond to deadlines without sacrificing quality
- Demonstrated interest in the mission, vision and values of The Heidelberg Project

Preferred Skills

- Experience with donor development/CRM software systems a plus.
- Knowledge of the evolving landscape of Detroit's non-profit business models, and specific to organizations with arts-based missions also a plus.

Appendix F: Cost Estimate Breakdown

Project	Category	Project Description	Notes	Cost	Tentative Timeframe
Data Management	Neighborhood Connections	Cost estimate of Data management software monthly/yearly		\$500 Annually	Immediate
Event Collaboration	Neighborhood Connections	Partnering with the other arts and cultural organizations in the city to co-host events and provide opportunities to connect with the greater Detroit arts community		Hard cost will vary depending on event, budget a "not to exceed cost" within financial capacity. 4-6 hrs./week should be dedicated to coordinating, connecting and collaborating with organizations (\$9,000 annually for coordination)	Immediate
Development Officer Position	Financial Feasibility	Under general supervision, the Development Officer is responsible for achieving fundraising goals, as well as cultivating and nurturing relationships with current and prospective donors.	Salary	\$55,000-70,000	0-1 Years
Heidelberg Art Market	Neighborhood Connections	Bi-annual art market that showcases the work of local artist	First Art Market should be held in 2025.	\$15,000-25,000	0-1 Years
Social Media/Marketing Proposal	Neighborhood Connections	We are recommending that Heidelberg Project continue to work with their social media and branding consultant on rebranding their social media accounts. We're also suggesting that they look to hire an intern to upkeep their social media.	Consultant + Intern	\$13,900 (Consultant), \$30,000 (Intern, Yearly)	0-1 Years

Appendix F: Cost Estimate Breakdown

Project	Category	Project Description	Notes	Cost	Tentative Timeframe
Community Engagement Manager Position	Neighborhood Connections	The creation of a community engagement manager. Duties include regular engagements at community meetings, building networks and connections with city officials and other influential stakeholders, interfacing with marketing/pr/comms teams, public speaking, attending state and regional conferences and events to bring awareness to the HP.	Salary	\$55,000-70,000	0-1 Years
Community Connections in the Surrounding Neighborhood	Art Environment and Engagement	The Heidelberg Project should connect community members to local resources. They will do this by creating resources to guide members to local, free resources, such as parks, nonprofits, tutors, and food pantries. These resources will consist of signs explaining ongoing events at local organizations, and brochures advising households how to contact these resources	Brochures x500 Signs x4	\$3,000	1 year
Temporary Activations	Neighborhood Connections	Potential pop-ups include farmer's markets, maker's markets, and block parties		\$750-\$1,500	1 Year
Expanding HALA Program	Neighborhood Connections	Bring in new and alternative schools to increase enrollment and connect with local youth		4-6 hrs./week should be dedicated to coordinating, connecting and collaborating with local schools (\$9,000 annually for coordination)	1 year
<u>MoGo</u> Station	Green Space Infrastructure	NO COST TO HP- Cost Incurred by <u>MoGo</u>		NONE	1-2 Years

Appendix F: Cost Estimate Breakdown

Project	Category	Project Description	Notes	Cost	Tentative Timeframe
Energy efficiency update	Green Space Infrastructure	Update existing energy structures (appliances, light structures, etc.) to be more energy efficient through DTE	Free consultation that may include free upgrades.	May vary on consultation appointment, estimating \$3,000 with labor	1-2 Years
Rain gardens and infrastructure updates/additions	Green Space Infrastructure	Alternative rain capture modes (inverted umbrellas), native plants, construction of additional rain gardens	Cost of a rain garden is dependent on the property's soil type, the size of roof/driveway/patio draining into a rain garden, and the types of plants chosen.	Rain garden: with a landscaping company, estimated costs are between \$10-15 per square foot (\$2,000) Inverted umbrellas: Depends on the design and materials used. Cheapest, DIY inverted umbrellas cost around \$100 to make (when only considering how much the materials cost). Cost estimates from a design contractor are unknown, would need a consultation to determine costs. (cost for 4 totals \$5,000)	1-2 Years
Bike infrastructure	Green Space Infrastructure	Bike racks	Depends on model of bike rack and whether it is installed into the concrete or a portable rack.	~\$150-400 per rack \$1,000-1,500	1 Year
Developing New Programming	Neighborhood Connections	Introducing new programs and activities that align with the mission of The Heidelberg Project	Cost will vary depending on programming and activities hosted by the HP.	4-6 hrs./week should be dedicated to new programming (\$9,000 annually for coordination)	1-2 Years

Appendix F: Cost Estimate Breakdown

Project	Category	Project Description	Notes	Cost	Tentative Timeframe
Community Connections to The Heidelberg Project	Art Environment and Engagement	Numbers House Update Renovation	Materials, Labor, Mural, Complete Finishing of Numbers House	Approximately \$553,000	1-3 Years
Renewable energy additions and upgrades	Green Space Infrastructure	Integration and expansion of solar panels	Prices are from D2 Solar (previous partner on existing solar)	<p>Q,Cell 395 watt \$230/panel Q,Cell 340 watt \$202/panel Q,Cell 330 watt \$175/panel Phono 365 watt \$225/panel LG 420 watt \$210/panel</p> <p>\$20,000 throughout all three scenarios but could get better idea from D2 if the three scenarios are not all desired by H.P.</p>	1-3 Years
Community Connections to The Heidelberg Project	Art Environment and Engagement	The Heidelberg Project should establish itself as a prominent outdoor gathering space to help build stronger community among residents. By renovating the existing fire pit and picnic benches, as well as adding outdoor gathering space in the form of a small stage and permanent art easels, the neighborhood will feel welcome to gather and exist in The Heidelberg Project's space	Fire Pit x1 Picnic Benches x4 Grills x2 Permanent Easels x10	About \$30,000 - \$35,000	2 years
Sidewalk Installation	Art Environment and Engagement	Four crosswalks total installed throughout the Art Environment (depending on future land acquisitions) at the east and west end of the Art Environment across Elba and Heidelberg Street	Cost will most likely be incurred by DDOT or MDOT. Unless if HP decides to install the crosswalks themselves	\$1,000-\$2,000 per crosswalk. \$4,000-\$8,000 total.	2-3 Years

Appendix F: Cost Estimate Breakdown

Project	Category	Project Description	Notes	Cost	Tentative Timeframe
Stone Amphitheater development	Art Environment and Engagement	Stone, shelter overhead, concrete pathway		\$80,000- \$100,000	2-3 Years
Permeable surfaces upgrade	Green Space Infrastructure	Swapping non-permeable for permeable surfaces		A pervious concrete costs between \$8-\$16 per square foot, while a porous asphalt driveway costs about \$7-\$13 per square foot. Gravel or loose stones pavers cost about \$1-\$3 per square foot. (total \$15,000 with labor)	2-3 Years
Concrete walkways	Art Environment and Engagement	Install concrete walkways throughout The Heidelberg Project	Between \$8-12 per sq. Ft.	\$64,000-96,000	2-3 Years
Improving sidewalk conditions	Green Space Infrastructure	NO COST TO HP- Cost incurred by city		NONE	2-3 Years
Parking lot	Green Space Infrastructure	Two scenarios- just the construction of a permeable surface lot OR permeable surface lot and solar structure canopy	Depends on the materials used. Refer to permeable surfaces estimates.	(\$8,000 with labor for just permeable surface lot, \$35,000 for solar panel parking pavilion)	2-3 Years
Bus stop	Green Space Infrastructure	NO COST TO HP- Cost incurred by city		NONE	2-3 Years

A Note on the Type

This publication was designed and typeset by Jared Haas using Helvetica Neue during July and August of 2023 in Detroit, Michigan. Helvetica Neue is a Grotesque sans-serif typeface designed by Max Miedinger.