I-375 Peer Review Report

Mitigation Framework

Part III EATERNATION Construction

November 2024

Image Source: https://www.alleyexcavating.com/

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Acknowledgments

Prepared for Downtown Detroit Partnership

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2 Image Source: https://www.detroitpbs.org/news-media/one-detroit/will-detroits-i-375-reconnecting-communities-project-restore-a-once-thriving-black-corridor-in-the-city/

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l Executive Summary

Executive Summary

Overview

Through the I-375 Reconnecting Communities Project, Michigan Department of Transportation (MDOT) plans to convert the depressed I-375 freeway in Detroit and open a new at-grade boulevard between I-75 through Downtown Detroit to the Detroit Riverfront. In addition, the project will create a new interchange design at I-75 to access the new boulevard. MDOT's goals for the project include addressing outdated interchange design and deteriorated bridges, improving connectivity and addressing existing and future transportation needs for all users. In addition, this project also offers an opportunity to reconnect neighborhoods including Lafayette Park, Eastern Market, and Downtown Detroit and address historical harms suffered by the Black Bottom and Paradise Valley neighborhoods during the original construction of the I-375 freeway.

Initial conversations for removing the I-375 project started as far back as 2008 with the official planning for the project beginning back in 2014. After two years of environmental planning, the project then went through six years of technical analysis, including the Environmental Assessment, the Finding of No Significant Impact, and the Interchange Access Change Request. Starting in late 2022, MDOT launched the design development phase of the project and is currently in the process of early design. Prior to construction, the project still needs to complete the below three major actions:

- Create policies and procedures based on the Community Enhancements Plan, Land Use Framework Plan, and a visual characteristics Aesthetic Design Guide.
- Complete the early and final design of the corridor based on the design alternative selected through the environmental phase.
- Develop maintenance of traffic scenarios that will be implemented during construction to minimize impacts on local businesses as well as a traffic management plan.

In May of 2024, MDOT released an RFP for a Progressive Design-Build contract for this project and in Fall of 2024 selected a construction design-build contractor. Construction for the project is currently anticipated to begin in late 2025. While the project boundaries have been defined, MDOT has not yet defined the boundary of construction impact, including designated areas for staging, hauling routes and vehicular, pedestrian and cyclist detour routes.

Mitigation Planning Process

Concerns and anxiety have already surfaced regarding the impacts of construction on businesses, residents and visitors. Planning to minimize construction phase impacts on adjacent community quality of life and the economic health of area businesses needs to start early by engaging area stakeholders including MDOT and City of Detroit leaders, residents, business and landowners, nonprofits and philanthropic partners. Together, it is imperative that these stakeholders begin the work of identifying, developing, and implementing a comprehensive framework of mitigation strategies that can help maintain the economic vitality of existing business operations; provide access to the area for workers, visitors and residents; and minimize the environmental effects of construction including noise, vibration, dust and pest control.

The Detroit Downtown Partnership (DDP), with support from The Kresge Foundation, initiated a process to work in collaboration with MDOT and the City of Detroit to begin planning for a comprehensive mitigation program. In this process, DDP sees its role as a convener, bringing together business owners/operators, and Greater Downtown residents with government, nonprofit and philanthropic entities to co-design and develop the required programs and interventions that will be needed to protect economic vitality and quality of life during the I-375 construction.

As part of this process, DDP, with the support from The Kresge Foundation, recruited a nationally recognized consultant team to conduct an assessment of the potential economic impacts of the I-375 project, during and after

construction, together with compiling potential construction mitigation strategies designed to lessen displacement and economic loss.

Supporting DDP, the Peer Review team -- urbanAC, Toole Design Group and HR&A Advisors, Inc. (HR&A) -- brings both expertise in urban design, transportation engineering and economic impact respectively. Over the last eight months, the team was tasked to develop a comprehensive framework of possible economic and environmental construction impact strategies. The team's scope of work included:

- Document current Greater Downtown business climate, including number of businesses and economic impact
- Review current MDOT standards and commitments to construction mitigation
- Review local community concerns
- Research and develop best practice models from local and national transportation infrastructure construction projects
- Recommend preliminary projects to mitigate potential construction economic impacts
- Provide construction mitigation guidelines and recommendations

Part III: Mitigation Report

This report summarizes the work the Peer Review team conducted to provide a draft framework of possible mitigation strategies to address both environmental and economic impacts of the I-375 construction. Chapter 2 provides an overview of the mitigation framework that the team devised, the foundational principles for the framework as well as a review of community concerns that helped guide the framework. Chapter 3 outlines a draft of the different environmental mitigation guidelines the team created while Chapter 4 illustrates the draft of the economic mitigation guidelines the team composed and the corresponding case study research.

This report is meant to be the start of a more robust and inclusive planning process for addressing construction mitigation in partnership with MDOT and the City of Detroit. The report is intended to aid local community partners in selecting, designing and implementing a suite of strategies that best meet the needs of residential communities, businesses and visitors within the Greater Downtown project impact area.



MDOT's May 2024 Revised Scheme

MDOT Mitigation Commitments To-date

MDOT's Construction Mitigation Commitments

The MDOT construction mitigation commitments, found in the Environmental Assessment (EA) Green Sheet, focus on traffic access and environmental concerns. Highway and bridge removal and new boulevard construction will have significant impacts on circulation, accessing area properties, cleanliness and comfort. Impacts from interchange reconstruction will affect access to Downtown and may require closures of major ramps and connectors. For example, temporary ramps may be constructed to preserve interchange function. The geographic scope of phasing, construction staging areas, detour routes, street closures and hauling routes have not yet been developed and disclosed to the community. However, the MDOT EA Green Sheet lists several regulatory commitments to mitigating access and environmental impacts:

Access

Maintenance of Traffic

- During the project's design phase, MDOT will develop a detailed traffic management plan that will outline how the project will be built and how traffic will be managed during construction, including detour routes for any closures -- this traffic management plan will consider input from and be vetted with the business and residential communities
- To the greatest extent possible, access to the service drives and adjacent properties will be maintained throughout construction
- All temporary vehicle, pedestrian, or nonmotorized detours will be signed, and notices will be communicated by different channels (e.g. local media, social media, website, e-mail list serv, current stakeholder networks) prior to the start of the detour (these different communication avenues will be identified with stakeholders)

Emergency Services

• Local and state police, fire departments, ambulance services, school districts, transit providers and first

responders will be notified in advance of construction activities to minimize disruption of services

Bus Transit

 Temporary or permanent bus stop relocation will be coordinated with the Detroit Department of Transportation (DDOT) and the Suburban Mobility Authority for Regional Transit (SMART). Route detours will use local streets and will be coordinated between MDOT, City of Detroit, and the transit providers

Haul Routes

- Hauling of materials (carrying away bridge material, bringing in fill) will generate significant traffic and noise.
- Haul routes need to be shared with community, and hauling through any neighborhoods must be avoided.

Construction Phasing

- Likely to begin with utility work, starting at lowest point, closest to the river
- Addressing utility conflicts will likely be in first phase of work
- Develop the Traffic Operations During Construction (TODC) plans in accordance with the following design criteria:
 - Maintain all vehicular traffic, non-motorized traffic and pedestrian traffic on existing, temporary and new pavements
 - Provide safe and efficient access and minimize impacts to communities caused by construction activities and traffic diversions
 - Maintain the maximum number of lanes on all roadways within the Project during Seasonal Suspension
 - Maintain NB and SB I-375 access to and from I-75 to the extent possible. Prioritize the following movements as follows:
 - Priority 1: SB I-75 to SB I-375
 - Priority 2: NB I-375 to NB I-75
 - Priority 3: NB I-75 to SB I-375
 - Priority 4: NB I-375 to SB I-75
 - Maintain access to existing driveways within the construction zone at all times

- Coordinate regularly with stakeholders during design for input and progress updates regarding any construction activities impacting their access and operations
- Access to the Greektown Casino, Blue Cross Blue Shield, the Detroit-Windsor Tunnel, and stadiums will be maintained at all times. The plans to access these critical facilities shall prioritize direct routing and minimize delay.
- Minimize the number of construction seasons
- Consider the constructability and sequencing of the project to maximize the potential for using existing fill within the I-75/I-375 interchange
- Coordinate with other projects that may be in effect within the project area and detour limits, including but not limited to the I-94 Modernization project

Environment

Construction Air Quality

Project will comply with MDOT's standard specifications for dust control (see spec book. Early contractor involvement with progressive design-build will allow us to further define in contract as necessary)

Construction Noise

- Construction noise will be minimized by measures such as requiring that construction equipment have mufflers, that portable compressors meet federal noise standards for that equipment, and that portable equipment be placed away from or shielded from sensitive noise receptors to the greatest extent possible
- Temporary noise impacts from construction activities will be minimized through compliance with applicable local, state, and federal noise control and ordinance requirements (see standard specifications. Early contractor involvement with progressive design-build will allow us to further define in contract as necessary)

Construction Vibration

 Fill material will require compaction to make suitable for redevelopment. Bridge and pavement removal will result in vibration as well.

- MDOT will develop a vibration monitoring program prior to construction that will identify locations sensitive to vibration, conduct preliminary review of vibration sensitive structures, and contractor will be responsible for damages caused by vibrations exceeding the requirements
- Basement/foundation videotaping prior to construction will be offered for structures within 150 feet of areas where vibration effects from construction activities could occur; where pavement and/or bridges will be removed; or where piling and/or steel sheeting is planned
- These areas will be identified during the project's design phase and monitoring will occur before, during, and after the construction phase.
- A Special Provision for "Monioring Vibrations" will be included in the Project plan package

These commitments provide for the minimum guidelines for how MDOT will address what will be significant impacts on access and environmental quality. Meeting and potentially exceeding these base requirements will require collaboration with the City of Detroit and other partners to help ensure temporary harms are minimized, long-term effects are avoided, and a safe, vibrant and comfortable public realm can be created to support the 3–5-year disruption.

In addition to addressing these environmental impacts, the Greater Downtown community will need to come together to address the expected economic impacts that will also occur as a result of construction. As such, economic development and financing agencies working in close collaboration with the business community, and intermediary business service organizations, will need to work alongside MDOT to devise and implement the necessary economic strategies that will be needed to fully ensure a safe, convenient and economically viable Greater Downtown.

Current Economic Context

The Greater Downtown is home to nearly 28,000 residents and approximately 67,000 workers. There are also nearly 2,000 active businesses potentially impacted by I-375 construction, affecting customer access, sales, and longterm business viability. Today, these businesses represent \$25B in annual sales. Additionally, Downtown, the region's destination center for sports and entertainment, is experiencing a positive return of annual visitors to the area post-pandemic. These positive trends in visitor hotel stays, ticket sales, dining and retail spending could also be affected by I-375 construction. Nearly 68% of businesses in the area rely on easy access to their locations and could be significantly affected by construction. In addition, the current commercial development pipeline is set to significantly outpace the last 10 years of development with almost \$3B of investments. Thus, impacts on adjacent pipeline development must also be considered.

The Peer Review team conducted research to better understand how similar transportation infrastructure projects have affected local businesses and economic vitality. The team was able to create an estimate based on the data collected during the construction of the St. Paul Green Line and the Seattle Central Link, as well as Seattle's seawall construction impact on waterfront business sales. With sustained local business involvement, mitigation strategies can minimize challenges. Based on precedents, mitigation can keep business closures close to "normal" (here, 50 business closures), though sales may still decline by over \$1B.



Affected Businesses in downtown I-375 area (by industry, 2023)

3%-8% Potential business closures or relocations during three year control three year

construction period By comparison, between 2021 and 2022, 3% of small businesses in Michigan closed. In St. Paul, 8% of businesses closed on average per year over the five years of construction. These trends indicate that with effective mitigation strategies, impacts from construction may be comparable to overall business trends. *Based on the Minneapolis-St. Paul Green Line (low estimate) and the Seattle Central Link (high estimate) case studies*

\$1B-\$2B* Potential reduction in sales during construction

Based on the Minneapolis-St. Paul Green Line (low estimate), Seattle Seawall (high estimate), and Seattle Central Link (high estimate) case studies.

* Methodology: HR&A Advisors estimated potential challenges to businesses based on the data available from national case studies: Minneapolis-St. Paul Green Line, Seattle Central Link, and Seattle Seawall. In our research, few precedents collected and publicly-reported data prior to and over the course of construction. These are the most applicable precedents that the team identified that employed existing and new mitigation strategies to provide a scale of the potential challenges to businesses. Additional information about these precedents is available in the appendix. To estimate business closures and reduced sales, we estimated impacts on all businesses except hospitals and those classified under the following NAICS codes: (21) Oil & Gas Extraction; (22) Utilities; (51) Information; (52) Finance & Insurance; (53) Real Estate; and (54) Professional, Scientific & Technical Services.

The Greater Downtown Economy

BUSINESSES + SALES

63% of all businesses and 90% of all business sales in the Downtown I-375 area are in Medical Center, Greektown, and Eastern Downtown



Note: This analysis is meant to provide a baseline snapshot, but neighborhood risks will vary based on proximity and actual construction plans. The data above excludes all general medical hospitals, due to their institutional nature and relatively high resilience to economic shocks. DatabaseUSA business data is gathered from 6K+ sources that are largely directory and event-driven sources, including utility connections and new business filings. Data can be less accurate when looking at a small area like the one above, so this may be undercounting businesses, especially those under 5 employees. Data is from 2023. **Sources:** DatabaseUSA via Lightcast, ESRI, HR&A Advisors

Park

BUSINESS ACCESS

of businesses in the area rely on easy access to their locations and could be significantly affected by construction

Sources: DatabaseUSA via Lightcast, ESRI, HR&A Advisors

VISITATION

Visits to Downtown I-375 Neighborhoods by Non-Residents and Non-Workers



Note: Data excludes residents and workers in the I-375 downtown neighborhoods. Placer.ai data is based on geolocation data from mobile devices and may not represent all visitors to downtown.

Sources: Downtown Detroit Partnership, Placer.ai, 2024 Visit Detroit Tourism and Convention Sales Marketing Plan.

EMPLOYEES



Groups

Note: These charts show workers employed by companies in the downtown I-375 area, based on the most recent LEHD data available from OnTheMap. Sources: LEHD: OntheMap

Key Recommendations

Overview

The Peer Review team looked to local and national precedents to identify the landscape of construction mitigation strategies and learn from programs that were created to address construction mitigation. From these learnings, the team created a draft framework of different construction impacts that the Detroit community should address by creating a comprehensive set of strategies and programs. This framework of impacts is divided into two major subsets -- construction environmental impacts and construction economic impacts (see Chapters 2, 3 and 4). From this work, the Peer Review team unearthed kev recommendations for how the Detroit community can navigate setting up the appropriate infrastructure, programs and strategies to best mitigate the potential environmental and economic impacts from the I-375 construction.

On the next two pages you will find the key recommendations for environmental impacts and economic impacts, which includes one key recommendation for environmental construction impacts and six key recommendations for economic construction impacts. These recommendations are meant to be a foundation for a much larger process for the Downtown Detroit community to embark on. These recommendations should be used as a starting point for co-creating the strategies that will address the concerns and needs of residential communities, businesses and visitors within the Greater Downtown project area.

The Time is Now

Among the case studies the team reviewed, one major finding appeared repeatedly: the projects that built in ample time (i.e. at least a year) prior to construction to intentionally create a robust set of economic mitigation strategies had better outcomes for the local businesses impacted by construction. The more time that stakeholders had available to plan for mitigation prior to construction, the better businesses fared because it allowed the businesses and supporting organizations to identify and prioritize strategies, fundraise, and determine and partner with other organizations to administer programs.

The I-375 project is in a critical moment where the window to build out a robust suite of economic mitigation strategies prior to construction is rapidly closing. Currently, with the project estimated to break ground in late 2025 (see below diagram for estimated project timeline), there is a little over a year for the greater community to build a construction mitigation strategy. The time for developing construction mitigation strategy is now.



MDOT PROJECT TIMELINE AND MAJOR MILESTONES

ENVIRONMENTAL RECOMMENDATIONS

1

Create a communityresponsive environmental construction mitigation plan.

Collaborate with stakeholders to develop detour plans.

- Work with local businesses to understand the tradeoffs of longer construction hours, resulting in noise and activity at night, versus long construction duration without nighttime activity. Consider requiring night work in areas without residential uses to minimize construction period.
- Consider all modes of travel in detour planning, recognizing that many people may want to access Downtown on foot or by bike. Vehicle detour routes should be adjusted based on traffic demand when necessary, using signage or signal timings changes.
- Go above and beyond minimum standards for air quality, noise and dust control, and monitor to ensure compliance.
 - Consider requiring monitoring and enforcement for dust, noise pollution, ADA compliance and rodent control throughout construction period.
- **Constant and clear communication** is needed for the impacts to be expected, including haul routes, phasing, and changing detours. Interactive signs, both for vehicles and pedestrians, should be employed throughout the area.
 - Communication about construction activities, phases, and schedule changes must be continuous and multi-pronged to reduce unanticipated impacts.
 - Communications about utility interruptions need to be focused on building owners and tenants, and planned with sensitivity to building uses (e.g. don't turn off the gas at a restaurant during dinner hours).

ECONOMIC RECOMMENDATIONS

1

Mitigation planning for businesses, including direct financial support and technical assistance, must consider the project lifetime to employ strategies before, during, and after construction.

- *Plan for business support to begin well before construction*, including direct outreach and assistance programs.
 - Minimize bureaucratic bottlenecks to access assistance.
 - Financial support and first payments should be available as soon as possible.
 - Post-construction, plan for historic or legacy businesses to receive financial, business planning, and marketing assistance as new residents arrive.
 - Account for extended construction delays and focus on flexible sources of funding when fundraising for mitigation strategies.
- Ensure a plan for data collection that begins prior to construction and provides sufficient detail.
 - Identify partners responsible for data collection -- don't rely solely on transportation entities to collect all relevant information.
 - Consider how to best represent potential impacts to the business landscape in terms of jobs, sales, closures, relocations, industry mix, and ownership demographics.
 - Baseline data ideally should include some measure of business capacity. Having this information will help determine what types of programs are reasonable and needed.
- Consider strategies to maintain and preserve affordable commercial space broadly and protect businesses before, during, and after construction.
- Engage in conversations with landlords early on to discuss challenges that may stem from construction, such as loss of business revenue that may impact ability to

2

Direct financial assistance and marketing support can help prevent business closures and set businesses up for success after construction.

- Develop an *inclusive approach to determining business eligibility for financial assistance*.
- Ensure that financial assistance is accessible for targeted businesses.
 Consider characteristics of a cash-based business compared to others and what documentation is absolutely needed.
- Consider funding the temporary relocation of businesses, especially microbusinesses, during periods of intense construction, reimbursing claims using standard insurance loss metrics.
- **Provide grants or forgivable loans** (businesses tend to prefer this) to cover revenue losses which could support operating expenses like payroll, rent, or utilities. This funding should be paired with technical assistance, especially related to business finances.
- Support façade improvement and business expansion, which could also help businesses in buying the building they are renting.
- Incentivize contractors to minimize business impacts by providing financial rewards to the most helpful contractor, as determined by local stakeholders.

3

Marketing support is critical to ensure customers continue to patronize businesses during construction.

- Scale marketing resources to support multiple businesses at once where possible. For example, consider hiring staff to manage social media for multiple businesses during construction.
- Provide marketing support that considers individual business capacity and offers optional online setup assistance. Ensure businesses are referred to the appropriate resources for technical assistance and funding.
- *Encourage a Buy Local program*, incentivizing patronage at affected businesses.
- Invite residents and business owners who may be impacted to *celebrate the site's history* and heritage through place-keeping strategies.

4

5

Loading and parking strategies help businesses maintain their operations during construction.

- *Phase construction* to enable continued parking, loading, delivery, and transit access to businesses where possible.
- Ensure that shopping is accessible during the high season for the affected businesses.
- Offer transit passes and/or free parking to business patrons and employees. Also consider coordinating free accessible parking lots and develop a free parking program for businesses to promote to visitors and customers.

Consistent, easy-tounderstand wayfinding can support ongoing business visitation during construction.

• **Consider branding the construction project** and using that brand throughout wayfinding and signage.

6

Clear, reliable communication and regular engagement are critical for establishing trust and supporting businesses through construction.

- Form a *collaborative and coordinated partner working group* to lead efforts.
- Develop a strategy for outreach and general business relationship management that considers varying networks and already-established trust among existing businesses.
- **Engage stakeholders early** to provide project updates, hear/respond to concerns, and ensure the project is reflective of community values.
- Identify multiple trusted partners to deliver assistance. Do not rely on one single entity to deliver all resources and programs.
- Establish a clear point of contact for construction and community updates and create a physical and online information center. Consider adding language in the design-build contract on desired communication practices.
- Work with contractors and businesses to ensure continued accessibility for patrons, employees, and deliveries.



II Mitigation Framework at a Glance

Community Concerns

Concerns Heard To Date

Throughout the MDOT I-375 planning process, community members including business owners, operators and residents have expressed concerns about the impacts of construction on traffic, noise, pollution, access to businesses and keeping businesses open. The Greater Downtown represents a broad diversity of business types, from commercial offices; ground floor retail and dining; major sports, culture and entertainment venues; a regional healthcare center; and a major food distribution district. Each of these business sectors, together with area residents, rely on safe and convenient access to the area to commute, run daily errands, park, deliver, load and emergency service access. On this page, you will find a summary of the top concerns that have been expressed by members of the Greektown, Eastern Market, and adjacent residential communities.

GREEKTOWN

- Construction will cut off the district's main vehicular access point -- need to ensure direct visitor, worker, and truck access and egress to the district as this affects patronage and deliveries.
- Hospitality and patronage-based businesses will lose significant revenues and put jobs at risk – need to provide significant support, as the Hollywood Casino lost \$5.4M in revenue when the freeway closed for just 2 weeks in 2022. Small businesses were likewise impacted. There are over 1,900 patronage-based business jobs in Greektown alone, the majority Detroit residents.
- Prolonged construction (Monroe street reconstruction, I-375) could jeopardize business recovery, retention, and attraction -- need to consider continued consequences of the pandemic, the continued challenges of attracting back office workers, and economic investment of existing and new businesses.
- Legacy businesses will be heavily affected multi-generational ethic businesses that define the cultural identity of Greektown are at risk of closing or leaving during construction, and the district character will change – need to consider that small businesses who leave are more likely to be replaced by large or chain businesses.
- Blue Cross Blue Shield -- a major anchor in this area -- is concerned about the operational impacts during construction (e.g access to their mailroom).

HOW MDOT HAS/WILL ADDRESS CONCERNS SO FAR

- Maintenance Of Traffic (MOT) plan will be developed in design phase to maintain access
- MDOT has updated their plan to include on street parking along Gratiot
- MDOT will provide for safe passage of all road users during construction

EASTERN MARKET

- Legacy businesses will be heavily affected one historic business with 800 employees has already said it will have significant impact on its ability to operate during construction.
- Visitation could severely decline particularly on Saturday markets – need to have a good marketing and B2B communications strategy during construction
- Increased traffic and reduced on-street parking on Gratiot will hurt businesses -- construction could affect pedestrian safety and hurt patron experiences, resulting in decreased sales or visitation.
- Construction will generate logistical challenges to market operations and distributions networks - need to better understand traffic plans during construction.

DOWNTOWN

4121-1

Businesses in the sports and entertainment district, including Ford Field, are **concerned with maintaining/preserving access for visitors**; especially during large events (e.g. large concerts, sports, and programming).



RESIDENTIAL NEIGHBORHOODS

- **Rerouted traffic could impact neighborhoods** Brush Park community members are concerned about the flow of event traffic through their neighborhood during construction.
- Construction could impact pedestrians and cyclist safety
 -- community members are concerned about pedestrian/cyclist safety.
- Construction could cause negative environmental impacts including noise and dust.
- Hospital access could be impeded Lafayette Park and Eastside community members want to ensure hospitals are accessible during and after construction.

Mitigation Guiding Principles

Guiding Principles

In order to keep the process for creating a mitigation framework grounded on the concerns heard from the community, the Peer Review team created a set of foundational principles. These principles act as a center of gravity for the construction mitigation framework process and ensure that recommendations and strategies are grounded in community desires and concerns. From the community concerns heard to date, the Peer Review team have adopted the following four guiding principles:



Practice Inclusive Engagement + Communications

20

- Model community engagement processes that do not repeat past harms and build trust with stakeholders
- Provide clear, transparent and robust communication channels throughout planning and construction
- Engage all stakeholders early and often to address concerns



Promote Continued Access and Patronage

- Create a phasing plan that enables continued parking or greater transit access near businesses where possible
- Minimize diversion distance and complexity and create clear walking and biking connections
- Complete streetscaping improvement to maintain vibrancy and a sense of place and keep a draw to area during construction
- Design clear and intuitive wayfinding



Provide Direct Financial Support

- Provide tools and support to empower businesses to continue patronage
- Ensure financial assistance is accessible for targeted businesses
- Minimize bureaucratic bottlenecks



Strengthen & Grow Business Community

- Develop programs to strengthen existing businesses based on targeted and direct engagement
- Design strategies to create and attract new businesses related to construction
- Help grow sustained patronage

Proposed Mitigation Framework

Overview

From the guiding principles that the team created and findings that the team unearthed from case study research, the Peer Review team created a draft framework of different construction impacts that the Detroit community should address by creating a comprehensive set of strategies and programs. This framework of impacts is divided into two major subsets - construction environmental impacts and construction economic impacts.

Environmental Impacts

Large construction projects have significant access and environmental impacts that require planning, monitoring and effective communications. The Peer Review team has identified three different categories of environmental impacts - impacts related to pedestrians and cyclists, impacts related to vehicular movement, and impacts related to the environment. Within these three categories, there are 16 specific impacts detailed in the diagram on this page that the Detroit community should look to address through strategies and programs.



Economic Impacts

In addition to environmental impacts, there are a variety of economic impacts that could affect business impacted by construction. The Peer Review team has identified four categories of economic impacts -- impacts related to business operations, business access, public realm, and communications and engagement. Within these four categories, there are eight specific impacts detailed in the diagram here that the Detroit community should look to address through strategies and programs.





III Environmental Mitigation Guidelines

Environmental Impact Mitigation Framework

Overview

Large construction projects have significant access and environmental impacts that require planning, monitoring and effective communications. As described in the executive summary, MDOT has outlined a set of construction mitigation commitments, found in the Environmental Assessment (EA) Green Sheet, which has a focus only on traffic access and environmental concerns. These commitments provide for the minimum guidelines for how MDOT will address what will be significant impacts on access and environmental quality.

From the team's research and expertise, the Peer Review team created a draft framework of different construction environmental impacts that the Detroit community should address through strategies and policy/ program recommendations. This framework looks to meet and exceed the minimum guidelines for mitigating environmental impacts to ensure temporary harms are minimized, long term effects are avoided, and a safe, vibrant and comfortable public realm can be created to support the 3–5-year disruption.

The Peer Review team has identified three different categories of environmental impacts, which include:

- Construction impacts related to **pedestrians** and **cyclists**
- Construction impacts related to **vehicular** movement
- Construction impacts related to the **environment**

Within these three broad impact categories, there are 16 specific impacts detailed in the diagram on this page, that the Detroit community should look to mitigate by implementing guidelines and strategies prior to construction.

PEDESTRIAN & CYCLISTS

Pedestrian Access

Bike Access

Wayfinding / Signage

Lighting

Public Realm / Comfort









Environmental Impact Mitigation Guidelines

For each of the 16 specific impacts detailed in the Environmental Impact Mitigation Framework, the Peer Review team outlined a series of recommended guidelines and strategies that can be met or used respectively to mitigate environmental impacts during construction. Within each of the impact categories, the team has provided relevant case studies to illustrate how other communities have approached mitigating environmental construction impacts.

These set of guidelines, which you will see on the next four pages, are meant to act as a starting point for the Detroit community to begin the conversation as a coalition of stakeholders. It will be critical for a large and diverse group of stakeholders to identify the impacts of greatest concerns in order to decide collectively which environmental mitigation efforts to prioritize.

PEDESTRIAN & CYCLISTS GUIDELINES

Pedestrian Access	Per ADA, during construction, the same level of pedestrian accessibility needs to be provided. This can be achieved by requiring monthly inspections by an independent firm to ensure pedestrian access is provided continuously.
	Best practice is to ensure bike travel is comfortable.
Bike Access	Allow bicycles to use the sidewalk during construction if bike lanes cannot be provided.
Wayfinding/ Signage	Provide continuously updated wayfinding using signs with QR codes and other means.
Lighting	Add lighting to provide personal safety for pedestrians and traffic safety for bicycles.
Public Realm/ Comfort	Prioritize wider temporary sidewalks and higher standards of dust control and cleanliness in areas of frequent pedestrian activity.



Case Study: Wayfinding Seamless Seattle Wayfinding System

Location: Seattle, WA

In order to make Seattle one of the most walkable cities in the US, the Seattle Department of Transportation (SDOT) looked to establish a wayfinding system to encourage walking. Based on the Legible London Model, Seamless Seattle is a citywide wayfinding system that makes Seattle more legible and accessible for local residents, commuters, and visitors. Walking information is deployed in stations, stops and interchanges, and integrated digital tools, that connects transit modes to each other and last mile walking journeys.¹



Case Study: Wayfinding Somerville Avenue Improvements

Location: Somerville, MA

In Union Square, Somerville Avenue was completely reconstructed as part of the Utility and Streetscape Improvements Project. Significant legacy stormwater needs were addressed by major stormwater infrastructure installations. Construction mitigation included the requirement to provide continuous bicycle access, either on Somerville Avenue or marked as a detour. Monthly inspections were conducted to ensure pedestrian ADA and bicycle access.²



Case Study: Public Realm West Hollywood Art Fence Construction Program

Location: West Hollywood, CA

The Art on Construction Fence Program operates under the city's Mural Program. It transforms the function of a construction fence as a safety barrier into a canvas for art. This also provides a valuable outlet for artists to share their talents with the community and allow opportunities for engagement.³

Project Links: 1 https://www.seattle.gov/transportation/projects-and-programs/programs/urban-design-program/pedestrian-wayfinding 2 https://www.somerville leave 3 https://www.weho.org/communit/varts-and-culture/visual-arts/mural-program/art-on-construction-fence-program Image Sources:[Top Left] https://www.smarchiteswordi.net/hews/wayfinding-system-created-to-help-seattle-become-most-walkable-city-in-america-6874 [Bottom Left] https://www.smarchiteswordi.net/sources. somervillema.gov/somervilleave [Bottom Right] https://www.canva.com/design/DAFcKwZ4lzA/NUjw5jiRa3YTkmttOc6Tjw/view

Detour Routes	Mark clear routes, detours should consider likely destinations and use the City's underutilized street network. Consider turning movement restrictions (i.e. prohibit		Material haul routes need to be published and should avoid places where impacts will be high, particularly residential areas, schools and hospitals.
	left turns) and signal timing optimization to reduce congestion in workzones.	Construction Staging	Stage so multiple parallel streets aren't closed at the same time.
Property Access	For properties with multiple points of access but only access onto the streets in the project area, construct driveways/accesses one at a time. For example, always keep one		Communication about construction activities, phases, and schedule changes must be continuous and multi-pronged to reduce unanticipated impacts.
	driveway access point open.	Dust / Air Pollution	Consider requiring monitoring and enforcement throughout construction period.
Street Closures	Complex projects in urban environments (especially in disadvantaged and/or culturally diverse areas) require many staging areas to ensure concurrent work does not affect diversion routes.	Noise Pollution	Consider requiring monitoring and enforcement throughout construction period.
Construction Hours	Work with local businesses to understand the tradeoffs of longer construction hours, resulting in noise and activity at night, versus long construction duration without	Utility Disruption	Communications about utility interruptions need to be focused on building owners and tenants, and planned with sensitivity to building uses. For example, don't turn off the gas at a restaurant during dinner hours.
	requiring night work in areas without residential uses to minimize construction period.	Pest Control	Consider requiring monitoring and enforcement throughout construction period.
Wayfinding / Signage	Provide continuously updated wayfinding using signs with QR codes and other means.	Cleanliness	Consider requiring monitoring and enforcement throughout construction period.

ENVIRONMENT GUIDELINES



Case Study - Noise Mitigation A12, Bromley-by-Bow

Location: East London, UK

Installation of the barrier marks the first UK external use of a "silk metal" system, which also incorporates a striking sculptural design that draws inspiration from nearby waterways. The innovative acoustic baffle has been designed to enhance the public space for people walking and cycling in the area.¹



IV Economic Mitigation Strategies

Learning from Case Studies

Peer Review Team Process -- Case Study Research

The Peer Review team looked to local and national precedents to identify the landscape of construction economic mitigation strategies and learn from programs that were created to address potential economic impacts.

The Peer Review team looked to local case studies since the Detroit community has ample experience with major transportation infrastructure projects. Within the last ten years, transit and streetscape projects in Detroit offer useful lessons learned and templates for environmental and economic strategies that help reduce the negative impacts on construction. The Peer Review team identified two case studies -- the QLINE project and the Livernois Streetscape



Starting early and planning a

contingency is critical. Building trust and understanding local business relationships is important to gain local business buy-in.

Detroit, MI

Key Lessons Learned

- funding sources are key to adapt quickly and provide direct financial assistance to
- Marketing/back-office
- Detroit stakeholders can also learn best

Key Lesson Learned

- Data is critical for business industries, employees, closures, and relocations, and collection should start before construction.
- A collaborative effort and management of resources to support businesses through construction resulted in minimized impacts to businesses.

LA Metro K Line (Crenshaw/LAX Los Angeles, CA

Key Lesson Learned

Create financial assistance programs and the infrastructure for administrating these programs early on and before construction.

Image Sources: [From Left to Right] https://realtyinthed.com/articles/how-detroits-real-estate-values-have-been-impacted-by-the-q-line/; https://www.bridgedetroit.com/detroit-plans-3-more-streetscape-projects-for-corktown-west-and-east-warren/; https://nacto.org/case-study/university-avenue-green-line-minneapolis-st-paul/; https://selbertperkins.com/ los-angeles-metro-k-line-the-complexity-of-connecting-communities.

project -- which reveal how the Detroit community has the capacity to create effective solutions to mitigate disruption to business revenues and operations.

In addition to local precedents, the team identified six national case studies that demonstrate the importance of engaging businesses to shape effective construction mitigation strategies. These six precedents -- St. Paul Green Line, LA Metro K Line, Seattle Central Link, I-5 Viaduct Removal & Tunnel Construction, Union Square Green Line Extension, and the Purple Line Corridor -detailed in this report reveal both successful outcomes of construction mitigation strategies and critical lessons learned about how to design strategies to maintain economic vitality.



Seattle Central Link (1-Line) Seattle, WA

Key Lesson Learned

- It is critical for the leaders of mitigation efforts to remain responsive to the voices and needs of the community.
- Grant programs were used more than loan products while business owners navigate uncertainties for their businesses.



I-5 Viaduct Removal & Tunnel Construction Seattle, WA

Key Lesson Learned

Direct financial assistance during nine months of construction helped keep businesses open without significant losses.



Union Square Green Line Extension Somerville, MA

Key Lesson Learned

Community benefits agreements, created with robust City involvement, can provide tools to mitigate the impact of construction.



Purple Line Corridor Washington, D.C.

Key Lesson Learned

Forming a widespread coalition of stakeholders far before construction is critical in helping businesses manage the unforeseen challenges and delays of a large scale infrastructure project.

Image Sources: [From Left to Right] Ken Lambert / The Seattle Times, 2022 https://www.seattletimes.com/seattle-news/transportation/families-of-seattle-couple-killed-by-light-railtrain-to-get-6-5-million/; https://waterfrontseattle.org/waterfront-projects/seawall; https://www.bostonglobe.com/2023/08/03/arts/architecture-review-prospects-union-square/; Purple Line Transit Partners - https://www.enr.com/articles/48841-judges-move-delays-last-lawsuit-to-block-2b-dc-suburb-light-rail-project

Economic Impact Mitigation Framework

Overview

It is imperative that profect and Detroit leaders work with business owners and operators to put in place a robust set of business mitigation strategies and programs to reduce potential economic losses. As described in the executive summary, while MDOT has outlined a set of construction mitigation commitments, these focus only on traffic access and environmental concerns, and do not possess the necessary capacity to address the expected economic impacts that will also occur. As such, economic development and financing agencies will need to work in close collaboration with the business community alongside MDOT to devise and implement the necessary economic strategies that will be needed to fully ensure an economically viable Greater Downtown.



From case study research and analysis, the Peer Review team has identified four categories of economic impacts:

- Impacts related to **business operations**
- Impacts related to **business access**
- Impacts related to the **public realm**
- Impacts related to **communications** and **engagement**

Within these four categories, there are eight specific impacts detailed in the diagram on this page that the Detroit community should look to mitigate through a robust suite of strategies and programs.



Economic Impact Mitigation Strategies

For each of the eight specific impacts detailed in the Economic Impact Mitigation Framework, the Peer Review team outlined a series of recommended strategies that can be used to mitigate economic impacts for businesses during construction. Within each recommended strategy, the team has also provided relevant examples of these strategies from the case study research to illustrate how other communities have approached mitigating environmental construction impacts. You will find a matrix of these strategies and example strategies on the following two pages.

In the following pages of this chapter, you will also find detailed profiles of each of the case studies the team researched. If you would like to learn more about any of the mitigation example strategies on the page, please find the corresponding case study page for more information.

One of the key takeaways from reviewing these strategies, that will be important for the larger coalition

of Detroit stakeholders developing mitigation strategies, was gaining a better understanding around who would administer different types of strategies. The economic mitigation strategies outlined in this report include direct technical and financial assistance, as well as broad community engagement and can include a wide breadth of administrators. To show the range of possible administering entities please see the below table that outlines for examples of different mitigation strategies and corresponding administering entity the team found during case study research.

The strategies and examples on the following pages are meant to be a starting point for a co-creation process amongst the coalition of stakeholders. It will be critical for economic development and financing agencies to work in close collaboration with the business community and MDOT to identify the impacts of greatest concern and co-create a plan for implementing the necessary economic mitigation strategies.

Mitigation Strategies for Supporting Businesses	Administering Entity in Examples
Grants and Loans to Offset Construction-Related Revenue Loss and Sustain Operations	Community Development Financial Institution (CDFI), Community -Based Organizations, and Business Improvement Districts
Small Business Facade Improvement or Expansion Assistance	City Agencies and Business Improvement Districts
Targeted Technical Assistance and Capacity Building	Transit Agencies, Community-Based Organizations, and Business Improvement Districts
Marketing Support (e.g. Social Media, Signage, and Wayfinding)	Transit Agencies, Community-Based Organizations, and Business Improvement Districts
Temporary Space for Displaced Businesses	Community-Based Organizations
Transportation Passes or Waivers (e.g. Parking and Transit Fare Vouchers, Off-Street Parking Improvements)	Local Government (city agencies and/or regional planning organizations)
Contractor Reporting and/or Incentive Programs	Local Government (city agencies and/or regional planning organizations)
Physical Information Center and Central Online Location for Communications and Project Updates	Local Government (city agencies and/or transit agencies)

BUSINESS OPERATIONS STRATEGIES + EXAMPLES

Business Retention (Closure Prevention)

Strategies	Precedents		
 Small Business Operating Support 2. Technical Assistance 	 St. Paul Green Line: Ready for Rail Business Support Fund St. Paul Green Line: University Ave Business Preparation Collective St. Paul Green Line: Small Business Improvement/ Expansion Assistance LA Metro K Line: LA Metro Business Interruption Fund (BIF) Purple Line: Purple Line Corridor Operating Grants Purple Line: Equitable Transit- Oriented Development Strategy (proposed) Seattle Central Link: Supplemental Mitigation Assistance Program Detroit Livernois: 0% Interest Microloan St Paul Green Line: Business Technical Assistance Program LA Metro K Line: Metro's Business Solution Center Purple Line: Equitable Transit- Oriented Development Strategy (proposed) 		
3. Legacy Business Protection Program	Purple Line: Equitable Transit- Oriented Development Strategy (proposed)		
4. Preservation of Affordable Commercial Space	Purple Line: Equitable Transit- Oriented Development Strategy (proposed)		
5. Create Business Hubs	Purple Line: Equitable Transit- Oriented Development Strategy (proposed)		
6. Temporary Closure Fund	Seattle I-5: City of Seattle Temporary Business Closure Fund		
7. Community Benefits Agreements	Union Square Green Line Extension: CBA		

Property Improvements

Strategies	Precedents
1. Renovation Fund	 St. Paul Green Line: Small Business Improvement / Expansion Purple Line: Equitable Transit- Oriented Development Strategy (proposed)
2. Facade Improvements	St. Paul Green Line: City Façade Improvement Matching Grants

BUSINESS ACCESS STRATEGIES + EXAMPLES

Parking Access Strategies Precedents 1. Parking Facility • St. Paul Green Line: Improvements Neighborhood Commercial Parking Pilot Program Seattle I-5 Viaduct: Seattle • Historic Waterfront Association Parking Mitigation Fund Detroit QLINE: Parking • Strategy

PUBLIC REALM STRATEGIES + EXAMPLES

Visibility of Signage

Strategies	Precedents
1. Alley and Streetscape Improvements and Access Signage	 St. Paul Green Line: Business Access and Signage Assistance Detroit QLINE: Technical Assistance Program

COMMUNICATIONS & ENGAGEMENT STRATEGIES + EXAMPLES

Marketing & Communications

Strategies		Precedents	
1.	District/Corridor Business Marketing & Advertising	 St. Paul Green Line: Buy Local Marketing Campaign LA Metro K Line: Eat, Shop, Play Crenshaw Purple Line: Equitable Transit- Oriented Development Strategy (proposed) Detroit QLINE: Shop Dine Campaign Detroit Livernois: Marketing Assistance 	
2.	Transportation Passes/Waivers	St. Paul Green Line: Transit Fare Passes	
3.	Visitor Information Centers	Seattle I-5 Viaduct: Information Centers	
4.	Web-based Marketing & Communication Platforms	 Detroit QLINE: Shop Dine Campaign Union Square Green Line Extension: Project Website 	

Community Engagement

Strategies	Precedents
1. Community Outreach Councils & Coordinators	 St. Paul Green Line: Community Outreach Coordinators Union Square Green Line Extension: Union Square Neighborhood Council
2. Contractor Reporting and/ or Incentive Programs	St. Paul Green Line: Contractor Incentive Program
3. Communications Dashboard	Detroit QLINE: Shop Dine Campaign

Case Study QLINE

Detroit, MI Under construction 2013-2017

Starting early and planning a contingency is critical. Building trust and understanding local business relationships is important to gain local business buy-in.

The QLINE began as M-1 RAIL, a non-profit organization formed in 2007 to lead the design, construction, and operation of a 3.3-mile circulating streetcar along Woodward Avenue. In October 2024, the Regional Transit Authority (RTA) became the operator and managing organization of the QLINE.



Project sources: 4/30/24 Call with project stakeholders.

Image Sources: [Top] https://www.freep.com/story/news/local/michigan/detroit/2018/05/11/qline-detroit-stops/592566002/ [Bottom] https://www.instagram.com/qlinedetroit/p/ C6JivXJsEzN/

MITIGATION STRATEGIES

During the 4-year construction of Detroit's QLINE, Midtown Detroit Inc. (MDI) collaborated with designated M-1 Rail staff to support businesses with disrupted access due to construction.

BUSINESS OPERATIONS				
Category	Program Name	Description	Administrator	
Business Retention Technical Assistance	Business Technical Assistance Program	MDI created a technical assistance program during construction. Businesses could access a wide range of business services, including back-office accounting support, website development and email marketing support.	Community-Based Organization	
		BUSINESS ACCESS		
Category	Program Name	Description	Administrator	
Parking Access Parking Facility Improvements	Parking Strategy	MDI coordinated a parking strategy given the loss of on street parking along Woodward Ave.	Community-Based Organization	
	CON	MMUNICATIONS & ENGAGEMENT		
Category	Program Name	Description	Administrator	
Marketing & Communications Web-based Marketing & Communications Platform Community Engagement Communications Dashboard	Shop Dine Campaign	MDI launched the Shop Dine campaign to market specific hubs within the area and were able to create a website that helped bring new and returning customers to the area.	Community-Based Organization	

LESSONS LEARNED...

(1) MDI benefitted from established relationships and trust, as well as a toolbox of existing programs.

- MDI provided a lot of tailored grant support specific to businesses and was able to adjust programs as needed as construction progressed. This was in part possible because of their existing knowledge of businesses from years of working together.
- Due to the established relationships with the City and MDOT, MDI was well positioned to pivot as new challenges arose.

(2) Flexible funding was critical to be responsive to business needs.

- Private funding meant MDI could be highly responsive and quick to adapt strategies as needed without needing re-approval of fund uses.
- Private funding allowed MDI to provide more grants than loans, which was helpful as most businesses were reluctant to take out loans.
- Funding was a key limitation to providing sufficient business support, as the QLine project lasted one year longer than expected. MDI fundraised for the originally provided construction timeline but didn't have a contingency and had to adapt on the fly when construction ran a year over.

(3) Businesses were able to tap into broad technical assistance programming during construction, while still having a single point of contact.

 MDI also supported businesses to think about positioning themselves for success after construction by taking on façade improvements, new buildouts, and parking upgrades.

(4) Centralized marketing via MDI enabled businesses to benefit from marketing campaigns at a much larger scale than they could achieve on their own.

Case Study Livernois Streetscape Project

Detroit, MI Under construction 2019-2020

Flexible (often private) funding sources are key to adapt quickly and provide direct financial assistance to impacted businesses. Marketing/back-office resources should be scaled if possible.

Between 2019-2020, the City of Detroit Public Works embarked on a project known as the Livernois Streetscape Project. It focused on Livernois between Margareta and Eight Mile and looked to transform this portion of Livernois into a walkable, attractive streetscape with a dedicated left-turn lane, wider sidewalks for café seating, protected bike lanes and new landscaping and lighting.

This project included new roadway pavement, underground infrastructure, new extended sidewalks, removal of the median, bike lanes, better lighting, landscaping and other elements that made Livernois a beautiful welcoming corridor.





Project Sources: 5/10/24 Call with project stakeholders.

Image Sources: [Top] https://detroitmi.gov/departments/department-public-works/complete-streets/streets/cape-program/livernois-streets/cape-project [Bottom] https://theneighborhoods.org/story/mission-accomplished

MITIGATION STRATEGIES

In response to business complaints during streetscape improvements on Livernois, Detroit Economic Growth Corporation (DEGC) worked closely with businesses to quickly provide viable financial support through the creation of a microloan program. In addition to direct financial assistance, DEGC provided support with marketing and landlords, and pivoted to address broader challenges brought on by the pandemic.

BUSINESS OPERATIONS				
Category	Program Name	Description	Administrator	
Business Retention Small Business Operating Support	0% Interest Loan Program	DEGC and the City's Economic Development Corporation worked together to create a 0% interest microloan up to \$20K with no payment at all in the first 12 months from closing, using Chase funding. After 1 year, businesses only had to pay back 40% of the value of the loan. The loan program wrote its first check within 30 days of approval, but businesses were slow to adopt until they saw their peers receive payments and participate in the program.	Community-Based Organization	
	COI	MMUNICATIONS & ENGAGEMENT		
Category	Program Name	Description	Administrator	
Marketing & Communications District/Corridor Business Marketing & Advertising	Marketing Assistance	DEGC mobilized Detroit's small business ecosystem to support marketing and technical assistance for back-office support for businesses on the corridor. City resources were also used to amplify marketing efforts and DEGC hired a local production company to film an ad for businesses.	Community-Based Organization	

LESSONS LEARNED...

(1) The lack of mitigation strategies in place prior to construction resulted in businesses organizing to receive support.

- Prior to construction, there were no intentional financial strategies to support businesses, despite warning from DEGC that mitigation would be needed. DEGC was only involved after construction started and businesses banded together and publicly campaigned for support.
- Businesses were not prepared for limited physical access they had no online presence and little marketing capacity.
- Heavy construction occurred during the high season for businesses (summer), amplifying the effects on revenues.

(2) Building trust was an ongoing effort that required understanding business corridor dynamics and demonstrating commitment with daily face time.

- DEGC met daily with businesses in the beginning, providing a space to air frustrations and set expectations about what types of support can actually be delivered.
- Businesses in the area associated with different groups and business organizations so it was important for DEGC to coordinate with all of them to reach all businesses.

(3) Businesses were hesitant about loans and financial institutions were unwilling to provide grants to businesses, so DEGC and Detroit's EDC created a unique 0% interest microloan product.

- Financial assistance was challenging to design because: (1)
 Financial institutions were hesitant to underwrite loans due to the risk and the community pushed back on loans overall. (2)
 Foundations were hesitant to fund grants to businesses.
- Many of the small businesses required a lot of technical assistance around business operations and planning to receive loans (e.g. needing bank accounts associated with their business or addressing back taxes).

(4) Lost revenue meant some businesses were unable to pay rent and landlords were affected.

- DEGC navigated conversations between landlords and tenants to talk through strategies for support, in some cases helping to renegotiate leases.
- For the third of tenants who owned their property, there were some opportunities for financing through bridge loans.

(5) With more time, DEGC's marketing assistance support could have been scaled more effectively.

• There is an economy of scale for providing back-office support that could have been better leveraged to simultaneously provide support for multiple businesses if strategies were developed prior to construction.

Case Study **St. Paul Green Line**

St. Paul, MN 2001-2014

The Twin Cities built the Green Line, a light rail connecting Downtown Minneapolis to Downtown St. Paul.

Central Corridor businesses advocated to the City of St. Paul for mitigation that fueled assistance efforts, resulting in widespread community investment in programs that sustained businesses along the corridor.

The METRO Green Line is an 11-mile light rail line connecting Minneapolis and St. Paul.

From the beginning, planning focused on equitable transit-oriented development and ensuring positive development impacts for the areas around transit stations.

To promote collaboration, planning, and investment "beyond the rail," 14 local and national foundations formed the Central Corridor Funds Collaborative and worked with community organizations, businesses, and public agencies to coordinate efforts.

The collaborative effort and management of resources to support businesses through construction of the Green Line resulted in minimized impacts to businesses between 2010 and 2016.

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OUTCOMES

Fewer businesses closed than might have, had the project not taken place.

of businesses closed along the corridor. 9% of businesses with fewer than 5 employees closed or left the corridor. During the same period, 128 street level businesses opened. The survival rate on the corridor appears to have exceeded the natural turnover of businesses (average business failure rate during this period for the metro area was 9%).

Employment rose in the area.

3%

growth of jobs along the corridor from 2010-2016

The industry mix among businesses did not change notably.



Businesses leveraged construction mitigation programs for facade improvements and expansion assistance.

Businesses reported significant loss of sales; however, the limited business closures indicate financial assistance and other mitigation strategies were effective.

Businesses recieved forgivable loans from the Ready for Rail Business Support Fund

Businesses made preparations and improvements prior to and during construction with \$3M+ in loans and \$260K in facade grants

Project Sources: National Association of City Transportation Officials; CURA Twin Cities Gentrification Project, "On the Cusp of Greatness: Hamline-Midway, Crime, and Transforma-

MITIGATION STRATEGIES

Local community organizations worked with city agencies to provide support to businesses. Marketing, transit passes, contractor incentives, and communication strategies supported continued access and outreach to businesses during construction.

BUSINESS OPERATIONS						
Category	Program Name	Description	Administrator			
	Ready for Rail Business Support Fund	Central Corridor Funds Collaborative managed disbursement of \$3.9M in forgivable loans administered by local nonprofits.	Community-Based Organization			
Business Retention Small Business Operating Support	University Avenue Business Preparation Collective	Provided support from community development organizations, including grants for marketing and improvements, micro-lending, and technical assistance	Community-Based Organization			
	Small Business Improvement / Expansion Assistance	Neighborhood Development Center supported businesses in a position to buy or improve their own buildings, especially locally- and minority-owned businesses. This included small business expansion loans and façade improvement grants.	Community-Based Organization			
Business Retention Technical Assistance	Business Technical Assistance Program	Business Resources Collective managed a program to assist small businesses with business planning, accounting system updates,and marketing efforts.	Community-Based Organization			
Property Improvements Renovation Fund	Small Business Improvement / Expansion Assistance	Neighborhood Development Center supported businesses in a position to buy or improve their own buildings, especially locally- and minority-owned businesses. This included small business expansion loans and façade improvement grants.	Community-Based Organization			
Property Improvements Facade Improvements	City Façade Improvement Matching Grants	The City of St. Paul funded façade improvements for corridor businesses.	City			
		BUSINESS ACCESS				
Category	Program Name	Description	Administrator			
Parking Access Parking Facility Improvements	Neighborhood Commercial Parking Pilot Program	City of St. Paul provided \$2.1M in forgivable loans to improve off-street parking	City			
		PUBLIC REALM				
Category	Program Name	Description	Administrator			
	3 1 1		Auministrator			
Visibility Signage	Access and Signage Assistance	Assistance to customers to access businesses during construction, including \$800K for improved signage, as well as relaxing of sign regulations in construction areas.	City			
Visibility Signage	Access and Signage Assistance	Assistance to customers to access businesses during construction, including \$800K for improved signage, as well as relaxing of sign regulations in construction areas. BUSINESS OPERATIONS	City			
Visibility Signage	Access and Signage Assistance Program Name	Assistance to customers to access businesses during construction, including \$800K for improved signage, as well as relaxing of sign regulations in construction areas. BUSINESS OPERATIONS Description	City			
Visibility Signage Category Marketing & Communications District/Corridor Business Marketing & Advertising	Access and Signage Assistance Program Name Buy Local Marketing Campaign	Assistance to customers to access businesses during construction, including \$800K for improved signage, as well as relaxing of sign regulations in construction areas. BUSINESS OPERATIONS Description Business Resources Collective managed a marketing program to encourage residents to visit businesses during construction, as well as the Central Corridor Perks loyalty card and mobile phone app with discounts offered for participating businesses.	City Administrator Community-Based Organization			
Visibility Signage	Access and Signage Assistance Program Name Buy Local Marketing Campaign Transit Fare Passes	Assistance to customers to access businesses during construction, including \$800K for improved signage, as well as relaxing of sign regulations in construction areas. BUSINESS OPERATIONS Business Resources Collective managed a marketing program to encourage residents to visit businesses during construction, as well as the Central Corridor Perks loyalty card and mobile phone app with discounts offered for participating businesses. Metro Transit distributed to transit fare passes to customers to encourage continued shopping on corridor, including passes for Go Green Saturday promotion and Metro Transit Bus Side Ads.	City City Community-Based Organization Regional Planning Organization			
Visibility Signage Category Marketing & Communications District/Corridor Business Marketing & Advertising Marketing & Communications Transportation Passes/ Waivers Community Engagement Community Outreach Coordinators	Access and Signage Assistance Program Name Buy Local Marketing Campaign Transit Fare Passes Community Outreach Coordinators	Assistance to customers to access businesses during construction, including \$800K for improved signage, as well as relaxing of sign regulations in construction areas. BUSINESS OPERATIONS Business Resources Collective managed a marketing program to encourage residents to visit businesses during construction, as well as the Central Corridor Perks loyalty card and mobile phone app with discounts offered for participating businesses. Metro Transit distributed to transit fare passes to customers to encourage continued shopping on corridor, including passes for Go Green Saturday promotion and Metro Transit Bus Side Ads. The Metropolitan Council appointed outreach coordinators to answer questions, direct construction-related concerns, and act as a liaison between the public and project contractors.	Administrator City Administrator Community-Based Organization Regional Planning Organization Regional Planning Organization			

Case Study LA Metro Light Rail K Line

Los Angeles, CA 2014-2023

The Crenshaw-LAX K Line passes directly through the historic Black business corridor along Crenshaw Boulevard and hindered business operations due to extended timelines for construction.

In 2022, Los Angeles completed a major expansion of its Metro Rail system with the opening of nine new stations along an 8.5-mile light rail route. Responding to community feedback during the design phase, the project included the construction of underground tunnels along the Crenshaw corridor to minimize disruption to the local business and residential community once operational.

After construction started in January 2014, street closures made finding business challenging, and foot traffic declined when sidewalks were blocked. Some businesses lost up to 75% of walk-in business and began talks to potentially sue Metro. In October 2014, LA Metro announced construction mitigation programming that included direct financial assistance to "mom and pop" businesses.

Delayed construction completion also caused challenges for the historic business community along Crenshaw Blvd. Originally scheduled to be completed in 2019, the opening date was pushed back to 2020, then 2021, and ultimately 2022.

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OUTCOMES

Business support solutions \$10m 150+ 300+

in financial assistance program set aside annually for all affected rail projects businessess were provided free marketing support

small businessess were offered hands-on support and referrals

Despite these supports, limited eligibility for assistance led to businesses closing or relocating >50%

of the 550 mom and pop shops impacted received funding

of the 235 grantees businesses closed (23%) or relocated (2%)

Project Sources: Linton, Joe, "Metro's K Line is Open! Retail Returns to Crenshaw Boulevard, the Heart of Black Los Angeles," Oct 2022, Streetsblog LA; "Expanding connectivity and access to Los Angeles' metro system with the K Line," Arup; Fonesca, Ryan, "LA Metro's K Line is Opening," 2022, LAist. Image Source: https://cal.streetsblog.org/2022/10/11/metros-k-line-is-open-rail-returns-to-crenshaw-boulevard-the-heart-of-black-los-angeles

MITIGATION STRATEGIES

After businesses organized to protest reduced sales during initial construction of the Crenshaw-LAX K Line, LA Metro developed a three-pronged approach intended to mitigate construction impacts.

BUSINESS OPERATIONS						
Category	Program Name	Description	Administrator			
Business Retention Small Business Operating Support	LA Metro Business Interruption Fund (BIF)	LA Metro created a financial assistance program for select businesses that qualified. Initially, it started as a pilot to assist "mom and pop" businesses along the K Line, and is now used for other rail-related construction corridors. The fund closed to Crenshaw-LAX businesses in 2022. Set up with \$10M annually for all affected rail projects.	CDFI on behalf of Transit Agency			
Business Retention Technical Assistance	Metro's Business Solution Center	Provided hands-on support and referrals to 300+ small businesses along Crenshaw line from 2014-2022.	Transit Agency			
	COL	MMUNICATIONS & ENGAGEMENT				
Category	Program Name	Description	Administrator			
Marketing & Eat, Shop, Play Communications District/Corridor Business Marketing & Advertising		Eat, Shop, Play Crenshaw is a promotional and community engagement program that provided 150+ businesses with free business marketing support.	Transit Agency			

LESSONS LEARNED...

(1) An overreliance on transportation agencies, which may have a variety of capacity limitations in large scale infrastructure projects, to develop and manage mitigation strategies can result in delayed and insufficient support to businesses.

- The Business Interruption Fund (BIF) limited eligibility for financial assistance with stringent criteria that resulted in a limited number of business on the corridor receiving financial support.
- Mitigation programs didn't begin until after construction started, resulting in grantee businesses receiving funding a year after construction started. Further, construction lasted three years longer than originally projected causing sustained, unanticipated stress on businesses.

(2) LA Metro collected inconsistent data limited to only businesses who applied for financial assistance, rendering an unreliable, incomplete understanding of the impacts on businesses with a lack of accountability.

- Businesses organized to pressure LA Metro in response to initial revenue losses when construction started, but the coalition's influence waned after the BIF was established.
- LA Metro was the sole entity formally collecting and reporting business impact data, which limited the data collected to only those who applied for financial assistance and created challenges for the community to hold them accountable.

Case Study Seattle Central Link (1-line)

Seattle, WA 2003-2008, light rail opened in 2009

Community concern for local businesses during Seattle's Central Link light rail construction prompted the creation of a \$50M fund and the Supplemental Mitigation Assistance Program for affected businesses.

In 1996, Seattle voters approved the construction of the Central Link light rail. After years of planning, construction was set to start in 2003 and there was community concern in Rainier Valley about the survival of the local businesses during multi-year construction. In response, the Rainier Valley Community Development Fund (CDF) was founded in 2002 to manage a \$50M fund established by the City of Seattle, King County, and Sound Transit to mitigate lost revenues and invest in long-term real estate development.

As part of this effort, CDF created the Supplemental Mitigation Assistance Program (SMA), which provided grants to businesses who could demonstrate a loss in net revenues or to businesses that had to relocate due to construction. Between 2003 and 2008, CDF provided \$15M in SMA grants to local businesses. Along the way, the SMA program offerings were adjusted 10 times to address shifting conditions on the ground. Overall, 85% of the 310 primarily small, racially diverse businesses along the MLK corridor were able to remain open despite light rail construction impacts.



OUTCOMES

Business Support Fund helped retain businesses \$50m

85%

of small businesses in the area were able to stay open during construction fund established to mitigate lost revenues and invest in longterm real estate development

\$15m

provided in grants to local businesses between 2003-2008



MITIGATION STRATEGIES

CDF's Supplemental Mitigation Assistance Program included five distinct financial products for local businesses.

BUSINESS OPERATIONS						
Category	Program Name	Description	Administrator			
Business Retention Small Business Operating Support	Re-Establishment Payment (Grant)	 Re-establishment payments were originally \$100,000, but eventually increased to \$250,000 to support businesses physically relocated as a resulted of light rail construction, in addition to the legally-obligated payments made by Sound Transit. Eligible expenses included moving expenses, repairs/ improvements, increased rents for up to 24 months, & advertising. 44 businesses received \$3.8M over a 5-year period. 	Community-Based Organization			
	Business Interruption Payment	 Payments compensated businesses and landlords for loss of business and/or rental income due to construction. Product was amended 9 times over 6-year period from \$30,000/year to provide \$150,000 per business. 168 businesses received nearly 1,000 payments totaling \$11M over a 6-year period. 	Community-Based Organization			
	Working Capital Advance	Loan product that supplemented the business interruption payments to cover expenses required to continue operation during construction.	Community-Based Organization			
	Equipment Advance	 Advance designed for relocating businesses to purchase equipment not adequately covered by Sound Transit legally-required compensation. 	Community-Based Organization			
	Tenant Improvement Advance	 Advance assisted relocating businesses with build-out costs for their permanent or temporary facilities not adequately covered by Sound Transit legally-required compensation. 	Community-Based Organization			

LESSONS LEARNED...

(1) Grant programs were used more than loan products because business owners were reluctant to take on debt while the future of their businesses were uncertain. Many businesses felt the grant programs were insufficient to cover the lost sales from light rail construction and applications required onerous documentation.

- The CDF only made five loan advances totaling approximately \$280,000 during the 5-year construction period, despite the Fund setting aside \$11M for loans. By comparison,168 businesses received business interruption payments designed to compensate for lost sales.
- About half of surveyed businesses in 2008 reported reduced revenues of 50%, with all business reporting some sort of decline.
- The grant and loan programs required documentation aligned with CDBG reporting requirements, which was a barrier for business owners to provide.

(2) From the start, the Rainier Valley Community Development Fund responded to the voices and needs of the community.

• A Steering Committee with 10 Rainier Valley community members and five government representatives guided Fund decision-making and established the amount necessary for SMA funding.

(3) While the business community remained diverse postconstruction, businesses owned by African Americans and in the service and retail sectors were more likely to close.

- Of the 310 businesses along the MLK corridor, 181 businesses (about 60%) received some form of financial mitigation assistance.18 of those businesses (10%) ended up closing. CDF and a local CDC reached out to all 310 businesses offering technical assistance from Sound Transit such as trainings on marketing, leasing, bookkeeping, and legal issues.
- 47 of the 310 businesses closed by the end of the SMA program (15%). Black-owned businesses (both African American and East African) experienced the greatest closure rates, declining from 56 businesses along the corridor to 34 businesses (a decrease of 40%, matched by African American closure rates, going from 34 to 20 African American-owned businesses on the corridor). Asian-owned businesses declined 20% from 144 to 115, and white-owned businesses declined 19% from 86 to 70 businesses.
- Among the 212 retail and service businesses prior to construction, 155 remained after construction, but they still comprised about 60% of all businesses.

Case Study I-5 Viaduct Removal and Tunnel Construction

Seattle, WA 2013-2017

In response to the City of Seattle's proposal to financially support business operations during construction, business owners proposed a smaller fund to close businesses entirely and shorten construction, which proved effective.

After the 2001 Nisqually earthquake damaged the Alaskan Way Viaduct and supporting seawall, federal and state funding aided replacement of the viaduct with a tunneled highway – an investment that enabled the City of Seattle to redevelop its waterfront west of downtown.

Rather than provide funding to support businesses during construction of the replacement seawall, Elliott Bay Seawall, the City of Seattle and Seattle Historic Waterfront Association – a group of more than a dozen businesses on Piers 54, 55, 56, and 57 – agreed to shorten the construction period and close businesses during construction instead.



OUTCOMES

Businesses were retained after the City of Seattle paid businesses to temporarily close during the nine-month construction period.

Parking offsets and improvements 1.898

\$30m

parking spaces were removed for the Alaskan Way, Promenade and Overlook Walk project

are still operating on Seattle's waterfront

in funds provided for improved parking to offset lost parking, equivalent to the cost to construct 1,000 new parking spaces

MITIGATION STRATEGIES

The decision by waterfront businesses and the City of Seattle to close businesses during construction saved the City time and money while alleviating heartache for businesses that are still operating today. Seattle Historic Waterfront Association sought financial damages for lost parking in the business district, resulting in \$30 million of funding for improved parking.

BUSINESS OPERATIONS							
Category	Program Name	Description	Administrator				
Business Retention Temporary Closure Fund	City of Seattle Temporary Business Closure Fund	The City of Seattle paid businesses to temporarily close during 9 months of construction. The City of Seattle planned to provide direct financial assistance to waterfront businesses to support operations during construction of the new seawall, which the Seattle Historic Waterfront Association (the Association) estimated to cost \$30 million. Instead, the Association proposed that the City pay taxes, insurance, and wages and benefits for key employees (defined by the Association as critical employees, including those with over 10 years tenure with the same company) for the businesses to close entirely. The City agreed and allocated \$15M to pay for claims processed by an insurance adjuster, which ended up costing only \$12M over the nine-month construction period. Anecdotally, one business owner shared that during similar major construction projects, other business districts in the city experienced a reduction of 30% to 50% in sales. Today, 41 of the 45 businesses (or 92%) are operating on Seattle's Waterfront.	City				
		BUSINESS ACCESS					
Category	Program Name	Description	Administrator				
Parking Access Parking Facility Improvements	Seattle Historic Waterfront Association Parking Mitigation Fund	 In 2016, the Association, along with The Alliance for Pioneer Square, appealed the City's Final Environmental Impact Statement for the Alaskan Way, Promenade, and Overlook Walk project that removed 1,898 parking spaces. The claim articulated parking and business accessibility concerns, citing that 70% of visitors to the waterfront came by car. The City agreed to provide \$30 million – equivalent to the cost to construct 1,000 new parking spaces. The Association used parking mitigation funds to: (1) Build additional parking spaces in a new garage (2) Buy down hourly rates in existing parking garages (3) Provide 2-hour free parking vouchers to waterfront visitors. 	The City/Community Based-Organization				
	COMMUNICATIONS & ENGAGEMENT						
Category	Program Name	Description	Administrator				
Marketing & Communications - Visitor Information Centers	Information Centers	Waterfront Seattle, led by the City of Seattle's Office of the Waterfront and Civic Projects, created a physical information center and central online location for communications and project updates - including a live camera of construction/	City				

Case Study Union Square Green Line Extension

Somerville, MA 2019-2022

The Union Square Neighborhood Council formed to ensure that development didn't place unwanted pressures on existing residents and businesses.

The expansion of MBTA's subway system into Somerville catalyzed the redevelopment of Union Square around a newly planned Green Line station.

Union Square Station Associates (US2) was selected by the Somerville Redevelopment Authority as the master developer for the 15 acres in the Union Square revitalization plan in 2014.

They were chosen in part because of their on-the-ground engagement in the community, plans to expand Somerville's innovation economy, and their creative approach toward building affordable housing.

In 2017, the City signed a development covenant with US2, stipulating multiple mechanisms through which US2 would deliver community benefits. It required US2 to negotiate a Community Benefits Agreement with the Union Square Neighborhood Council. Ratified in 2019, the CBA had an amendment in 2024 to allow for the construction of a 51-unit affordable housing project.



OUTCOMES

Community Benefit Agreements offer a mechanism for delivering community benefits



unit affordable housing project negotiated through the CBA

MITIGATION STRATEGIES

Community benefits agreements can provide tools to mitigate the impact of construction, but City involvement is critical for effective implementation.

BUSINESS OPERATIONS						
Category	Program Name	Administrator				
Business Retention Community Benefits Agreements	Union Square Green Line Extension Community Benefits Agreement	The Union Square Neighborhood Council, with support from the City, negotiated a Community Benefits Agreement (CBA) with US2, which included: (1) a commitment to provide relocation payments for existing businesses, and (2) opportunities for new space within the redevelopment for existing businesses, including an agreement to conduct good faith lease negotiation.	Transit Agency and Community-Based Organization			
	COL	MMUNICATIONS & ENGAGEMENT				
Category	Program Name	Description	Administrator			
Community Engagement Community Outreach Councils & Coordinators	Union Square Neighborhood Council	 The Union Square Neighborhood Council formed to ensure that development didn't place unwanted pressures on existing residents and businesses. The neighborhood council included renters, business owners, and members of the city's Chamber of Commerce. To guide the development of a Community Benefits Agreement (CBA), community feedback was produced by two "Community Benefits Summits" in 2018. 	Community-Based Organization			
Marketing & Communications Web-based Marketing & Communications Platform	Project Website	Union Square Station Associates (US2) created and managed a website to share project updates.	Community-Based Organization			

LESSONS LEARNED...

The CBA alone has not proven sufficiently effective in protecting existing residents from displacement pressure (resident, not business-focused).

New development in Union Square has mostly focused on upscale restaurants and retail. An intentionally authentic retail mix is vital for preserving existing character. City involvement is essential to hold developers accountable to CBA commitments. While the main negotiating entity for the CBA was the Union Square Neighborhood Council, continued pressure from City Council ensured the developer followed through with the CBA.

 In 2019, members of the Somerville City Council "blocked the transfer of a key piece of land to US2 until a community benefits agreement [was] ratified." The agreement was ratified later that year and has since been amended to continue to respond to community concerns.

Case Study Purple Line Corridor

Washington, D.C. 2017-2020. 2022-2027 (anticipated)

In 2013, the Purple Line **Corridor Coalition (PLCC)** was established at the University of Maryland's **National Center for Smart Growth Research to** leverage benefits of the **Purple Line for all residents** and businesses, and to address potential disruption and displacement from construction of the line.

The Purple Line, currently under construction, is a 16.2-mile, 21 station, light rail line from New Carrollton to Bethesda, Maryland.

In 2017, PLCC launched a voluntary community development agreement, with signatories representing leaders across sectors, to ensure that residents and small businesses are not displaced by the construction of the Purple Line.

In 2020, the construction firms working on the Purple Line stopped work because MTA would not pay added construction costs from legal challenges. A new contractor started in 2022, but delays in anticipated completion continue.



OUTCOMES

Coalition building prior to the start of construction Stakeholders convened

Support for businesses

Operating grants are available for businesses up to



Project Sources: Webster, Abby, "What exactly happened with the Purple Line, and will the project ever get back on track?" Jul 2021, Greater Greater Washington; PLCC, "Purple Line Equitable TOD Strategy," Sep 2022.

MITIGATION STRATEGIES

Despite forming years before construction started and convening 150+ stakeholders, PLCC continues to face challenges to ensure community benefits are delivered as the project advances.

BUSINESS OPERATIONS						
Category	Program Name	Description	Administrator			
Business Retention Small Business Operating Support	Purple Line Corridor Operating Grants	Operating grants up to \$10K are available through FSC First, a CDFI: Eligible for operation costs such as payroll, rent, and utilities. If approved, businesses can receive funds in as little as 10 days	CDFI			
Business Retention Temporary Closure Fund, Technical Assistance, Legacy Business Protection Program, Preservation of Affordable Commercial Space, Create Business Hubs Property Improvements Renovation Fund	Equitable Transit- Oriented Development Strategy	 This strategy document provided a multitude of strategies to support businesses, including: Coordinate and expand technical assistance and build the capacity of local neighborhood organizations to help local business owners. Promote place-based marketing efforts and develop a business-to-business program. Expand funding sources for physical improvements to space. Expand state and local construction disruption assistance. Develop a legacy business protection program such as registry, promotions, tax incentives for re-leasing, and targeted access to capital and technical assistance. Explore options to preserve existing affordable commercial space for small businesses through incentives or potentially acquisition by a nonprofit or community-based organization. Develop interim spaces for displaced businesses ("business hubs"). 	Community-Based Organization			

LESSONS LEARNED...

The Purple Line Corridor Coalition has done a lot of planning work to organize stakeholders and provide recommendations for actions. It is unclear how effective it has been at delivering programming for businesses currently experiencing or about to experience construction impacts. Recommended actions include efforts to support businesses making improvements and potentially taking ownership of the buildings they are in.

V Appendix Greater Downtown Neighborhood Data

Greater Downtown Detroit Neighborhood Data

Overview

Below please find on this page a more granular breakdown of the data for businesses by neighborhood used to calculate Greater downtown economy context information found on page 11.

2023 Businesses By Neighborhood								
	Business	Businesses Reliant on Patrons and Access*				Businesses Less Affected by Reduced Access*		
Business Districts & Neighborhoods	Healthcare & Social Assistance	Retail & Personal Services	Arts, Entertainment, & Food	Manufacturing, Wholesale Trade, Etc.	Professional & Technical Services	Finance, Information, & Real Estate	All Industries	
Greektown/Eastern Downtown	20	160	110	50	300	80	720	
Brush Park/Douglass	10	15	5	5	10	10	55	
Medical Center	410	55	25	20	10	20	540	
Eastern Market/Forest Park	25	65	30	55	15	20	210	
Eastern Elmwood Park	10	30	10	10	5	25	90	
Lafayette Park	5	40	10	15	20	25	115	
East Riverfront	20	80	30	25	45	40	240	
TOTAL	500	445	220	180	405	220	1,970	

Sources: DatabaseUSA via Lightcast, ESRI, HR&A Advisors

*This data source is imprecise and rounded. Each category is based on businesses' NAICS classification. The data above excludes all general medical hospitals, due to their institutional nature. Healthcare & Social Assistance includes businesses like small medical offices and daycare centers. Some FIRE businesses may belong in the first category but this table is a conservative estimate. DatabaseUSA business data is gathered from 6K+ sources that are largely directory and event-driven sources, including utility connections and new business filings.

	Woi	rkers by Race (20	21)	Workers by Annual Earnings (2021)			
Business Districts & Neighborhoods	# White Workers	# of Non-White Workers	% Non-White Workers	Under \$40K	Over \$40K	% Making \$40K+	
Greektown/Eastern Downtown	27,890	17,420	40%	9,125	36,185	80%	
Brush Park/Douglass	1,810	1,200	40%	1,010	2,000	65%	
Medical Center	6,215	5,280	46%	3,770	7,725	65%	
Eastern Market/Forest Park	2,420	1,645	40%	1,430	2,635	65%	
Eastern Elmwood Park	265	200	45%	160	305	65%	
Lafayette Park	205	375	65%	280	300	50%	
East Riverfront	1,045	960	50%	990	1,015	50%	
Total Workers	39,850	27,080	40%	16,765	50,165	75%	

Sources: LEHD; OntheMap