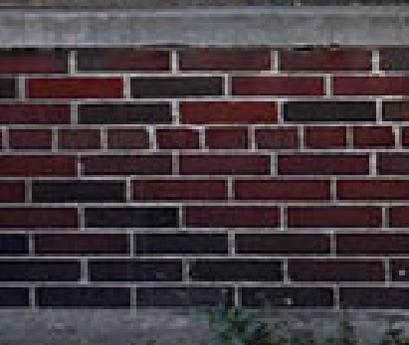
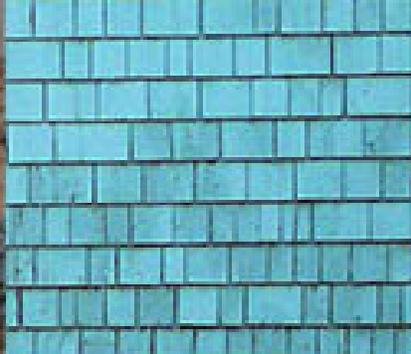


CATALYZING A SUSTAINABLE DETROIT: A COMMUNITY-DIRECTED STRATEGIC PLAN

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Preface

Rethinking Demolition, Rethinking Detroit

The photo collage on the cover offers a glimpse of Detroit's rich architectural fabric. Slate roofing, elegant brick, iron ornamentation, and intricate masonry detailing conjure the history and mystique of the city that invented Motown and served as the center of the US auto industry.

What makes this image even more captivating is that all of the photographs were taken in vacant and abandoned buildings scattered throughout the city. At the surface, the pervasive abandoned properties in Detroit appear to be a problem, sometimes an insurmountable one; however, a closer look reveals a unique opportunity for architectural salvage and reuse. Rather than demolishing abandoned buildings and disposing of the waste in landfills, Detroit can use these beautiful and valuable materials to construct new buildings and spaces that will support a thriving, healthy and prosperous Detroit.

Similarly, a closer look at Detroit and its people reveals new ways of envisioning the future of the city. While economic disinvestment, crime and unemployment dominate public perception of Detroit, ample creativity, dedication, and opportunity exist within the city that can pave the way for green economic development and sustainable living to improve quality of life throughout the region.

A creative eye reveals how the history of the city, both the positive and the negative, can be reframed through a sustainability lens to reinvigorate neighborhoods and promote the health of Detroiters. It is this spirit that the following plan and the project represents.



We dedicate this document to the people, organizations and communities in and outside of Detroit who are working for environmental justice, sustainability, the health of their neighborhoods and the reclamation of their rights. We honor and acknowledge their tireless and often unrecognized work and the powerful role it plays in progress toward healthy living environments and a more socially just world.

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Executive Summary



Executive Summary

Sustainability plays a vital role in the health, environment and economy of Detroit. Numerous individuals, organizations and institutions at the local and regional level are currently dedicating time and energy to creating a more equitable and sustainable Detroit. Despite all this activity, resources and information to promote sustainable living are still needed.

This document is the culmination of a year-long project carried out by four graduate students from the University of Michigan in collaboration with Detroiters Working for Environmental Justice (DWEJ), the Southeast Michigan Sustainable Business Forum (SMSBF) and a range of Detroit stakeholders. The purpose of this project is to create a strategic plan for a sustainability resource and community activity center tailored to the unique conditions in the city of Detroit. The work draws upon the authors' interdisciplinary expertise in social work, public health, architecture and urban planning to develop a plan that addresses the broad range of social and physical issues facing Detroit.

Sustainable living is often considered a luxury, despite the significant health and economic benefits that it can offer people of all incomes. The authors' intent is to represent the ways in which the tenets of sustainability could improve the lives of all people living and working in Detroit. The center should address the environmental justice, economic development and political concerns of the city's residents and workers.

Economic development can take many different forms, largely dependent on the underlying goals and values that determine the specific economic development strategies. Furthermore, no clear definition of 'good' economic development exists. Such variation in the goals, values, strategies and definitions that guide economic development can inadvertently increase social inequities and waste valuable environmental and financial resources. Sustainable development and the needs of low-skill, low-income and unemployed residents are often the trade-offs in contemporary economic development practice, creating significant hurdles for the environment and low-income communities. This plan first presents a model for sustainable economic development, and then the authors discuss three common economic development strategies—sectoral strategies, commercial revitalization and brownfield redevelopment—in relation to equitable and sustainable economic development.

This study employed a community-based participatory research (CBPR) method to assess the strengths and needs of the city. The findings from the assessment shape the recommendations presented in this report and will inform the center's role and activities. CBPR is an approach where community stakeholders participate in the research process extensively, combining research with social action and allowing the community to develop the process of investigation and analysis. Using CBPR methodology, the authors convened focus groups, conducted semi-structured interviews, attended community meetings and facilitated visioning and planning meetings with stakeholders. The authors used the focus group, interview and case study findings to formulate a survey in which

participants prioritized issues based on their experiences with Detroit’s unique situation, which continued the CBPR process through the final analysis of the research. Finally, the authors used the survey findings to develop an implementation strategy. For the survey analysis, the authors separated the respondents by the participant’s self-identified place of residence and work: Detroit residents, Detroit workers who do not live in Detroit and those who neither live nor work in Detroit.

The authors also conducted case studies of successful centers located in other cities across the nation. Case study research included site visits, interviews, literature searches and web searches to learn about the history and development of each center, including proven successes, best practices and lessons learned. In-depth case studies included the Milwaukee Urban Ecology Center, Chicago Center for Green Technology, Build It Green (Berkeley, CA) and Green Worker Cooperatives (South Bronx, NY). Each in-depth case study describes successful elements that could be applied to Detroit. Other models less applicable to Detroit are compiled in a second tier of case analysis. These other case studies included The Alliance Center (Denver, CO), The Green Building Resource Center (Santa Monica, CA), The Green Institute (Twin Cities, MN), Light House Center (British Columbia, Canada), Center for Neighborhood Technology (CNT) and Sustainable South Bronx.

Several key lessons from the case studies and Detroit findings inform this report:

- Develop a clear vision and mission
- Develop a diversified funding base
- Cooperate and collaborate
- Reach people where they are
- Be visible and available
- Use the building as a symbol
- Be creative and innovative

Ideas and key words identified by Detroit residents and SMSBF during two visioning sessions form the vision, mission and values for the center.

Vision

We envision the resurgence of Detroit as an urban center where all can thrive in environmental, economic and social health. The heart, pride and creativity of Detroit are the roots and catalyst for local and regional change.

Mission

To achieve environmental justice and a green economy by coordinating and cultivating existing sustainability efforts, filling gaps in services and educating equally and fairly based on community needs for residents, workers, neighborhoods and businesses of Detroit and the surrounding area.

Core Values

Environmental justice, communication, integrity, collaboration, reflection, presence, and ecological responsibility

The plan includes four major goals for the center, with the first goal—partnerships—as the catalyst for the other three. Goals and objectives for the center include the following:

Goal 1. Increase public and private collaboration to bring a comprehensive and efficient approach to promote greener, healthier buildings and communities

Objective 1.1 Connect local professional expertise with projects

Objective 1.2 Establish public and private councils and coalitions to strengthen local and regional efforts

Objective 1.3 Consolidate efforts and resources amongst stakeholders to further the sustainability movement

Goal 2. Enhance quality of life for the residents and workers in Detroit and surrounding communities

Objective 2.1 Raise awareness about sustainability, health and environmental justice

Objective 2.2 Facilitate improvements to the built environment that address health issues such as asthma, lead poisoning, obesity and cardiovascular disease

Objective 2.3 Build local capacity to fill 'green' jobs

Goal 3. Expand the image of Detroit as a model of an equitable and sustainable green economy

Objective 3.1 Increase marketability and branding of Detroit as a regional city that represents sustainable living

Objective 3.2 Generate green economic development

Goal 4. Establish credible green policies and programs across the city and region through innovative public-private collaboration

Objective 4.1 Build innovative public-private collaborations to raise awareness and develop locally specific green building guidelines and standards

Objective 4.2 Advocate for the adoption of credible green building policies and programs by local and regional governments to benefit the local community

A phased implementation strategy, based on the survey results, prioritizes potential program areas for the center. The survey findings determined the top ten potential program offerings, with only slight variations among the different groups of respondents (Detroit residents, non-resident Detroit workers, and both non-resident, non-Detroit workers). These results also inform the categorization of programs into three implementation time frames: 0-3 years, 4-7 years, and 8-10 years. The issues and programs identified for the 0-3 year time frame include: addressing vacant buildings, providing green job training, raising awareness about sustainability issues, increasing access to information and coordinating sustainability-related efforts. These issues and programs do not require a physical building, yet are important for the overall development of the center's programming.

This project provides the foundation for the planning of this center by articulating strategic goals and objectives. It focuses on setting priorities and identifying opportunities and obstacles to carry out the vision for a sustainability resource and community activity center tailored to the unique conditions in Detroit and the region. Specific implementation details such as staffing, budget, funding sources and evaluation activities need to be analyzed. The authors recommend the creation of a business plan to describe these details and set benchmarks for appropriate growth. A business plan will be critical to the center's success as the project's momentum builds.

With the data and information presented in this plan and with collaboration from numerous stakeholders, Detroiters can further set in motion the actions that will improve the overall health and sustainability of the city and its residents.



Part One Background



The Beginning

DWEJ's Story

Detroiters Working for Environmental Justice (DWEJ) has been promoting a clean and healthy environment for all in Detroit since 1994. Their work has entailed advocacy, education, training and other programming to help Detroiters take control of their environments. One of their newest initiatives is the Build Up Detroit (BUD) project, which seeks to “help provide the groundwork for a ‘green’ economic development paradigm that will provide safe and healthy housing, safe good paying jobs and the restoration of the environment through best practices in the use of land.”¹

Two years ago, DWEJ gave a presentation at a meeting of the Southeast Michigan Sustainable Business Forum (SMSBF) about the BUD project. SMSBF, a group of businesspeople in the region working on sustainability issues, had been interested in engaging in more practical sustainability work, and the BUD project presented a promising opportunity. After a year of coordinating efforts between the two organizations, a SMSBF member gave a presentation about the Chicago Center for Green Technology (CCGT), a sustainability resource center in Chicago. The group began to imagine how such a center could serve the needs of Detroit and the region. Since DWEJ was already established in the city and knew how to seek funding and get projects off the ground, SMSBF and DWEJ then forged a partnership, and the planning for the center became an integral part of the BUD project.

Graduate Students' Story

On May 3, 2007, a group of mothers from the Environmental Justice and Advocacy Committee of the Detroit Public Schools Headstart Program organized an interactive Community Forum on Environmental Justice with the support of local stakeholders.² The purpose was to share with Detroit policymakers and leaders the women's stories and photographic essays of environmental injustices in their neighborhoods. The women sought commitment and action from the policymakers to address these issues in tangible ways. Image after image revealed the environmental injustices faced by Detroit residents and the range of resilient community responses. They shared stories about community solidarity, neighbors helping neighbors and their experiences with asthma, emissions from the Detroit incinerator, illegal dumping and other struggles. The women raised a call to action, and their passion, eloquence and strength in describing the environmental injustices affecting their families' health inspired all present.

¹ Detroiters Working for Environmental Justice. (2006). *Build Up Detroit*. Detroit, MI: Author.

² Skillman Foundation, University of Michigan School of Natural Resources, University of Michigan School of Social Work.

The authors of this report, who were graduate students at the University of Michigan, sat in the audience feeling at once moved by the women and angered by the images on display. The year earlier, Professor Bunyan Bryant, a leader in the environmental justice movement, had educated us about environmental injustices in the city, just as he had previously with Donele Wilkins, now Executive Director of DWEJ. His teachings and our affiliation with the event partners brought us to the forum in our search for a professional master's project. At the time of the forum, we knew we wanted to focus on environmental justice in Detroit by doing a participatory and interdisciplinary project. We learned that a number of the women who were presenting had gone through DWEJ's Community Hazards Awareness Training (CHATs) program, which provides education regarding the connections between health and the local environment and offers participants tools to create change. Having heard about and seen the important work that the organization was doing, we introduced ourselves and offered our services to the women and to Donele Wilkins. After a few discussions and meetings, we and DWEJ jointly decided that the professional master's project would focus on the BUD project; specifically, we would create a strategic plan for the development of the sustainability resource center.

The Weaving of Our Stories

For DWEJ, a project carried out by University of Michigan graduate students would be an extension of their capacity as an organization, blending the academic and grassroots worlds and offering new skills and fresh eyes to help envision the future of the BUD project.

For the authors, the project presented the opportunity to use shared passion for environmental justice and interdisciplinary skills in social work, public health, urban planning and architecture to self-direct a master's project that would have a life beyond our involvement and offer something useful and actionable to Detroit. As a group, the authors set out to address the nuanced issues represented in the photos at the community forum.

The Environmental Justice Community Forum brought these stories together and sparked this year-long project. Through the use of community-based participatory research (CBPR), the project has brought together our interdisciplinary expertise and the expertise of Detroit area residents, community development corporations (CDCs), environmental groups, businesses, planners and others to create a plan and shared vision for a healthy, thriving and sustainable Detroit.

How Would a Sustainability Center Serve Environmental Justice Goals?

An environmentally just society requires the equitable distribution of environmental burdens and benefits to all people, regardless of race or income. Traditionally, poor and minority neighborhoods bear a greater portion of the burdens and do not see an equal share of benefits. Detroiters Working for Environmental Justice (DWEJ) initiated the Build Up Detroit (BUD) project because equitable development and building practices are an important dimension of environmental justice. As stated by Donele Wilkins, Executive Director of DWEJ, “Sustainability in its purest form is environmental justice.”³ Sustainability is the balance of economics, the environment and social equity; yet social and political equity are often overlooked. When all three dimensions are brought into harmony, quality of life improves for all, regardless of race, class or other factors.

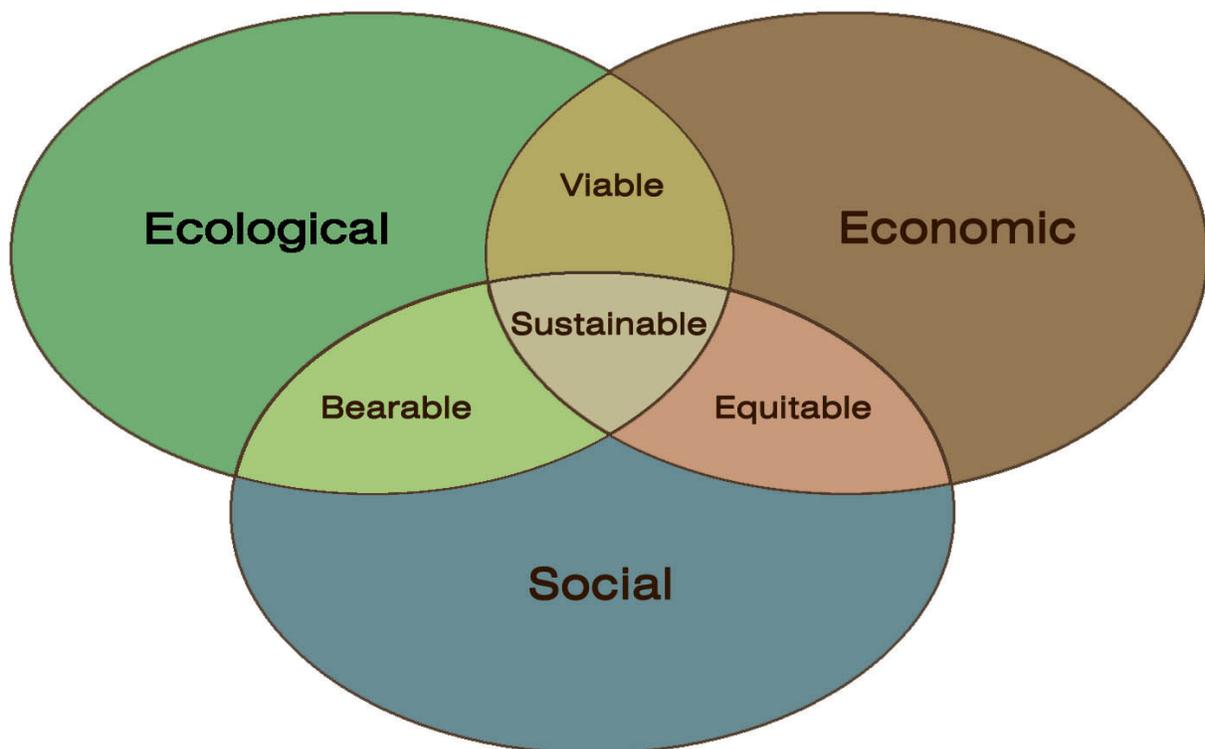


Figure 1: The convergence of the three elements of sustainable development based off of the images representing the “triple bottom line” from the University of South Australia’s Hawke Research Institute for Sustainable Societies.

³ Personal communication, Donele Wilkins, Detroiters Working for Environmental Justice, April 16, 2008

The following are examples of common environmental injustices that can be changed to reach the triple bottom line of sustainability and make communities more socially and environmentally just.

- Highways and truck routes are more frequently located in or near poor, minority neighborhoods. As a result, residents face increased respiratory problems associated with diesel and auto exhaust.⁴ Planning cities to increase walkability, improving public transit, creating a local economy less dependent on resources imported by truck, and investing in alternative fuels would mitigate the disproportionate health impacts from high concentrations of auto exhaust.
- Polluting industries and waste disposal facilities are more often sited in low-income and minority neighborhoods.⁵ Creating more environmentally-friendly industrial practices, coordinating the recycling and re-use of waste materials and minimizing waste will offer residents healthier living environments.
- Contaminated and abandoned properties, which are pervasive in Detroit, disproportionately affect poor neighborhoods.⁶ In addition to the health problems associated with exposure to toxic chemicals on brownfields, abandoned properties increase crime and cause blight in neighborhoods, which has detrimental psychological effects for local residents.⁷ Cleaning up and finding a use for these properties will further environmental justice goals.
- Environmental amenities such as parks and green space are in short supply in poor neighborhoods, resulting in limited opportunities for safe outdoor physical exercise. Obesity rates among both adults and children are highest in poor neighborhoods in the US.⁸ Increasing access to spaces for physical activity will improve the health of residents.
- Often low-income housing projects are poorly built and poorly maintained, with lack of ventilation leading to mold growth.⁹ These conditions can trigger asthma attacks and cause other health problems for residents. In fact, Detroit's has "...one of the highest asthma rates in the country—three times the national average—and ranks third in asthma-related deaths. It leads the nation for asthma death rate among African Americans."¹⁰ In addition, these

⁴ Corburn, J., Osleeb, J., Porter, M. (June 2006) Urban Asthma and the Neighborhood Environment in New York City. *Health & Place*, 12(2). Accessed from: [http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6VH5-4F9F885-](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6VH5-4F9F885-3&_user=10&_rdoc=1&_fmt=&_orig=search&_sort=d&view=c&_acct=C000050221&_version=1&_urlVersion=0&_userid=10&md5=30a2062557173e9e74e88ce63d96070f)

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⁵ Bullard, R., Mohai, P., Saha, R., Wright, B. (March 2007) *Toxic Waste and Race at Twenty: 1987-2007*. Accessed on May 16, 2008 from <http://www.ncccojustice.org/toxicwasteandrace.htm>

⁶ Brachman, L. (October 2005). Vacant and Abandoned Property: Remedies for Acquisition and Redevelopment. *Land Lines*, 17(4). Accessed on May 16, 2008 from <http://www.lincolnst.edu/pubs/PubDetail.aspx?pubid=1057>

⁷ City Policy Associates for The United States Conference of Mayors. (June 2006) *Combating Problems of Vacant and Abandoned Properties: Best Practices in 27 Cities*. Accessed on May 16, 2008 from http://www.usmayors.org/uscm/best_practices/vacantproperties06.pdf

⁸ National Association of County and City Health Officials. *Public Health in Land Use Planning & Community Design*. Accessed on May 16, 2008 from <http://archive.naccho.org/Documents/Land-Use-Fact-Sheet6-19-03.pdf>

⁹ Hood, E. (May 2005). Dwelling Disparities: How Poor Housing Leads to Poor Health. *Environmental Health Perspectives*, 113(5). Accessed from: <http://www.ehponline.org/members/2005/113-5/focus.html>

¹⁰ Doyle, M. B., Van Guilder, B. (March 2002) *For a Clean and Safe Detroit: Close the Country's Largest Incinerator*. Accessed

projects are often built in an energy inefficient manner, leading to high energy bills for those who can least afford them. According to the Southface Energy Institute, low-income families often spend more than 15% of their income on utility bills.¹¹ Making green building technologies and materials more common and affordable for people with low incomes will address these important environmental justice issues.

- High unemployment rates in Detroit¹² greatly affect the poor. Investment in green development and technologies throughout the city could stimulate job creation. In turn, a workforce trained in environmental fields could help drive the shift towards green, while providing much needed jobs for local low-income or unemployed residents.

on May 16, 2008 from <http://www.ecocenter.org/200203/incinerator.shtml>

¹¹ Southface Energy Institute (1999) *Energy Efficiency Makes Homes More Affordable: Energy Technical Bulletin*. Accessed on December 5, 2007 from [www.southface.org/web/resources&services/publications/factsheets/sav_nrg\\$.pdf](http://www.southface.org/web/resources&services/publications/factsheets/sav_nrg$.pdf)

¹² Amy, L. (February 2005) Joblessness improves a bit; 2004 marks first decline since 2000. *Crain's Detroit Business*. Accessed on December 5, 2007 from http://findarticles.com/p/articles/mi_hb5251/is_200502/ai_n20117473



What is the Relationship between Economic Development, Justice and Sustainability?

Economic development is a practice with direct influence on the socioeconomic issues in communities and can include a variety of different approaches and goals. These approaches can either harm or benefit the environment and community residents. Interestingly, no definition for good economic development yet exists. This leaves economic development planners and practitioners without clear criteria to measure the impacts of their decisions on communities.¹³ The variation in values, goals, strategies and definitions of successful economic development can increase social inequities and waste time, effort and environmental and financial resources.

Fitzgerald and Leigh¹⁴ offer a definition of economic development that explicitly addresses issues of sustainability and social equity: “Raising standards of living and improving the quality of life through a process that specifically lessens inequalities in metropolitan development and the metropolitan population’s standard of living.” Their model includes three principles to guide local economic development: (1) increase standards of living; (2) reduce inequality; and (3) promote and encourage sustainable resource use and production.

To illustrate this model, some examples of common economic development strategies and their relevance to creating more sustainable and equitable economic development practices are reviewed below. These strategies include sectoral strategies, commercial revitalization and brownfield redevelopment.

Sectoral strategies focus on a particular economic sector and intervene to promote its growth and increase the number of quality jobs. Examples of sectoral strategies include facilitating cooperation among firms, creating employment and training programs and developing specialized financing for a particular economic sector, such as automotive technicians or agricultural processing. State and local governments, community organizations and employers all have varying levels of involvement.¹⁵ Traditionally, the interests of low-income residents are not represented in sectoral strategies, and training usually focuses on incumbent or dislocated workers—not new or local, low-skilled workers. Additionally, efforts to bring low-skill or entry-level jobs often overlook the quality of those jobs, which often offer low wages and few opportunities for advancement.¹⁶ A more sustainable economic development approach must include the needs of the environment and the community, particularly low-skilled and unemployed workers. Engaging the public and community-

¹³ Fitzgerald, J. and Leigh, N.G. (2002) *Economic Revitalization: Cases and strategies for city and suburb*. Thousand Oaks, CA: Sage Publication.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Seigel, B. and Kwass, P. (1995). *Jobs and the Urban Poor: Publicly Initiated Sectoral Strategies*. The Aspen Institute Somerville, MA: Mount Auburn Associates.

based organizations in the planning and decision-making of the sectoral strategy can accomplish this goal. Other strategies include targeting residents of the city for workforce development and training and renovating vacant buildings to preserve green space.

Commercial revitalization is an important economic development strategy because it creates the “virtuous cycle of retail”: businesses move into economically disadvantaged areas and hire local residents. This causes local incomes to increase so that residents have higher spending and savings, thus businesses experience higher demand and profits. Many inner cities like Detroit have experienced the opposite of this cycle as suburban retail centers have expanded. Indeed, limited access to healthy food, inflated prices and a lack of commercial sector job opportunities are now significant issues of inequity that low-income urban residents face daily. When these residents spend money outside of their communities, they add to the economies of wealthier areas.¹⁷ Reversing these spending patterns and revitalizing commercial areas in the city would strengthen the local economy and bring greater access to healthy food, fair prices and jobs. Commercial revitalization can take this approach and further promote sustainability by renovating vacant buildings, including pedestrian-oriented developments and mass transit, and planning for future obsolescence and for future uses of a retail space.

Brownfield redevelopment involves the remediation and clean-up of land with real or perceived contamination from previous uses, such as heavy industrial or commercial uses. This type of redevelopment is often more complicated and financially risky for the developer than developing land that is not contaminated. Thus, brownfield redevelopment usually involves tax incentives, financial incentives, and/or technical assistance provided by federal, state and nonprofit entities. Brownfield redevelopment has significant potential to increase equity and sustainability, yet, in practice, the most marketable brownfield sites are often readily redeveloped, while redevelopment of sites in low-income communities is less likely to occur.¹⁷ Communities of color and low-income communities are often located in areas with heavy industrial plants, incinerators and landfills. Consequently, brownfield sites often permeate these communities and pose significant health threats.¹⁸ To address issues of equity, the public sector could create incentives and offer funding aimed specifically at development of less marketable brownfield sites. Also, slower, yet more effective, methods of remediation and site clean-up, such as phytoremediation,¹⁹ could restore the ecosystem and remove air and ground pollutants. This technique would address the public health threats for sites that are less likely to be redeveloped. Once the sites are clean, they can be reused for temporary uses to further improve neighborhood health and quality of life, such as urban gardens or neighborhood parks, until another use for the land is found.

¹⁷ Fitzgerald, J. and Leigh, N.G. (2002). *Economic Revitalization: Cases and strategies for city and suburb*. Thousand Oaks, CA: Sage Publication

¹⁸ Bryant, B. (2004). *Environmental Advocacy: Working for Economic and Environmental Justice* (2nd ed.) Ann Arbor, MI: author and Friella, O.; and Freilla, O. (2005) *Green Development for Environmental Justice and Healthy Communities*. Green Worker Cooperatives. Accessed on December 1, 2007 from http://greenworker.coop/website_j/pdf/Green_Development_for_Environmental_Justice.pdf

¹⁹ Phytoremediation is the use of plants to remove or eliminate metals, pesticides, solvents and other contaminants from the ground and air.

Research and Project Methodology

In order to develop a strategic plan for the development of a green resource center, the authors utilized several complementary research methodologies. This multi-pronged approach strengthens the research design, achieves more constructive recommendations and allows for greater comprehension of the community's interests. The research was broken into two categories: local research and national research, and it included semi-structured interviews, case studies, focus groups, community meetings and an electronic survey. This dual approach yielded a strategic plan with implementation strategies to fit the unique characteristics of Detroit and the region while following national best practices.

The project involved collaboration with a diverse set of stakeholders using community-based participatory research (CBPR), which framed each step of the process. CBPR is defined as:

... a process that involves community members or recipients of interventions in phases of the research process, including (1) identifying the health issues of concern to the community; (2) developing assessment tools; (3) collecting, analyzing, and interpreting data; (4) determining how data can be used to inform actions to improve community health; (5) creating the research designs; (6) designing, implementing, and evaluating interventions; and (7) disseminating findings.²⁰

The CBPR design was essential to the approach used for this study due to the nature and the complexity of the issues involved. The Southeast Michigan Sustainable Business Forum (SMSBF) and a group of Detroit residents, consisting of several mothers from the Environmental Justice and Advocacy Committee of the Detroit Public Schools Headstart Program, formed an equal partnership with the authors throughout the process. Community development corporations (CDCs), environmental groups, public officials, developers, architects and members of the planning, corporate, residential and business communities in the region also participated in this process. This high level of participation made possible the identification of the physical, economic, social, political and other related factors in Detroit from the perspectives of a diverse group of stakeholders. As a result, the project was able to bridge existing social and political barriers to reveal holistic needs and approaches to address them. CBPR also facilitated collaboration between DWEJ and other critical stakeholders, including residents, public officials and environmental groups.

Local Research

The large number of pertinent players and the desire for participation from both community members and professionals both in Detroit and the region made a combination of techniques necessary. Therefore, a variety of research methods were used as part of the CBPR process.

²⁰ John Hopkins, Urban Health Institute. (n.d.) *What is Community-Based Participatory Research?* Accessed on March 5, 2008 from <http://urbanhealthinstitute.jhu.edu/cbpr.html>

Research tools included focus groups, semi-structured interviews and participation in community meetings.

Focus groups: Focus groups were held with CDCs and members of the Southeast Michigan Sustainable Business Forum (SMSBF). Two focus groups were conducted for each group. A total of 12 CDCs and 30 SMSBF members attended respective focus groups. Focus groups lasted about one-and-a-half hours and were transcribed. See *Appendix I* for an example of a focus group script.

Interviews: Interviews were carried out with a range of Detroit stakeholders. A total of 15 interviews were conducted with developers, environmental organizations, city officials, green development affordability specialists and labor union leaders. Interviews generally lasted about an hour and included open-ended questions. Each set of interview questions was tailored to the position of the person or persons being interviewed, but was also based on questions and issues that emerged from previous phases of the research. Most interviews took place in-person, although phone interviews were conducted as required. Interviews were transcribed. See *Appendix II* for an example of an interview script.

Community meetings: The authors attended several community meetings to understand the current issues and initiatives happening in the area. These meetings included local organizations affiliated with youth, community development issues and sustainability.

At the end of this process, the authors analyzed all findings for themes related to economic, legal/political, regional, and social issues. These themes were then separated into strengths, weaknesses, opportunities and threats as they relate to sustainable development within the city (*see Appendix III*). The findings were then presented back to participants in two ways:

Visioning and planning meetings: The authors presented findings to resident and business group partners in the format of a presentation followed by a visioning session.

Survey: As a final means of integrating CBPR into the analysis, the authors formulated a survey that allowed community members to analyze and prioritize the findings from the focus groups, interviews and case study research.

National Research

National research focused on compiling knowledge about successful green or sustainable development centers and on affordable green development from national specialists. Research methods included internet and literature research, site visits and semi-structured interviews.

Internet and literature research: Each case study involved review of existing websites and written literature, supplemented with interviews and site visits.

Site visits and semi-structured interviews: Site visits included: Chicago Center for Green Technology, Urban Ecology Center in Milwaukee, Build it Green and the Ecology Center in Berkeley California and Sustainable South Bronx. Interviews with representatives from these centers offered insight on the history, programs and services, funding and other unique characteristics. Semi-structured interviews illuminated successful and unsuccessful elements of each case and thereby allowed the authors to identify options and challenges that may arise in the development of Detroit's green resource center.

The same analytical approach outlined for local research was repeated for national research. The authors identified best practices and lessons learned from the case studies and analyzed them for applicability to Detroit. The broad scope of issues and participation in the process revealed several factors that were important for identifying strategies, threats and opportunities for a regional and city-wide effort to strengthen the area's greening and environmental justice movements.

Survey and Final Analysis

To narrow the role and programmatic scope of the center, the authors created an electronic survey from the local and national research findings (see *Appendix IV*). The goal of the survey was to allow the greater Detroit community to prioritize needs and potential program offerings. The survey included questions about commonly-cited social, physical, economic and political issues facing Detroit, and a list of 24 proposed program offerings gathered from the lessons learned and best practices from the national case studies and local Detroit research. It was sent to participants from previous phases of the research and to several stakeholder listservs, and it was posted on two Detroit green blogs. Ninety-two people responded to the survey (See *Appendix V* for a detailed breakdown of respondents). Utilizing SPSS and Excel as statistical analysis tools, the results were categorized into three different demographic groups: Detroit residents, Detroit workers (who do not live in Detroit) and other (those who neither live nor work in Detroit). The programmatic priorities and urgency of issues were then prioritized and compared across groups. The findings from the survey are explained in greater detail later in this report.



Case Studies

Nationwide case studies provide an important source of information on best practices in the development of green resource centers and programs. The following section includes four in-depth case studies and six brief case studies. First tier case studies focus on centers with varying areas of programmatic strength, including a neighborhood-based environmental education case study, two green building case studies and a green economic development case study. Each in-depth case study includes a description of main activities of each center and the most applicable elements for Detroit (See *Appendix VI* for a more detailed case study of each center). Second tier case studies provide brief descriptions of centers with programs that could inform the development of a center in Detroit.



First Tier Case Studies

NEIGHBORHOOD-BASED ENVIRONMENTAL EDUCATION CASE STUDY

MILWAUKEE URBAN ECOLOGY CENTER

1500 E. Park Place, Riverside Park

Milwaukee, WI 53211

414.964.8505

uec@urbanecologycenter.org

www.urbanecologycenter.org

“Educating and inspiring people to understand and value nature as motivation for positive change, neighborhood by neighborhood”



The Urban Ecology Center (UEC) is:

A place to learn. Education is a key component to the center’s work. The center offers environmental education and opportunities for all ages. The UEC building supports a multifaceted outdoor recreation program for urban youth as well as science education, accredited research, citizen research, workshops, environmental activities and a resource and sample library.

A gathering place. The center promotes community by offering resources that support environmental learning, stewardship and comradeship. The center focuses exclusively on areas within a two-mile radius to build a relationship with the neighborhood and provide a gathering place for the community. With over 250 volunteers, the center encourages communication, fosters collaboration and develops community participation in an environmental context.

A steward for the environment. The center is situated between a vibrant Milwaukee neighborhood and acres of natural public space. The center serves to protect and preserve the surrounding natural and urban areas, making them safe and accessible and turning them into an educational opportunity.

Applicability to Detroit

This center could serve as model for Detroit’s green resource center in the following ways:

Partnership with public schools: During our research, Detroit stakeholders emphasized the importance of exposing youth to sustainable and green practices. Participants felt youth involvement would engage more residents and thus create long-term change within the city. The UEC’s Neighborhood Environmental Education Project (NEEP) could serve as a model for youth involvement. The NEEP program partners with schools within a two-mile radius of the center to

offer students and teachers unique urban outdoor laboratories in their own neighborhoods. The concentrated and consistent attention on fewer schools is designed to have a longer-term impact on the students and thus on the surrounding neighborhood. The program is part of the Milwaukee Public Schools K-12 science curriculum and provides schools with the opportunity to send their students on 24 field trips throughout the year. Furthermore, NEEP offers professional development workshops for teachers, including issues such as urban gardening, environmental education, watershed issues and ecological literacy.

The center as “the living room of the neighborhood”: UEC represents environmental stewardship and strengthens community connections. The building was designed through a community-driven process, including various community charrettes, to be both welcoming and inclusive of the surrounding neighborhood residents. Furthermore, the building is framed and furnished with used and salvaged local materials. For example, the old wood floors of the community high school gym cover the center’s second floor, and chairs, clocks and tables were donated from community members. In Detroit, as in Milwaukee, the use of reclaimed and reused materials could not only protect the environment, but also allow for cultural continuity and commitment from the surrounding community.

GREEN BUILDING CASE STUDY

CHICAGO CENTER FOR GREEN TECHNOLOGY

445 N. Sacramento Blvd

Chicago, IL 60612

312.746.9642

greentech@cityofchicago.org

www.cityofchicago.org/Environment/GreenTech/

“Helping professionals and homeowners learn how green technology is cost-effective and good for the environment and people”



The Chicago Center for Green Technology (CCGT) is:

A model for the nation. The center serves as a model for Chicago and the nation. It demonstrates a successful renovation of an abandoned contaminated industrial site and building meeting the highest US Green Building Council LEED (Leadership in Energy and Environmental Design) rating system. It incorporates environmentally sustainable practices through site design, energy and water efficiency, construction materials and indoor environmental quality.

A place to learn. This city-supported resource center is a place where professionals and the public can learn how to incorporate environmentally friendly, cost saving features into their home or business. The center brings together educational exhibits, workshops and seminars, tours, product displays, a resource and sample library, web resources and on-staff experts to provide guidance about green building and technology. These programs and resources are free of charge and open to the public.

A space for like-minded organizations. The center is home to organizations and businesses committed to environmentally sustainable development. The center supports these emerging organizations by providing an affordable, stable and healthy space. Furthermore, this shared space reduces resources, increases client base and facilitates opportunities for all involved.

Applicability to Detroit

This center could serve as model for Detroit’s green resource center in the following ways:

Resource and materials library: The center offers a comprehensive resource and sample library with full-time staff to provide information and guidance on sustainable living. The library is open six days a week and offers resources for a variety of stakeholders, from builders to residents to city officials. Resources include green building standards and construction guides; reference books;

recycled, reused and renewable building material samples; a public-access workstation with established links to green technology web sites; City of Chicago resources; knowledgeable staff and volunteers; and an updated list of design and construction professional in the area. Furthermore, classroom space is available for organizations or groups to hold meetings, training or other events. In Detroit, such a library could provide individuals and organizations with examples and resources of how to incorporate sustainable practices into their lives and businesses, a need frequently identified by Detroit stakeholders.

Green Tech U Program: In response to an increasing demand for educational resources in green practices, the CCGT developed the Green Tech U program. This program provides a range of free trainings, lectures and workshops on issues related to sustainability. Workshop topics are flexible and dependent on demand. The program also offers certificate programs for interested individuals and continuing education credits for professionals in the building industry. Certificates are available in the following areas: architecture, building and construction management, engineering, green business, green homes and garden, and interior design. Six courses within a 12-month period are required for the certificate program. Volunteer instructors come from surrounding universities, city departments, green building businesses and previous workshops. In Detroit, this training model could expand professional networks for sustainability in the city and build local capacity around sustainability, green building and public policy.

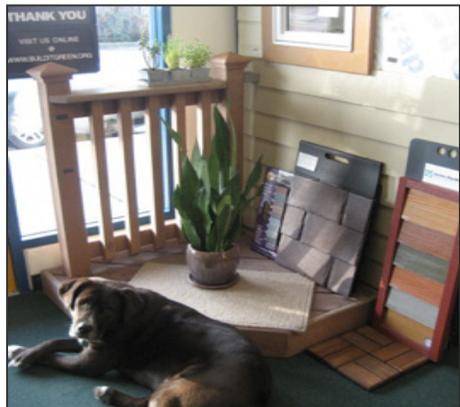
City support: The creation of the Chicago center embodies a collaborative process by engaging the expertise of federal and local government agencies, associations, public and private business and the local community. Detroit's powerful grassroots movement could use this as a model for incorporating local and federal government funding and collaboration to create a successful and sustainable center. The commitment of local government in Detroit is increasing, illustrated by the successful creation of the City Council's Green Task Force.

GREEN BUILDING CASE STUDY

BUILD IT GREEN

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Physical Address: 1436 University Ave
Berkeley, CA 94702
510.845.0472
brian@builditgreen.org
www.builditgreen.org

“Build It Green is a professional non-profit membership organization whose mission is to promote healthy, energy and resource-efficient building practices in California”



Build It Green is:

A professional non-profit membership organization. Build It Green offers annual membership to individuals, businesses and organizations interested in supporting the green building industry. The member fees support Build It Green’s programs and the promotion of healthy and efficient buildings in the state of California.

A leader in public and private collaboration and networking. Build It Green provides a unique and critical service as an umbrella organization for several councils. These councils collaborate within their interest areas to make green building standard practice throughout the state. They represent several groups of stakeholders, including both public agencies and businesses (suppliers, real estate, developers, etc.), allowing their diverse expertise to promote greener, healthier building in a comprehensive way.

A place to learn. Outreach and education are key components of Build It Green’s work. They connect consumers and building professionals with the technical expertise and tools to build quality green buildings.

Applicability to Detroit

This center could serve as model for Detroit’s green resource center in the following ways:

Umbrella Organization: Build It Green actively supports and facilitates seven different councils,²¹ each of which meets quarterly to promote and strengthen green development. The councils promote green development in several ways: by creating consistent green building guidelines across the region

²¹ The Councils include Public Agency, Builders, Green Building Professionals, GreenPoint Rater, Green Affordable Housing, Real Estate, and Suppliers (manufacturers, distributors, and retailers).

and eventually the state; by strategizing ways to capture new market opportunities; or by advocating for green practices in affordable housing developments. In Detroit, development and support for such councils would strengthen existing initiatives and promote collaboration and partnerships among the individuals and organizations already doing important work. Providing a space for knowledge and expertise to be shared could bring many benefits, including greater access to funding and grants and increased proficiency and effectiveness with implementing green building practices, policies, technologies and products in the city and region.

GreenPoint Rated program: Build It Green offers training, certification and a rating system to evaluate the implementation of green building measures in the state to compare projects using a standardized, third-party, objective approach. Similar to LEED (Leadership in Energy and Environmental Design) standards, it is easier to understand and fits the local context. This is one of the group's fastest growing programs and allows cities, public organizations and real estate professionals to quantify sustainable rehabilitations and new developments. In Detroit, a similar program could help increase demand for green homes and provide community development corporations (CDCs) and private developers with ways to implement locally-sensitive, green building techniques, which could spur more LEED-rated developments in the area. It could also brand the center and lead to other sustainable practices and changes in local government leadership, the local economy and development patterns.

GREEN WORKER COOPERATIVES

461 Timpson Place
South Bronx, NY 10455
718.617.7807
info@greenworker.coop
http://greenworker.coop/

"We believe that in order to address our environmental and economic problems we need new ways to earn a living that don't require polluting the earth or exploiting human labor"



Applicability to Detroit

The framework for economic development discussed earlier in the section of this report titled 'What Is the Relationship Between Economic Development, Justice and Sustainability?' illustrates the implications GWC has for Detroit because of its focus on the city's residents and the economy. GWC could serve as model for Detroit's green resource center in the following ways:

Green Worker Cooperatives (GWC) is:

An incubator for environmentally friendly worker-owned cooperatives. Green Worker Cooperatives (GWC) does the required up-front work to turn ideas into self-sustaining businesses that are owned and run by the workers themselves. By incubating worker-owned cooperatives, workers have decision-making power and an equal share in the profits. Their approach is to address decades of environmental racism by creating new alternatives themselves.

A catalyst for an equitable, sustainable and local green economy. Worker cooperatives spread wealth equitably across a community instead of concentrating it in the hands of corporate executives from outside the community. Since the people who live in the community are the ones who own and work in the cooperative, the profits stay in the local economy and have a true impact on the community. Worker-owned cooperatives are a part of the community to an extent that would be challenging for larger corporations.

A place to learn and promote economic and environmental justice. GWC combines the necessary training for co-op members to expand their skills as both owners and workers within the green industry. This is done in a community facing daily environmental and economic injustices. With GWC's approach, people have a community space to empower and lead themselves to careers as decision-makers. As residents and professionals, they can practice economic democracy and transform their community towards economic and environmental justice.

Green Economic Development: Green manufacturing jobs are being recognized as the way communities like Detroit can overcome industrial decline.²² Growth in this sector can create jobs for local residents as well as opportunities to work against the environmental injustices that affect them and their families. Attracting new industries and creating green manufacturing, or green-collar jobs, is important for Michigan and Detroit. Metro Detroit lost 87,799 manufacturing jobs and gained 31,500 service jobs from 1995 to 2005.²³ The city is working to shift to a more service-based economy, and employment has increased in health care, the high-tech sector of the automobile industry and professional services. However, manufacturing jobs still located in Detroit will likely disappear before 2010.²⁴ For equitable economic development to occur, jobs need to be found for those workers.

Incubator for Worker-Owned Cooperatives: Forming and incubating worker cooperatives promotes the local economy and community because the workers, as owners, hold the decision-making power and an equal share of the wealth. This reduces the inequalities that exist between workers and owners of traditional work organizations such as corporations or state organizations.²⁵ In Detroit, an incubator for worker-cooperatives could provide the up-front support and training for Detroit residents to create and maintain sustainable jobs and wealth and improve their quality of life. Allowing residents this ownership and democratic-self management would promote community development and align with the value and pride residents have for the city.

²² DiPerna, P. (2004). Mean Green Job Machine. *Nation*: 278 (20) Retrieved December 03, 2007, from GeneralOneFile via Gale: <http://find.galegroup.com.proxy.lib.umich.edu/itx/start.do?prodId=ITOF>

²³ Citizens Research Council of Michigan. (2007) *Regional Approaches to Economic Development: The challenge of economic development*. Accessed April 8, 2008 from www.crcmich.org/PUBLICAT/2000s/2007/rpt345-1.pdf

²⁴ Farley, R., Couper, M., Krysan, M. (April 2007) *Race and Revitalization in the Rust Belt: A motor city story*. Accessed on April 8, 2008 from <http://www.psc.isr.umich.edu/pubs/abs.html?ID=4378>

²⁵ Why Worker Cooperatives. (2008). Accessed on March 18, 2008, from <http://greenworker.coop/>; and CIOCOPA (2005) *World Declaration on Worker Cooperatives*. Accessed on April 8, 2008 from http://www.cicopa.coop/article.php3?id_article=424

Second Tier Case Studies

The following table offers an overview of other successful sustainable and green resource centers across the country, providing a brief description of their key programs and goals.

Table 1: Second Tier Case Studies

<p>Center for Neighborhood Technology (CNT)</p> <p>Chicago, Illinois</p>	<p>“The center strives to recognize, preserve, and enhance the value of hidden assets and undervalued resources inherent in the urban environment to make households, neighborhoods, and regions more efficient, more economically viable, and more equitable.”</p> <p>Since 1978, the Center for Neighborhood Technology (CNT) has worked to demonstrate how communities locally and all across the country can develop and live more sustainably. The center’s approach includes research and analysis with a practical application that benefits the surrounding neighborhoods. Key programs include the following:</p> <ul style="list-style-type: none"> • Smart Communities is a public planning project to create community benefits from undervalued land in the Chicago suburbs. Community leaders, local government and volunteers work with the CNT to shape a vision for future development based on existing assets, market trends, comparable projects and local needs and choices. • The Housing and Transportation Index promotes a comprehensive way of thinking about the cost of housing and true affordability, by exploring the impact that transportation costs have on a household’s economic bottom line. • The Green Infrastructure project promotes green infrastructure through technical knowledge and implementation support. <p>www.cnt.org</p>
<p>Sustainable South Bronx (SSBx)</p> <p>Bronx, New York</p>	<p>“Environmental Justice through innovative, economically sustainable projects that are informed by community needs.” Sustainable South Bronx (SSBx) was formed in 2001 with the explicit goals of improving the environment and providing jobs. Through community outreach and advocacy, the organization is deeply rooted in expressed community needs. Key programs include the following (<i>See Appendix VI</i> for a more detailed case study):</p> <ul style="list-style-type: none"> • The South Bronx Greenway is a community-led plan for a bicycle and pedestrian greenway along the waterfront. The greenway will provide needed open space, waterfront access and opportunities for mixed used economic development. • The Active Living Campaign, funded by an Active Living by Design grant, aims at increasing physical activity and improving health through community programs and land use. The campaign involves walking clubs for residents and partnerships with health professionals to provide information and support regarding physical activity. • Bronx Environmental Stewardship Training (BEST) program offers green collar job training in environmental fields to local residents. During this 10-week hands-on training program, participants learn technical knowledge and skills through classes such as Intro to Horticulture, Chainsaw Safety and Usage, Preparation for Pesticide Applicator Certification Examination and Intro to Wetland Restoration.

	<ul style="list-style-type: none"> • In collaboration with other organizations, SSBx has advocated for the promotion of more equitable garbage policies in the city and the decommissioning of an underused highway in the area. <p>www.ssbx.org</p>
<p>The Alliance Center</p> <p>Denver, Colorado</p>	<p>“Catalyze the shift to a sustainable world by fostering collaboration among nonprofits, businesses, governments, and academia.” The Alliance Center is committed to:</p> <ul style="list-style-type: none"> • Helping emerging organizations by providing stable, healthy and affordable office space. It houses 28 nonprofit organizations that work on issues related to social justice, public health, and environmental protection. • Demonstrating how sound building design and technologies create healthy workplaces and reduce environmental impacts. Its design also provides an example of how an existing building can be renovated to incorporate green features. • Community outreach and building new relationships by offering regular educational and training programs. Through partnerships with local colleges, these workshops improve constantly as new technologies emerge. <p>http://allianceforcolorado.org/alliance-center.html</p>
<p>The Green Institute</p> <p>Twin Cities, Minnesota</p>	<p>“Sustain the environment and our communities through practical innovation.” The Institute was founded by group of community residents after a 12-year battle with a local garbage transfer station. This struggle evolved into a strategy for job creation, materials recovery, energy conservation and environmental sustainability. Key programs include the following:</p> <ul style="list-style-type: none"> • The ReUse Center program markets salvaged and reused building materials for purchase, creates living wage jobs and teaches workshops on green building design and energy conservation. • The GardenWorks program promotes and preserves community gardening by connecting garden and communities to each other. The program offers workshops and seminars regarding green roofs, storm water management and urban agriculture. <p>http://www.greeninstitute.org/</p>
<p>The Green Building Resource Center</p> <p>Santa Monica, CA</p>	<p>The Green Building Resource Center is a place where professionals and the public can learn how to incorporate green practices into their lives.</p> <ul style="list-style-type: none"> • The center provides resources and workshops regarding green building materials and products. In addition, the center supplies preliminary design advice, provides a list of design and construction professionals within the area and informs users of financial incentives and rebates for energy conservation. • It is a partnership between Global Green USA and the City of Santa Monica. Global Green is a nationwide organization that sponsors a wide array of projects, focusing on the world’s most pressing environmental issues. <p>http://www.globalgreen.org/gbrc/index.htm</p>
<p>Light House Center</p> <p>British Columbia, Canada</p>	<p>“Dedicated to advancing and catalyzing sustainability in British Columbia’s built environment.” The center is dedicated to furthering sustainable practices by:</p> <ul style="list-style-type: none"> • Strengthening commitment to sustainable practices by providing education, training, outreach programs and internship placements on sustainable development projects for high school and college students. • Supporting public and private sector initiatives through community engagement, research, partnership development, technical assistance and consulting. <p>http://www.sustainablebuildingcentre.com</p>

Lessons Learned

The research phase provided information on the current climate regarding sustainability in Detroit and the region. It also provided information on precedents in other cities across the nation. The suggestions and concerns of those in Detroit and Southeast Michigan, combined with findings from case study research, led to several key lessons, which guide the recommendations in the second half of this report. Quotes within this section are taken from interviews and focus groups conducted in and outside of Detroit.

Develop a clear vision and mission

Decide what your target is and make guiding principles for the project. These decisions should include building location, key partnerships, the impact of programs and services, relevance to the audience and impact to regional areas.

Be realistic about the scope of the project. Participants emphasized the importance of keeping it simple. “Stay true to your mission. Pick what you do best and do not spread yourself too thin.”

Develop a diversified funding base

Diversify the funding base so that programs are not dependent on any one source. Look to public and private funds, fundraising, fee-for-service and donations.

In-kind donations have been a significant component of Milwaukee Urban Ecology’s funding base. An ongoing “Wish List” of materials needed, ranging from file cabinets to recycled paper, allows community members to contribute to and become invested in the center.

Build It Green and the Ecology Center in California have been successful in offering fee-for-service work; recycling, farmer’s market space and office rental space contribute to funding.

Cooperate and collaborate

“Funding is important, but partnership is equally important.” Building strong collaborative support with a range of stakeholders and broad community participation is critical for sustainability. “Do what is not being done strongly and fill that need. Don’t recreate the wheel.” The exchange of information and ideas is integral to expanding sustainability.

Furthermore, strong partnerships can form from those doing similar work. “Our competitors turned into partnerships. We approached the process being very including and not elitist.”

Reach people where they are

“We let the clients determine what they need; they design their programs, rather than us imposing it.” Support from the surrounding community is critical for achieving environmental sustainability. Regular communication and involvement from the community ensure effectiveness and longevity.

“It is important to let people know that everyone counts. Sustainability is a personal responsibility.” Education and awareness of sustainability issues is crucial to begin thinking and living in a new way. Additionally, information needs to be “approachable, understandable and accessible. Make people think, ‘I can do that.’”

Be visible and available

Identify your niche and create a high-quality marketing and outreach approach to establish a visible and clear identity. “Publications and news stories are important in establishing who you are.” Additionally, a clear and well-maintained website is critical to success.

Use the building as a symbol

Building design and location can serve as a symbol of the organization’s work. “Our building is a reflection of our philosophical underpinning. We wanted a building that people would want to come back to, the living room of the neighborhood.”

Be creative and innovative

Be as creative as you can and start thinking in new ways. “Big change can take place, even if you have limited resources. We need, out of necessity, to see how we can effect change with limited resources. It causes us to be creative, but it’s essential.”

Part Two Strategic Plan





Part Two

Strategic Plan

The following section draws upon best practices from the case studies, along with the strengths and needs that emerged from research in Detroit, to develop a philosophy and approach for the creation of a center in Detroit. The section includes a vision, mission and core values; goals, objectives and strategies; and suggestions for a phased implementation plan.

VISION, MISSION AND CORE VALUES

Visioning meetings with Detroit residents and the Southeast Michigan Sustainable Business Forum (SMSBF) shaped the development of vision, mission and core values. These statements use words, phrases and ideas taken from participants in the visioning meetings. See *Appendix VII* for other key words and phrases that participants suggested during the meetings.

Vision

The following statement represents the overarching vision that participants felt should be central to the goals and activities of the center:

We envision the resurgence of Detroit as an urban center where all can thrive in environmental, economic and social health. The heart, pride and creativity of Detroit are the roots and catalyst for local and regional change.

Mission

To achieve environmental justice and a green economy by coordinating and cultivating existing sustainability efforts, filling gaps in services and educating equally and fairly based on community needs for residents, workers, neighborhoods and businesses of Detroit and the surrounding area.

Core Values

Seven core values emerged from the visioning sessions and also from the case studies and Detroit research. Participants felt strongly that the center should uphold these values without compromise.

Environmental Justice

Always consider the potential impacts of any action, decision or plan on the health and lives of the residents, workers and their communities, regardless of race, class or any other social identity with which they self-identify.

Communication

Maintain transparent communication to allow for the open and honest exchange of knowledge, resources and information.

Integrity

Provide reliable and high-quality services and resources to demonstrate the center's dedication to the community. This sense of integrity should also be reflected in the choice of funding partners, both now and in the future.

Collaboration

Maximize cooperation and partnerships with all interested stakeholders. Encourage openness with the inclusion of any new and interested parties.

Reflection

Regularly reevaluate the needs of the community and the performance of the center in reference to the vision and values. Build on the center's successes to maintain interest in the initiative and relevance to the community.

Presence

Understand the global nature of sustainability and recognize the potential for lasting regional and national impacts, without losing focus on the immediate needs of the local community.

Ecological Responsibility

Uphold the Brundtland Commission's definition of sustainable development that was created at a meeting with the United Nations in 1987:

"...Development that meets the needs of the present, without compromising the ability of future generations to meet their own needs."²⁶

While it is important to provide for future generations, the center cannot forget about the current population; sustainability cannot be achieved at the sacrifice of current needs.

²⁶ United Nations, General Assembly Meeting: December 11, 1987. "Report of the World Commission on Environment and Development: Our Common Future." Accessed on March 25, 2008 from <http://www.un-documents.net/ocf-02.htm>

Goals and Objectives

From the vision and mission statements and the resulting values, the authors developed four major goals for the center. The first goal—partnerships—is the catalyst for the other three.

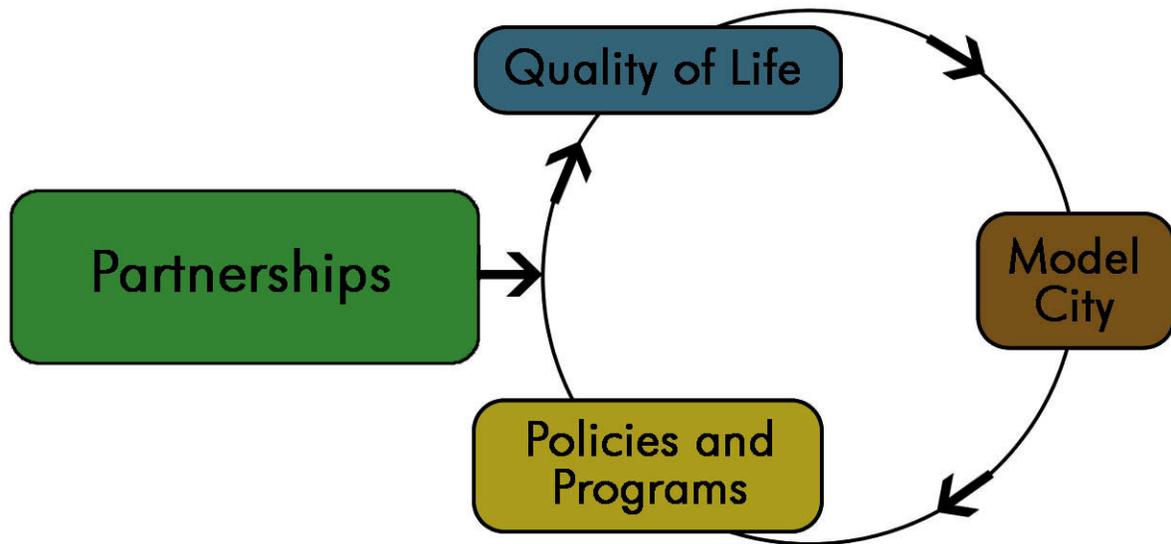


Figure 2: Organization of Goals

Partnerships make it easier to coordinate resources and expertise to make changes that serve the second goal—improving the quality of life in Detroit and the region. Improved quality of life, resulting from coordinated action to promote sustainable living, will garner widespread recognition for Detroit as a model of a sustainable and healthy city. With these proven successes, local and regional governments will be more likely to create policies that support green development and practices. In turn, these policies will support initiatives that promote sustainability and quality of life. The cycle will create an increasingly green, healthy and thriving city and region.

These goals and objectives can also serve as a set of standards to monitor the center as it grows. Ongoing evaluation will ensure that the center stays true to its stated vision and goals. The center should develop a concrete evaluation plan prior to initiating any programming. Evaluation may include: periodic city- and region-wide sustainability needs assessments; assessments of center user satisfaction; evaluations of internal growth; and searches for new programs and organizations working on sustainability issues. Among the wide range of specific evaluation tools the center may use are surveys, comment boxes, photovoice, focus groups, counts of program and event participants, and counts of brochures and guides being taken.

The following table offers a summary of the goals and objectives for the Detroit sustainability center with suggested strategies to achieve them. The strategies are based on the community based participatory research (CBPR) process and the findings from case study research. The authors suggest further refinement of the goals and objectives by those implementing the strategic plan, with benchmarks and behaviorally specific actions. The authors suggest reviewing the objectives and strategies and refining them so they are SMART+C: Specific, Measurable (at least potentially), Achievable, Relevant (to the group's finalized mission and vision), Timed (having a date for attainment) and Challenging (requiring extraordinary effort).²⁷ Additionally, those implementing the strategic plan need to answer two questions: (1) *who* will be responsible for the specific strategy and overall objective, and (2) *what* organizations in the community would be good partners, based on the vision or mission. Following the table is a discussion of each goal and objective.

²⁷ Community Toolbox. (2007). *Developing Strategic and Action Plans*. University of Kansas: Author. Accessed on April 8, 2008 from <http://ctb.ky.edu>

Table 2: Summary of Goals, Objectives and Strategies

Goals	Objectives	Strategies (Chronological)
1. Increase public and private collaboration to bring a comprehensive and efficient approach to promote greener, healthier buildings and communities	Connect local professional expertise with projects	Establish a green-building professionals listing to connect interested consumers with knowledgeable professionals.
		Create an online directory of green building material suppliers, retailers and distributors
		Provide networking and knowledge sharing opportunities for green building professionals to foster future professional partnerships
	Establish public and private councils and coalitions to strengthen local and regional efforts	Facilitate the creation of a public agency council to bring innovative and sustainability-driven public officials together for collaboration
		Establish a non-profit network
		Create a green-building professionals guild with architects, developers, material manufacturers, general contractors and others
		Develop strategic partnership with Community Development Advocates of Detroit (CDAD)
		Partner with the city planning and development department for the stimulation of new green developments.
		Establish green affordable and low income housing coalition
		Partner with and provide support for parent coalitions
	Consolidate efforts and resources amongst stakeholders to further the sustainability movement	Identify leaders of established green movements in Detroit and encourage the consolidation of efforts to maximize efficiency
		Create an infrastructure network to support the needs of this centralized coordination
		Develop collaborative community space for shared use by residents, organizations and neighborhood block groups
		Coordinate existing recycling efforts and advocate for a citywide program
2. Enhance the quality of life for the residents and workers in Detroit and surrounding communities	Raise awareness about sustainability, health and environmental justice	Build on momentum through community organizing by utilizing libraries, churches and community development corporations for outreach
		Support existing and new partnerships with Detroit Public Schools (DPS)
		Facilitate do-it-yourself workshops and education about the affordability of green approaches for residents, developers and business people
		Offer and support continuing education, trainings, and certifications to increase local and regional professional capacity across the region
		Strengthen and expand CHATS and other environmental justice advocacy programs to encourage resident empowerment
		Offer guidance and education for navigating the city's department of planning and development submittal and approval processes

	Facilitate improvements to the built environment that would address health issues such as asthma, lead poisoning, obesity, and cardiovascular disease	Cultivate relationships with neighborhoods to serve as a dedicated, reliable community advocate
		Expand and market “healthy home lead project” to include a rating system that addresses a wider range of public health concerns that are relevant to the region
		Create local green standards for the built environment to capture the improving community health throughout the region
		Advocate for the development of regulations to enforce a standard of environmental health for industrial workers
		Support groups working to increase access to grocery stores and community gardens to address healthy and fresh food options
		Support groups working to increase access to open space and promote physical activity in the region
	Build local capacity to fill ‘green’ jobs	Apply for EPA brownfield job training grants with regional partners
		Offer entrepreneurial and marketing training for developing like-minded organizations
		Continue development of worker trainings and partnerships with local unions
		Strengthen and expand existing ‘green’ job training initiatives throughout city and region
3. Expand the image of Detroit as a model of an equitable and sustainable green economy	Increase marketability and branding of Detroit as a regional city that represents sustainable living	Educate local developers, industries, and others about the importance of hiring green job training graduates, and facilitate the hiring process
		Hire a marketing professional to develop city-wide green campaign
		Continue establishing a national presence by writing reports, presenting at conferences, and connecting with compatible organizations across the country
		Establish strong outreach to local community and professionals by creating and executing media campaigns through broadcast, print and online media
		Use public art/partnerships with local artists to create unique projects that promote sustainability and bring attention to Detroit
	Generate green economic development	Concentrate green infill development in targeted geographic areas to coincide with existing efforts
		Provide incubator space for entrepreneurial activities and worker-owned cooperatives
		Encourage and retain green businesses through TIF financing
		Attract green industry to reuse existing vacant manufacturing facilities
		Establish and support research and development efforts for green technology

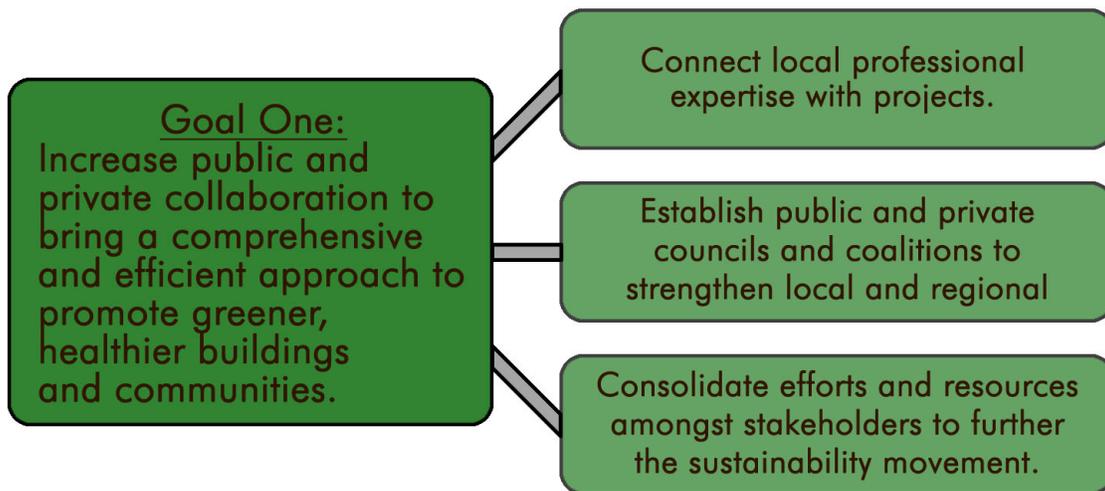
4. Establish credible green policies and programs across city and region through innovative public-private collaboration	Build innovative public-private collaborations to raise awareness and develop locally specific green building guidelines and standards	Build strategic relationships with key policy makers and sustainability leaders who represent the diverse range of green initiatives
		Gain endorsements from high-profile leaders and Detroit communities
		Organize coalition of allies to develop Green Model(s)
		Engage the media to establish the dedication and commitment of public/private coalition for a healthier, cleaner city
		Identify geographic areas to target initial efforts to build community trust through early successes
		Learn from early successes to develop appropriate policies for the local and regional levels
	Advocate for adoption of credible green building policies and programs by local and regional governments to benefit local community	Advocate for the implementation for required percentages of "green" low-income housing in all new housing developments, including rental and homeownership
		Advocate for government subsidized green development incentives
		Utilize overlay districts within the city of Detroit to implement green building mandates in selected areas
		Develop a community-wide approach to address the adaptable reuse and salvage of vacant structures



Goal One:

Partnerships

Increase public and private collaboration to bring a comprehensive and efficient approach to promote greener, healthier buildings and communities.



Detroit has a strong grassroots community already addressing a wide range of sustainability issues. With these efforts in mind, the most common sentiment stated by research participants was that the center should not “reinvent the wheel.” However, a lack of communication between existing organizations could lead to various groups advocating for programs separately when a cooperative approach would be more effective. This cooperation could range from open dialogue and the exchange of knowledge, ideas and information, to shared facility space or funding sources.

The following objectives help to achieve this goal:

Objective 1.1 Connect local professional expertise with projects

Many in the community do not know where to find professionals who have expertise and experience in green building or other sustainable approaches. This presents a substantial obstacle for community members interested in initiating green projects. The center could

“My concern is that there are so many non-profits, and their work is so segmented. There needs to be more consolidation for efficiency so that we’re paying for programming and not just one person’s idea.”

- Corporate Businessperson

“Funding is important, but partnership is equally important. Our staff of four are not architects and designers, so we depend on partners to understand technical information on green development, and we rely on them to get that information out to the public.”

- Sustainable Resource Center

utilize a number of strategies to aid in connecting local professional expertise with projects. For example, a green building professional listing service and a directory of green building product manufacturers, suppliers and distributors could serve as a resource for those interested parties. Moreover, these networking opportunities and services could be useful to professionals looking to expand their project base.

Objective 1.2 Establish public and private councils and coalitions to strengthen local and regional efforts

Sustainability is a broad and complex goal that covers an evolving range of concerns. In order to maximize benefits to the local community, it may serve the center to encourage the creation of councils and coalitions within the larger initiative. While partnership and collaboration in general is important, initiative-specific coalitions could help further the green movement by focusing on individual pieces of the sustainability puzzle.

Specific coalitions could help maintain the focus on high-priority concerns. These could include a non-profit network and a coalition for the advocacy of green affordable and low-income housing requirements. Additionally, partnering with the city planning department could stimulate more green developments throughout the city.

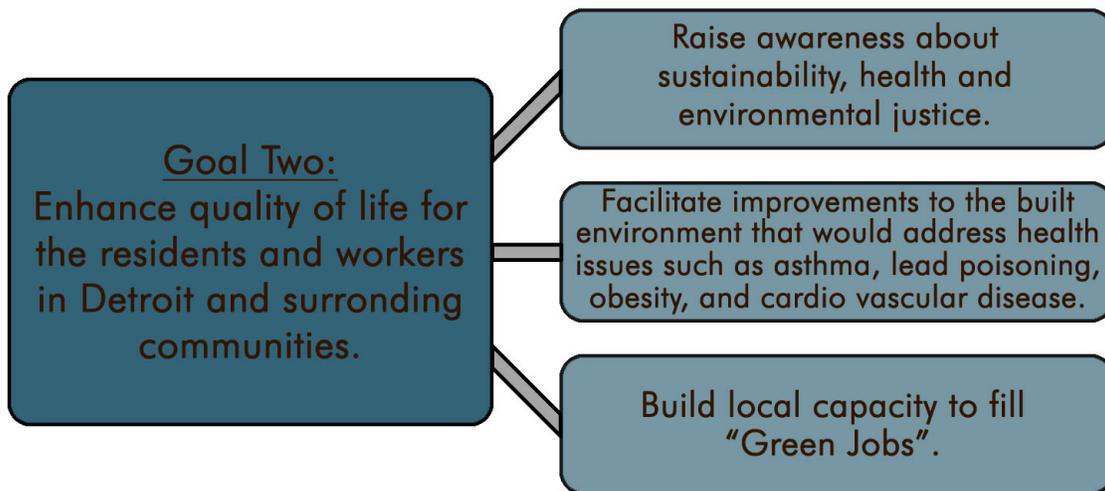
Objective 1.3 Consolidate efforts and resources amongst stakeholders to further the sustainability movement

As previously noted, Detroit has a strong group of existing organizations with like-minded leaders dedicated to sustainability. If the center could bridge the gaps between these organizations to facilitate sharing of funding sources and facilities, it could act as a clearinghouse of resources, information and services to encourage more sustainable practices. Partnerships and consolidation would reduce duplication and increase the efficiency of existing efforts.

Goal Two:

Quality of Life

Enhance the quality of life for the residents and workers in Detroit and surrounding communities.



One of the most common messages that emerged from our local research was the need for improved quality of life for Detroiters. Detroit currently has high rates of asthma and lead poisoning, lacks access to healthy food and suffers from high unemployment rates. Sustainable development and practices promote health and environmental justice, yet our findings revealed that people tend to think of "green" as an issue removed from their everyday lives and their basic needs such as health, shelter and jobs. In reality, a cleaner and healthier environment can improve quality of life through better indoor air quality, increased access to healthy food, fewer contaminated properties, reduced crime and increased morale. Additionally, the adoption of sustainable practices can help create new jobs as Detroit transitions into a green economy.

"There are major public health issues due to lack of grocery stores. Too many meals are purchased at gas stations and fast food places."
-Developer

"[There are] so many people, who are just struggling to eat, pay their heat bill; making life continue. They're not thinking about these issues, because it's not a priority. We need to meet basic needs first."
-CDC

"Why do we have to drive all the way out to Dexter to go fishing? Why shouldn't we be able to go fishing in Detroit?"
-Resident

The following objectives help to achieve this goal:

Objective 2.1 Raise awareness about sustainability, health and environmental justice

The center can be a centralized place where residents, businesspeople, developers, community advocates and others can learn about sustainability, health and environmental justice. This goal could be accomplished through in-house and off-site trainings and workshops and the provision of educational materials tailored to different audiences. Links with libraries, churches, community development corporations (CDCs) and Detroit Public Schools (DPS) can facilitate communication with a broad range of audiences. Professional certifications offered through the center can increase regional capacity around these issues and encourage participation in trainings. In addition, the center can provide guidance for developers regarding the city's planning and development processes and ways to ensure approval of green projects.

Objective 2.2 Facilitate improvements to the built environment that address health issues such as asthma, lead poisoning, obesity and cardiovascular disease

Although all of the center's activities will promote sustainability and thus the health of people in Detroit and the region, the center can take immediate and direct steps to address health issues in Detroit that are closely tied to the built environment. For example, the center can facilitate the creation of a locally tailored healthy home rating system, local green standards and industrial health standards to ensure that development practices address the unique health issues facing people in the region. The center can also serve as a community advocate for environmental justice through close links with Detroit neighborhoods and the creation of an environmental injustice reporting hotline for Detroit residents. Supporting groups that promote healthy grocery stores, community gardening and open space can also increase access to healthy food options and physical activity opportunities for Detroiters.

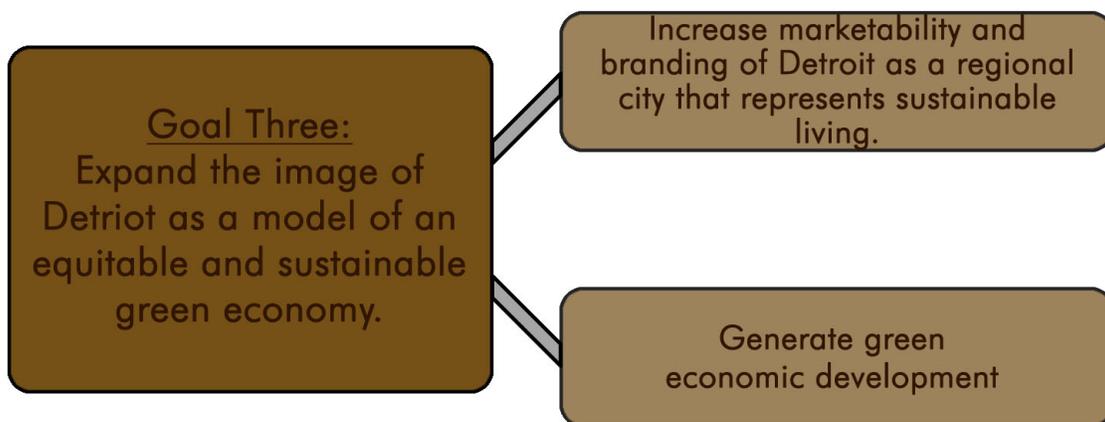
Objective 2.3 Build local capacity to fill 'green' jobs

As Detroit and the region transition into a green economy, opportunities will arise to create much-needed jobs. The center can play an important role in creating these jobs and ensuring that they are given to local people. For example, the center can provide technical and financial support to strengthen existing green job training initiatives, offer training to people interested in green entrepreneurship and secure Environmental Protection Agency (EPA) brownfield job training grants with partners in the region working on these issues. The center can also educate and encourage local developers, industries and others to hire green job training graduates. In addition, the center can partner with local unions to maximize the benefit of these initiatives for all Detroit workers.

Goal Three:

Model City

Expand the image of Detroit as a model of an equitable and sustainable green economy.



Green economic development integrates healthy environments, vital economies and social equity. Therefore, it is uniquely positioned to present solutions to some of the environmental injustices that disproportionately impact low-income communities.

Detroit is a major U.S. city with significant national and international recognition. Due to the area's industrial history, the abundance of natural resources and its diverse human capital, it is positioned to serve as a model for other cities as they transition from old to new economies.

Detroit has the opportunity to develop an equitable and environmentally sustainable plan for its economic growth that considers issues such as job creation, energy production and use, transportation infrastructure, food, waste management and the health of its residents. The existing infrastructure and manufacturing capabilities in the Detroit

"If a city wants to be competitive, now is the time to define itself as a sustainable city."
-Public Official, Case Study

"Detroit is looked at as a place of innovation, like it always has... Detroit works like jazz, it is improvisational like jazz, it takes what it has and makes something new. A center can make something new; it will be a model for other cities that may be struggling like Detroit."
- Community Member and City Planner

"Detroit has a lot of untapped potential in terms of employment, more than anywhere else. Detroit could really benefit from those green manufacturing jobs."
-Public Official

region are widely believed to be untapped resources that could be opportunities for the city and its surrounding communities. With the existing workforce and resilience of Detroit, the idea of shifting into the green industry has a great deal of promise. In fact, there is already momentum for green economic development, within private companies, CDCs, the City Council's Green Task Force and the state.

The following objectives help to achieve this goal:

Objective 3.1 Increase marketability and branding of Detroit as a regional city that represents sustainable living

The center can serve as a bridge to help Detroit become a leader in equitable and sustainable development. Strategies would need to be addressed both at the regional and national level.

To market Detroit as a model of sustainable living, a clear vision should first be established through a coordinated approach with all stakeholders involved. Developing and executing a citywide media campaign would aim to establish a culture supportive of environmental sustainability. Radio, television, newspapers, magazines and online publications are potential avenues for the campaign. By cultivating relationships with producers, editors and reporters in the media, the center can become an authoritative source for information about sustainable living. Furthermore, participating in national conferences, producing informative reports, connecting with compatible organizations across the country and attracting environmental conferences and events to the city will continue to strengthen the city's regional and national presence.

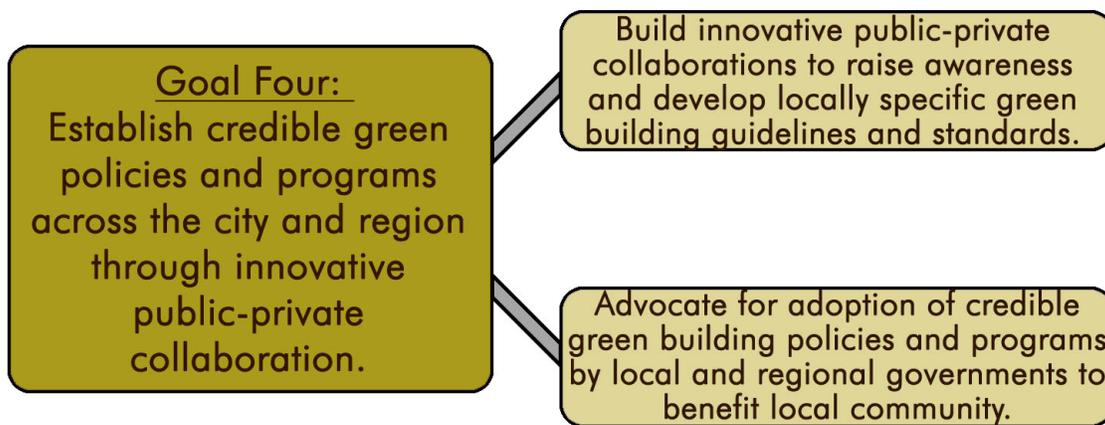
Objective 3.2 Generate green economic development

Many green initiatives at both the local and regional level have already begun. The center could support this momentum by providing incubator space for entrepreneurial activities and worker-owned cooperatives. At the city level, financial incentives to attract and retain green businesses could further encourage green economic development. Detroit has the infrastructure to support new manufacturing, and new green industry could reuse vacant manufacturing facilities. Further research and investigation are needed to explore how the city and center can support the development and retention of green industry.

Goal Four:

Policies and Programs

Establish credible green policies and programs across the city and region through innovative public-private collaboration.



As Detroit implements environmental and sustainable initiatives and as awareness grows around these and the social, environmental and health benefits of green building, a related need exists for credible green policies and programs. Such policies and programs would demonstrate citywide and regional dedication to sustainable living practices and their benefit for the local communities. Public and private collaboration is critical to making these policies and programs consistent, comprehensive and relevant to the regional and local contexts. In order to do this effectively, innovative collaboration across traditional boundaries, whether social, political or geographical will help make policies and programs relevant, appropriate and more sustainable. Following is a framework to assist in this effort.

“If you get a developer who is focused empirically on the bottom line, we need to make a case. There are resources already out there, [but] if the city says: build that type of development. They have to even if they don’t want to... over the long term, it stands to benefit them for operating expenses. If someone is looking to move into an affordable rental development, the green building principles will give them cleaner air and their bills will be 20% less. With that principle in mind, they’re more likely to pick it.”
-Green Affordability Specialist

“The city itself might have to take the initiative to do their own project that’s publicly funded to incorporate the [green] technologies [and] use that as a pilot study—provide a public service and an example.”
-Public Official

Design guidelines, policies and programs to be:²⁸

- **Consistent and Compatible:** The crafting of building guidelines, policies and programs needs to be consistent and compatible with the experiences of local organizations and communities, state utility programs, building and energy codes and national green building programs such as ENERGY STAR® and LEED (Leadership in Energy and Environmental Design).
- **Comprehensive:** All aspects of sustainability require careful and meaningful consideration, including social factors (health, social and environmental justice and impact on local community residents), environmental protection (air, water, land and energy) and the economy (economic development and the cost and use of resources).
- **Inclusive and Transparent:** Maintaining an open and transparent process that bridges interests, capacities and needs of all interested stakeholders will provide for more consistent, compatible, and comprehensive guidelines, policies and programs.
- **Flexible:** Ensuring that guidelines and policies can adapt to meet regional and local needs without losing integrity will aid in the expansion of healthier, more sustainable development and programs.

Much work and innovation is already happening in Detroit and the state of Michigan. Harnessing these efforts to meet the aims above will allow more credible and effective policies and programs to be established, laying a foundation for sustainability to become standard practice.

The following objectives help to achieve this goal:

Objective 4.1 Build innovative public-private collaborations to raise awareness and develop locally specific green building guidelines and standards

As public and private representatives involved with green initiatives collaborate with one another, they can develop guidelines and standards that meet the aims listed above. Organizing a group of interested parties to develop a local green model in targeted geographic areas will create early successes that will help gain community trust and provide learning opportunities for developing the guidelines and standards. Establishing credibility through the media and endorsements from local leaders and officials will assist in promoting the adoption of the guidelines and standards.

Objective 4.2 Advocate for the adoption of credible green building policies and programs by local and regional governments to benefit the local community

To benefit the local community, policies and programs will have to work together and be better informed from early successes with green models. Policies must be appropriate for the residents and the built environment of the local community while also encouraging sustainability. For instance, mandates for green low-income housing requirements and adaptable reuse and salvage programs will ensure that developments serve the interests of the

²⁸ This framework for policy and program guidelines was adapted from Build It Green, Berkeley, CA.

community and respect the beauty of the city's architecture in a sustainable and healthy way. Policies can also target specific areas through overlay districts. Incentives and government subsidies could encourage the success of sustainable development initiatives as these new policies are implemented.



Survey Findings and Phased Implementation

While the goals and objectives outlined above define the overarching role of the center in the city and the region, it is also important to consider specific activities and issues of focus for the center, as it forges partnerships, improves quality of life, enhances Detroit's image and promotes green policies. The final survey prioritizes specific program and service offerings, as well as issues on which the center may focus its attention over the next several years. The program and service ideas emerged either from focus groups and interviews in Detroit or from case study research. Potential focus issues emerged solely from Detroit research.

Ninety-two people responded to the survey. Respondents included participants from the earlier phase of Detroit research, as well as new participants. The survey was designed to identify three groups of respondents: Detroit residents, non-resident Detroit workers and those who neither live nor work in Detroit. Half of the respondents were Detroit residents, while only 35% of the respondents neither lived nor worked in the city. Detroit residents were evenly distributed across the length of residency and ranged from lifetime residents to those who self-identified as new residents. The data analysis included stratification of responses by demographic group.

Programs and Services

The survey asked respondents to rank a set of potential programs and service offerings that the center could provide. Respondents ranked service offerings by level of importance, and the authors analyzed the results to prioritize these programs based on the immediate needs of the community. Interestingly, "industry attraction" was the number one service requested across all three demographic groups, and "recycling" and "school partnerships" were in the top four for all groups.

Across the three groups, the top ten requested programs and center characteristics varied only slightly. These variations included the following:

- "Proximity to residents" was requested only by those who neither lived nor worked in the city,
- "Research and development" was not requested by the city residents,
- "Green jobs training" was not identified as an important service by those who do not live or work in the city, and
- "Urban agriculture" was not identified as critical by those who live in the city.

Issues

In addition to the programs and services, the local research identified a series of pressing social, economic, physical and regional issues related to sustainability. With the understanding that building on small successes is an effective way to grow, phased implementation is recommended. The respondents ranked the urgency of each issue, whether or not they believed the center could

advance the issue, and the time frame within which they felt it should be addressed. By pairing the issues ranked as “most urgent” with those seen as having the highest potential for impact, a timeline for addressing these issues was formulated, as presented by Figure 3.

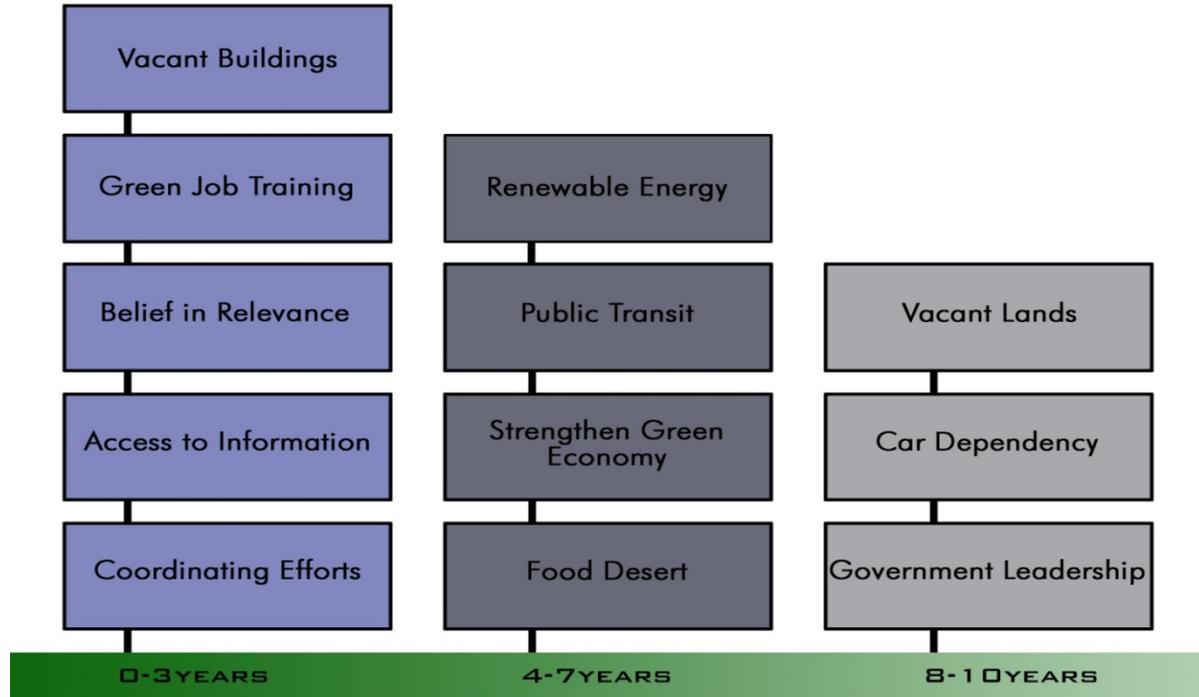


Figure 3: Phased implementation timeline

Vacant Buildings	Vacant buildings are serious social and public health issues for the city of Detroit and were identified as a current gap in existing local services. The center could actively focus on creating solutions for this issue.
Green Job Training	By continuing DWEJ’s existing environmental skills job training program, Detroit’s economic growth could move further into the green economy.
Belief in Relevance	Educating about the improvements to the quality of life that come from living more sustainably could increase public interest in and acceptance of sustainability initiatives across the region.
Access to Information	Improving access to information can mitigate many social and environmental issues by making sustainability issues resonate for all.
Coordinating Efforts	Detroit has a number of existing organizations that are tackling sustainability initiatives, but all could benefit from coordination.
Renewable Energies	Promoting an understanding of the reliability of renewable energy (compared to traditional energies) could help to increase public acceptance and demand for alternative energy production.

Public Transit	Advocating for public transit would directly address many social justice concerns facing Detroit and would increase accessibility to jobs and amenities throughout the region for Detroiters and residents of surrounding communities.
Strengthen Green Economy	Opportunities to strengthen the green economy include providing incubator space, attracting green business and industry and educating the current industries in the region about ways to function more sustainably.
Food Desert	Detroit has a very strong urban agriculture movement. Continuing these efforts and advocating for the development of supermarkets in the city would help to combat a number of public health issues.
Vacant Land	Vacant land can be used for urban agriculture and is less of a physical threat to the community than vacant buildings. However, improving these spaces can increase residents' pride in their communities through interpersonal coordination.
Car Dependency	Decreasing regional dependency on automobiles can only happen once the city's residents and workers have a quality public transit option.
Government Leadership	Grassroots movements in Detroit strongly support sustainable living. Increasing governmental support for sustainability initiatives, starting with coordinating efforts with the Green Task Force, will foster more rapid and comprehensive advancements.

The most immediate time frame (0-3 years) contains elements that the center could address without a physical building in place. Those furthest in the future (4-7 and 8-10 years) could be gradually addressed as the momentum around sustainability continues to build. As government support and partnerships become more prevalent, some of the funding distribution issues that impede sustainability efforts could be tackled, and the coordination of top-down and bottom-up approaches would create a more comprehensive plan for the city.



Conclusion

Momentum around sustainability in Detroit and the region is growing rapidly. Detroit is receiving nationwide attention for its success with community gardens, and there are already a variety of local and regional initiatives addressing issues ranging from illegal dumping in Detroit neighborhoods to promoting alternative energy throughout the state. With the city demonstrating increasing commitment to sustainable development through the establishment of a green taskforce, with businesses throughout the region expressing an interest in sustainable alternatives, and with grassroots efforts promoting sustainability and environmental justice at the neighborhood level, the creation of a sustainability resource center is timely. The Build Up Detroit project, with local partners, will help move these issues forward and make possible a coordinated, powerful and unique movement that will improve quality of life for all in the region.

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Appendices

Appendix I: Focus Group Script

The following is an example of the community development corporation (CDC) script used for the Detroit-based focus groups. The script format was similar for all groups, but the individual questions were tailored for each unique audience.

BUILD UP DETROIT PROJECT CDC FOCUS GROUP SCRIPT

INTRODUCTION

Thank you for coming. Your participation today is very important! My name is _____ and I am a _____. We are involved in a project with Detroiters Working for Environmental Justice to gather information on how to provide resources in the city to promote green building and sustainable design.

Detroiters Working for Environmental Justice and the Southeast Michigan Sustainable Business Forum are the lead agencies of this project, yet we are working with a variety of stakeholders in order to make this effort valuable and appropriate for the city of Detroit. As you can see, your participation is critical to this and we hope to collaborate with and support you as we move forward. It is important that this fit your needs, the strengths of Detroit, and the challenges facing Detroit.

The information we gather will be used to adapt what other cities have done in creating green technology centers to the specific setting and needs of Detroit and you. This information then will be shared and analyzed with DWEJ and other community members. If you would like to join us in the analyzing, we welcome you!

We have some questions that will take approximately 45 minutes. Our purpose is to identify your needs and interests in green building and what resources are needed to make this a tangible and practical option in your work.

With your permission, we will be taking some notes. However, all information will be kept confidential, and no names will be used. _____ will speak more to the process today.

AGENDA

[Write agenda on the board]

1. Welcome/Procedure overview
2. Introductions
3. Film Clip – Story of Stuff
4. Visioning a Sustainable Detroit
5. Prioritizing
6. Your interests and needed resources

PROCEDURE

Before we begin, I would like to start with some ground rules for our discussion today:

1. There are no right or wrong answers to the questions we will be asking – we are interested in your thoughts and opinions. Please be as honest as possible.
2. Everyone’s participation is important. Part of my job as moderator is to make sure we get a chance to hear from everyone, so, at times, I may call on you, or ask you to shorten your remarks so someone else has the chance to speak.
3. We want this to be a group discussion, so you don’t need to wait for me to call on you to speak, and please feel free to respond directly to other people’s thoughts and ideas.
4. In addition to myself and _____, we have _____ here today who will take notes. Our discussion is also being tape-recorded. These recordings allow us to write a more complete report, and to make sure we accurately reflect your opinions. Please only speak one at a time, so that the tape recorder can pick up all your comments.
5. Our discussion is totally confidential. We will not use your names in any report.
6. Also, please do not share outside the group what you heard in this group today. This is important to allow all of you to share your thoughts and feelings honestly.
7. As moderator, my job is to keep the discussion focused on the subject. If I see that we are deviating from the subject, I will bring us back to the topic so we can finish on time.
8. If you have a cell phone with you, please turn it off or silence the ringer. Thanks.

PARTICIPANT INFORMATION

To get started, we would like to know a little more about you and allow us to introduce ourselves. Please say your: name, the CDC + the neighborhood you work in, and your role in the CDC.

We have a clip of a short film called “The Story of Stuff” we’d like to show you, and then we are going to think about what a green/sustainable Detroit might look like.

[Watch movie]

THOUGHTS ON SUSTAINABILITY

Thinking about the clip and your prior knowledge and experience, what might a “sustainable” (for lack of a better word) Detroit look like?

GREEN BUILDING AND DEVELOPMENT SUCCESS ELEMENTS AND STRATEGIC PLANNING

What are the most critical or important things from this list?

We have passed out a sticker sheet with 3 different colors. You should each have six dots of each color. Please use these different colors to designate what phases you think these steps need to happen in. Use the Blue to designate first steps, Yellow for second steps, and Red/Pink for more long-term actions.

IMAGINING A SUSTAINABILITY CENTER

We will now share with you what some other city resource centers have done to promote sustainable living and development in their areas.

[Review Case Studies]

Now, thinking in terms of your work, if you were to imagine a sustainability resource center about green development, how would it be most useful for you?

What programs, resources, or classes would be offered?

What would it look like physically?

What would be a good name for the center? Here are some ideas that have come from previous groups. Which do you like best?

GreenCEN (Center for Environment and Neighborhoods)

- *Reminiscent of the RenCen*
- *Could have various locations -- GreenCEN Detroit, GreenCEN Grand Rapids*

HEART (Health, Education, Advocacy for Renewable Technologies)

- *The center should represent the heart and lifeblood of the city*

SPROUT (Sustainable Programming, Resources, and Opportunity for Urban Transformation)

- *Fits nicely with "BUD"*

BUD (Build Up Detroit)

- *Detroit Center for Sustainability - DCS*
 - *Detroit Sustainability Institute – DSI*
 - *Detroit Institute for Sustainability – DIS*
 - *Detroit Institute for the Advancement of Sustainability – DIAS*
 - *Detroit Institute for Green Communities – DIGC*
 - *Detroit Institute for Sustainable Communities – DISC*
 - *Detroit Green Communities Institute - DGCI*
-

FINAL COMMENTS AND THANK YOU

Is there anything else about promoting sustainability in Detroit that we have not discussed today that you think is important?

Finally, do you have any other questions or is there anything else you would like to say?

Well, thank you so much for your participation today. Please make sure you give us your sign in sheet.

To thank you for coming and because your feedback and thoughts have been very important, we have brought a little gift to thank you.

Appendix II: Interview scripts

Case Study Interview Guide

The following is an example of a script used for interviews conducted at case study sites. The script format was similar for all case study interviewees, but the individual questions were tailored to address the differences among the sites.

BUILD IT GREEN: INTERVIEW GUIDE

1. Can you speak about the founding organizations of Build It Green (GRT and BABIG), how the merger came to be, and key actions or partnerships that made it successful?
 - a. Please describe the relationship between local governments and Build it Green? (How this was started, the impetus, etc.)
 - b. How did Build It Green become an umbrella org for the various councils?
2. Was there any direct adversity that affected the creation of Build It Green (in general) or any of the programs offered? How was it handled?
3. What would you say has had the greatest impact in making Build It Green the successful organization it is today?
 - a. Do you have an organizational chart and the number of staff in each department?
4. What do you see as Build It Green programs or issues that concern your patrons or users most?
 - a. Where do you see Build It Green going next?
5. In terms of funding, what is your relationship with PG & E and any other important funders? Where does most of your grant money come from?
6. How does affordable green building materials fit into what Build It Green does? Any other thoughts around affordability and making these resources accessible to all people?
7. If you had any suggestions for someone starting new at the process of creating such a place, what would they be?
8. Any information on program development of the professional training would be extremely helpful. Workforce development is a key interest of our project. (Key partnerships, capacity building Build It Green did, funding, staffing, etc.)
9. Any details and/or materials on the development of and running of the Resource Center, the professional training programs, and Ask an Expert program would also be very helpful.

Detroit Stakeholder Interview Guide

The following is an example of a script used for interviews conducted in Detroit. The script format was similar for all Detroit interviewees, but the individual questions were tailored to address the differences in expertise among the stakeholders.

DETROIT ENVIRONMENTAL GROUP: INTERVIEW GUIDE

1. What is your understanding of our meeting today and the larger BUD project?
[Clarify purpose of conversation and explain how we will use the info, how process will likely unfold, create safety]
2. Could you tell us the story behind of how you got involved in the work you do?
 - a. How do your personal beliefs and aspirations relate to what you do/your professional life?
3. Can you tell us more about your role in (name of organization)?
 - a. What do you see as the organization's mission/vision?
 - b. What is your service area?
4. Have you been able to do all that you want to do?
 - a. What are some of the challenges you face in the work to create more sustainable communities?
 - i. What are some of the biggest challenges your organization is facing right now?
5. What does sustainable development mean to you? What would a sustainable city / community look like to you?
6. What is your and/or the organizations interest in the BUD project?
 - a. How could your organization benefit from a center like this? How would it be useful to you?
7. What sort of partnerships does your organization have?
 - a. National, state, regional, local
8. Your organization has a lot of great programs, which are most successful or popular (with different constituent groups)?
 - a. Can you tell us more about X program?
9. What are some of the biggest challenges the organization is facing right now? [If not asked earlier]
10. What do you think would be the first/next step needed to make a green Detroit?
 - a. What advice do you have for the creation and development of the center?

11. What do you imagine a sustainability resource center for the city of Detroit to look like?
[Programs, resources, partners]
12. What do you see as your organizations role in creating a center like this in Detroit?
13. After this conversation and besides what you said at our other meetings, is there anything specific you would like to see at the center?
14. Are there any questions or comments, or any further thoughts?

Appendix III: SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

SWOT is a commonly used strategic planning tool to identify the strengths, weaknesses, opportunities, and threats related to a particular vision for a program. The following are economic, social, legal/political, and regional trends that may encourage or hinder efforts to promote sustainable development in Detroit. We identified these trends through the community-based participatory research and the national research. Each trend is analyzed under the SWOT analysis format, with quotes from different stakeholder groups.

ECONOMIC SWOT ANALYSIS

STRENGTHS

Manufacturing Capacity/ Skilled Workforce.

A major economic strength in Detroit is its existing manufacturing capacity. Detroit has a strong industrial infrastructure, including underutilized plants and a skilled workforce. This theme was repeated in a number of Detroit focus groups and interviews. One public official noted,

Detroit has a lot of untapped potential in terms of employment, more than anywhere else. Detroit could really benefit from those green manufacturing jobs.

Established Funding Partnerships.

Many businesses, nonprofits, and public sector activities currently operating in Detroit have established funding partnerships. For instance, some environmental groups have established successful funding relationships either within the city of Detroit or in the region. An environmental professional suggested acting on partnership opportunities as they become available. This collaboration would allow programs and initiatives to gain more momentum, while the pooling of economic resources would facilitate greater impact.

WEAKNESSES

Limited Funding.

Limited available funding, and limited access to the funding that is available, is perceived as a major weakness in Detroit. Developers, environmental groups, community development corporations, and residents all expressed this perception. This is currently a barrier to projects promoting sustainable development, such as green affordable housing. As a representative of one major corporation that often funds community organizations stated, “the business community is tapped out; it’s going to get increasingly difficult to find funding that way.”

Prioritization of Public Funds.

Several participants at focus groups, community meetings, and interviews noted that Detroit is facing a number of economic challenges. These challenges make it hard for the public sector, identified by a developer as the only sector with any money, to prioritize their funding when there are so many issues to address. Funding for sustainable development is threatened, since traditional funding patterns are more likely to persist when limited funding requires hard choices.

Struggling Local Economy.

The executive director of one local environmental group cited the poor local economy as a barrier to fundraising for sustainable development projects, stating that “the economy has gone down so the material funding has gone down.” The struggling local economy can also make sustainable development financially risky. One developer stated that the cost of sustainable development is particularly challenging in a city like Detroit. “When we’re struggling for survival it’s hard to do more... Some communities can push harder for this. But we’re just attempting to keep the city viable.”

Housing Market.

Developers mentioned falling housing values and the foreclosure crisis as important local challenges in their work. Healthy, green design requires marketing and education to replace the less healthy, traditional building practices. One developer explained “it’s hard to get commitment from a buyer in this situation.” When the market for new development is weak in general, proposing sustainable development is sometimes seen as risky — it could be perceived as an additional obstacle and could send the development project elsewhere.

Lack of Job Opportunity.

Detroit has a skilled workforce, but job opportunities, including training and placement, are lacking in the city because of the loss of industry. Employment is a very basic need for residents and is required for a city to be self-sustaining. This issue was mentioned across all of the groups. For instance, one developer stated, “economic viability must come first. When you don’t have a job, it’s almost unfair to bring it [sustainability] up to people.”

Some CDC leaders echoed similar thoughts about addressing basic needs (quality housing, economic opportunity, good education, etc.) before addressing the more nuanced and complex issues surrounding sustainability.

[There are] so many people, who are just struggling to eat, pay their heat bill; making life continue. They’re not thinking about these issues, because it’s not a priority. We need to meet basic needs first.

OPPORTUNITIES

Marketability of Green.

Businesspeople discussed the current popularity of green practices and development as an opportunity to promote sustainable development in Detroit right now. However, they

cautioned against overuse of the buzz words “green” and “sustainable.” In particular, residents expressed concern about the word “sustainability” since,

Sustainability makes me think of ‘sustain’ what we already have — the status quo — and we don’t necessarily want to do that. We need to think of a new word.

In addition, the benefits of green can be used to increase property sales. For example, one businessperson mentioned lower energy costs associated with green building as a way to market and attract residents to a green affordable housing project.

If someone is looking to move into an affordable rental development, the green building principles will give them cleaner air and their bills will be 20% less. With that principle in mind, they’re more likely to pick it over traditional housing complexes. And then it’s easier to operate those properties because there’s less turn over.

Residents voiced the need for a shift in perspective to express the benefits of reuse not as a ‘poor’ issue but as one that supports a sustainable local lifestyle. This could include activities such as clothing swaps, potluck community dinners, and community gardening. As one resident stated,

Everyone will know I’m poor if I go to the garden, we need to change the mindset. Media tells you if you can’t buy stuff there’s something wrong with you. We need to give in a way that doesn’t make people feel bad [poor] like ‘Girl, I’ve got too much turkey; take some away so it doesn’t go bad.’

Green Economy and Jobs.

Some other historically industrial cities have started to shift towards the green economy with some success. With the existing workforce, infrastructure and resiliency of Detroit, the idea of shifting into green industries has a great deal of promise. One city planning professional even noted a way that the green economy could offer jobs as well as address current public health issues, stating that “We need a new type of industry to clean up Detroit... doing something different with our waste.”

Additionally, the green economy was mentioned as a means to combat the brain drain issue that faces Detroit.

Detroit has an incredible amount of potential; it just needs to get out of the stigma it’s had for 30 years. How do you attract the creative class? CEOs for cities¹ gave a number of reasons why college graduates locate where they do. 20 years from now, if Detroit is going to compete on that front, we need to start in the green revolution. That’s already an attractive magnet for people right out of college. If the city wants to be competitive, now is the time.

Economic Benefits of Green.

According to the business focus groups, green practices and development in Detroit can offer a number of economic benefits to businesses and others, including increased

¹ CEOs for Cities is “a national network of urban leaders dedicated to creating next generation cities that hold the answers to many of the challenges our nation faces.” See <http://www.ceosforcities.org/> for further information.

worker productivity and improved employee morale through healthier and more attractive buildings. One public official mentioned the long-term economic benefits to the city specifically.

It's just a good economic policy, especially if they start with the public sector. If they were to have a policy on greening their own public buildings, the energy savings will have a significant impact on the city's budget.

From a more long-range economic point of view, national research projects and data show that these increases in productivity are also highly represented in green schools. During a US Senate hearing in 2007, the Healthy Schools Network, Inc. presented findings from a 2006 National Research Council report titled *Green Schools: Attributes for Health and Learning* to give support to the importance of making all schools healthier for the nation's children. Greening Detroit's schools could have direct benefits on the future economy by providing a healthier and more productive learning environment for the students.

Declining Cost of Green.

As green materials and practices become more popular, their costs decline and become comparable to traditional approaches. Some technologies that were quite expensive even five years ago are much more reasonably priced now. However, the original price point is still in the general mindset of the public, and this disparity needs to be addressed. According to Enterprise Community Partners, declining costs bring more opportunity to use these green materials and practices, and to raise awareness among residents, developers, local officials, and others about the affordability of green.

Shared Resources.

A range of sustainable development efforts is currently operating in Detroit, though, each with its own funding, expertise, and other resources. Coordinating and sharing these resources would offer Detroit the opportunity to streamline efforts, reduce duplication, and make a greater impact than retaining the current segmented approach. The executive director of one environmental organization noted that, "Since a lot of us have differing levels of capacity in terms of fundraising and need, and who's doing what where, a lot of that could come together."

THREATS

Up-front Cost.

While the overall cost of green materials and practices is declining, depending on the technologies used, the initial capital investment can be higher than with traditional approaches. Developers in particular expressed concern over these high costs and wanted new approaches to be comparable in cost to traditional ones. When one developer was asked about the importance of sustainable development to his current work, he responded, "It depends on what it adds to the costs. Tenants only have so much money to spend on [rehab] projects." This implies a new way of thinking about cost and profit may be necessary.

Resistance to Change.

When asked about their current practices around sustainability, businesspeople and developers stated that many members of the business community, including building construction professionals, have been operating their businesses in the same way for their entire careers. One participant in a focus group with Detroit businesspeople stated, “We do it the same way all the time.” This adherence to traditional methods is an obstacle to sustainable development in the region. Explaining the importance of taking greener approaches to building construction and operations can be difficult when businesses have not seen any loss of profits.

Privilege of Choice vs. Acceptance.

One city planning professional discussed the inequity between classes in terms of rate of consumption, explaining that those in the middle-to-upper classes tend to use and waste more and have more difficulty changing to a more sustainable lifestyle.

It's ironic, because they [lower income residents] are probably the ones who don't pollute, but they're the ones who are discriminated against. Typically, they don't have cars, they live together... the idea of consumption and emissions, and they're consuming the least. But they're not getting their fair share of services and rewards.

A similar thought was echoed during a group interview with representatives from a local energy corporation. Participants in this interview stated, “Sometimes those who can afford it [renewable energy] complain the most.” In other words, although those in the higher socio-economic brackets can more easily afford investing in renewable energy, they also may be more vocally opposed to making these investments. This issue may interfere with efforts to promote alternative energy and sustainable development in Detroit.

Myth of Expense.

While certain green materials and technologies have dropped in price to be more comparable to traditional materials and methods, the perception that green is always more expensive still remains among a number of Detroit stakeholders. According to a representative from Enterprise Community Partners, there is a common nationwide misperception that green development necessitates investment in the newest, most innovative, and most expensive technologies. In reality, this is actually not a requirement, and many aspects of green can be done with little or no extra cost.

That's where the myth of cost comes from. You can [meet] most of the criteria by finding a GC or an architect who really understands how this works. You don't need to be innovative all the time. Just make sure everyone in your project really understands.

SOCIAL SWOT ANALYSIS

STRENGTHS

Established Organizations.

Detroit has numerous well-known and experienced organizations with strong programs working throughout the city, and representatives from many of these groups identify sustainability as a priority. This fact was frequently mentioned in interviews and focus groups as both a strength and an opportunity. Additionally, the strong network of Detroit community development organizations (CDCs) was highlighted as an asset upon which to build.

Creativity and Resourcefulness.

Detroiters' adaptability and visionary qualities are seen as essential assets in creating a sustainable Detroit. As mentioned in one interview, "Detroiters are very creative folk; we take what is around us and make it work." These individual characteristics translate to the organizational level as well. A participant in a focus group with businesspeople stated, "Businesses that are innovative abound...but need more support, otherwise they fail." According to respondents from the business and planning communities, Detroiters are creative and resilient in formulating new business ventures to stimulate and create economic growth.

Commitment to Detroit and its Citizens.

Participants expressed consistent commitment to the city and its health. As articulated in conversations with environmental groups, CDCs and business groups, local people are concerned about the welfare of their city. The executive director of one environmental group cited the responsibility they have for the city and its residents, stating, "We are committed to securing the ecosystem...every single person in the city deserves to have the same palate of ecological amenities." Sustainable development initiatives could draw upon this commitment and responsibility to invest in the city.

Sustainability Momentum.

A sustainable Detroit is already in progress. Many participants shared and identified work already being done in this area, in both programming and collaboration between organizations. CDCs, environmental groups and other stakeholders made repeated mention of the prominence of programs offered by Greening of Detroit and WARM Training Center and suggested that any large-scale sustainability effort should coordinate with these influential organizations.

WEAKNESSES

Major Public Health Issues.

Obesity, childhood asthma, and diabetes are major public health issues that affect Detroit residents. Unhealthy homes, harmful work environments, and lack of grocery stores disproportionately affect low-income residents. These issues were identified as central to the public health problems in the city. Several respondents identified

sustainability as more than just an environmental issue but a public health issue as well. As stated by a public official,

We have lead abatement programs, but it has a wider implication. It's more than just an environmental issue, it's health, and we're putting some people at a disadvantage.

Access to Information and Technical Assistance.

The lack of access to information and assistance with the implementation of sustainable practices were persistent themes throughout all interviews and focus groups. Part of the challenge is that sustainability means something different to each person. For instance, one resident stated, "Sustainability makes me think of 'sustain.'" Therefore, it is necessary to make information and resources on sustainability accessible and relevant to all. As stated during a CDC focus group,

You have to reach people where they are at, for families and children, industries, business and break it down to the day-to-day, helping them do it in a greener and cleaner way.

Housing and Service Mismatch.

Available housing and services are not reaching the people who most need it. As indicated by an environmental professional, "We need to match up empty houses with those who need it most."

Developer-Driven Growth.

Various public officials stated that growth in the city is driven by for-profit development. One developer felt his profession actually lacked commitment to the health and well being of the city, stating, "Developers have to realize it is their individual and professional responsibility to help save the city and the planet."

Food Desert/Access to Food.

Food deserts, urban areas with little or no access to healthy and fresh foods, were identified as a major concern. Within the Detroit area, a fundamental reason for poor nutrition and major public health issues is the lack of grocery stores with fresh and nutritious foods. As stated by one developer, "There are major public health issues due to lack of grocery stores. Too many meals are purchased at gas stations and fast food places."

Neighborhood/Spatial Segregation.

Although Detroit is identified as a culturally diverse city, geographic segregation was identified as a potential barrier to citywide use of a sustainability center. Various participants cautioned that the center's location is critical to assuring widespread use and acceptance. One resident mentioned that "Detroit is in ten sectors, and you have to hit all of them if you want it [sustainability] to work."

OPPORTUNITIES

New and Untapped Partnerships.

As shared during an interview with a city official, "The sustainable community of Detroit

is starting to get to know each other.” Although a range of collaboration and partnerships are already happening in the city among business, nonprofits, and the public sector, there is opportunity and need for further collaboration. As expressed by one environmental organization representative, “I am most anxious that this is a collaborative effort. I don’t think anyone can be successful on their own.”

Room for Development.

Several interviews and focus groups identified the use of vacant land and buildings as an opportunity for sustainable development and as a way to provide hope for improvement. As one participant pointed out, “People can look at Detroit as a lot of vacant land and abandoned buildings and see all the negative. It is a challenge, but it’s also an opportunity.”

Participants felt that using vacant land in a positive way would have a unifying effect on the community. One developer gave the example of potential programming:

We purchase abandoned lots that are normally in low-income areas with piled cars and garbage, and then we give it to a non-profit co-op that’s from the neighborhood. It becomes a park. In those areas, it’s the visual transformation, it’s clean, it’s green, it brings people out in the spaces.

Therefore, transformation of unused property could have a positive and unifying effect on a community or neighborhood.

THREATS

Consumerist Society.

The nation’s consumerist mindset is often in conflict with sustainable development principles. This was identified as a major threat among many of the focus groups and interviews. Nevertheless, interviews with residents suggested that in fact people might not be aware of this social condition. “People just don’t realize how much they are being insulted by this consumerist society.” Awareness of the individual and global effects of consumerism may first need to be addressed.

Individualism.

Many participants voiced concern that the national sentiment of individualism is very present in Detroit. As one resident shared, “We are our worst enemies.” Due to the consumerist society of which everyone is a part, people do not realize the impact they have as individuals, and conversely the effect they have on the health of their communities. Sustainability requires a move from an individualistic focus and mentality to one that is more interconnected.

Hierarchy of Needs.

During a discussion regarding sustainable initiatives in low-income communities, one developer stated, “When you don’t have a job and are struggling for survival, it is almost unfair to bring it [sustainability] up to people.”

According to theories supported by Maslow's Hierarchy of Needs,² people cannot consider issues that are more abstract when their basic needs for survival are not consistently being met. Stated one public official, "You have to work harder to convince people to do something about a house with lead, when they're just happy to have a house at all." Even if their current housing has serious public health issues like lead paint and asbestos insulation, it still provides the basic function of shelter. However, this hesitance to promote sustainable development may be too restrictive since many sustainable initiatives directly and indirectly address many of these fundamental needs.

² The basis of Maslow's theory is that human beings are motivated by unsatisfied needs, and that certain basic needs need to be satisfied before other needs can be satisfied. The basic physiological needs such as food, water, sleep and warmth have to be fulfilled before a person is able to move to the next level of needs which include safety, love/belonging, esteem and self-actualization.

POLITICAL / LEGAL SWOT ANALYSIS

STRENGTHS

Desire for Renewable Energy.

Public interest and desire for renewable energy has increased over the past few years. Professionals within the energy industry stated that there has been a stronger willingness among people to sign up for renewable energy programs, showing their increasing popularity. This, along with growing regulatory pressure, creates a stronger incentive for the production of renewable energy in the State of Michigan and Detroit.

People are now really demonstrating a desire. We have seen a willingness to sign up for these renewable energies. It's more popular. Obviously we will respond to customer demands, and also [the] regulatory pressure to do so.

21st Century Energy Plan.

In 2007, the Michigan Public Service Commission provided Governor Granholm with a new energy plan. This plan requires all retail energy suppliers in the state to have 10 percent of their energy supply from renewable sources by 2015.³ Having been recently passed, this bill confirms that new power plants and financing are needed and leads to more support for such initiatives through legislative and regulatory changes.⁴ Wind farms are now being built in the thumb of Michigan by DTE. The energy plan also supports organizations, like NextEnergy (near Detroit's Wayne State University campus), which focus on accelerating research, development, and manufacturing of alternative energy technologies (AET) and advancing this industry across the state.⁵

City's Special Districts/Design Overlays.

As stated by a planning professional, the city of Detroit has been working on establishing design overlays in the City. Currently, the City utilizes these special districts and overlays for historic preservation. Potentially, these overlays could also be used to add regulations that would promote certain technologies, including green and sustainable design, within specific areas of the City.

Vacant Structure and Land Requirements.

The policies and requirements that the City has in place for the use of vacant lots and structures were identified as assets. As stated by a planning professional,

We don't just sell them. We require the developer to have multiple meetings with us. [They are] required to submit a proposal, it's a conditional sale. We have site plan reviews and discuss the needs with the developer...Perhaps we can sell you the land at a cheaper price, or we

³ U.S. Department of Energy. (February 12, 2007). *Michigan's New Energy Plan Calls for 10 Percent Renewables by 2015*. Accessed on February 8, 2008 from

http://www.eere.energy.gov/state_energy_program/news_detail.cfm/news_id=10574

⁴ Consumers Energy. (n.d.). *Planning for Affordable and Reliable Electricity to Meet Michigan's Future Energy Needs*. Accessed on February 8, 2008 from <http://www.consumersenergy.com/welcome.htm?ocompany/index-nomargin.asp?ASID=735>

⁵ Next Energy. (2008). *About Us*. Accessed on February 8, 2008 from <http://www.nextenergy.org/aboutus/>

give you a better area. We do that, but on a case-by-case basis.

Additionally, infill policies were identified as among the best in the city compared to other policies, as noted by a planning professional for the city,

We have a master plan with policies towards vacant lands...some of [the vacant lots] are small, and not contiguous. That poses a problem. Contiguous lots make bigger lots. Scattered and small ones pose a much greater challenge. We try to deal with them as an infill...[we] promote even interim uses...to use the vacant land/structure until something more viable comes up. We try to allow them to be for sale to their adjacent landowners for a good price. Infill is one of our best policies.

With these kinds of regulations, the city is showing room for flexibility. However, this flexibility is dependent upon demonstrated investment on the part of those interested in developing the land. This could allow for more planning and influence to encourage sustainable development and design.

Advocacy via Public Hearings.

The City of Detroit Planning Commission holds public hearings about new developments that allow residents, business-owners, and other constituents to provide their opinions and critiques of plans. A planning professional cited these hearings as an effective way for people to comment on planned developments and to have their voices heard.

Detroit residents stated that the more they know about green alternatives the easier it is to take their concerns to the government leadership or corporations. They also stated that the “government is just people” and they need to understand these alternatives as well. In fact, during the course of this research, one resident had attended a City Council meeting to express views on the incinerator in Detroit. This implies that residents who are empowered with information will be more likely and able to use their voice to advocate for their interests and concerns.

City-Driven Lead Abatement.

The planning community in Detroit identified the LEAP Hazard Reduction Program, administered by the Housing Services Division, as a major strength within the city. This program services low-income, owner-occupants of single-family homes with children under six, and landlords with tenants that include children under six.⁶ Given the connections between lead abatement and healthy homes, this program illustrates the initiative of the city to protect its residents.

WEAKNESSES

⁶City of Detroit. (2008). *Housing Services*. Accessed on February 20, 2008 from <http://www.detroitmi.gov/Departments/PlanningDevelopmentDepartment/HousingServices/tabid/138/Default.aspx>

Perceived State Legislature Resistance.

Although the 21st Century Energy Plan reflects some state-level commitment to renewable energies, it is still a common perception that the state does not support green technology. When asked to identify barriers to sustainable practices, members of the business community mentioned they felt resistance from state legislature and were limited by current regulations. Furthermore, they mentioned that sprawling developments can be more profitable than dense, environmentally friendly approaches, such as Smart Growth⁷ development. This suggests that improving the state's policies for sustainable development and reducing barriers from local and state regulations is an important element to promoting healthy and sustainable development.

Partnering with City.

Environmental groups and community development corporations all stated that partnerships with the City, including Detroit Public Schools (DPS), can be very difficult. CDCs felt that attaining ownership of city-owned land, if even just to maintain it, was a struggle.

There's no [park] equipment there, yet the city still doesn't want to relinquish control. You'd think they would want us to maintain it. [We'd] do more with it than they would. But it's a fight to get their approval.

It was noted that when partnering with DPS, funding is difficult to find. The No Child Left Behind requirements make the curriculum inflexible, and the district is in a constant state of flux with a high turnover rate among personnel.

Government Leadership.

Across the board, government leadership in the city was mentioned as a significant challenge. An environmental professional noted that within the area of sustainability, most action in Detroit has come from the community level. They stated both a bottom-up and a top-down approach are needed to foster a more sustainable future for the city. In regards to development in the city, a public official noted that it has been developer-driven because of the expansive vacant land and need for infill.

As a city we need to say, 'this is what we want,' and commit to it. Only those [developers] that can meet the standards are who we want.

CDCs asserted that city leadership has to be visionary and innovative with regards to sustainability, stating that "We need more control and ownership of our city." These

⁷ In 2002, the American Planning Association adopted this definition for smart growth, "Smart growth means using comprehensive planning to guide, design, develop, revitalize and build communities for all that: have a unique sense of community and place; preserve and enhance valuable natural and cultural resources; equitably distribute the costs and benefits of development; expand the range of transportation, employment and housing choices in a fiscally responsible manner; value long-range, regional considerations of sustainability over short term incremental geographically isolated actions; and promotes public health and healthy communities. Compact, transit accessible, pedestrian-oriented, mixed use development patterns and land reuse epitomize the application of the principles of smart growth." A complete policy guide and this definition can be found at: <http://www.planning.org/policyguides/smartgrowth.htm#1>

ideas were mirrored in the histories of the case studies we researched. For instance, the Ecology Center in Berkeley California noted that a strong political climate and government leadership has had the greatest impact in making them the success that they are today. Similarly, Build It Green, also in Berkeley, shared that getting the public agencies on board with the green agenda was one of the most critical factors for their success in advancing sustainability in the region and state. One public official from Milwaukee stated,

[The] city has the responsibility to set the example. Citizens need to know that the city is committed to improving sustainability and the health of their city.

Lack of City Mandates.

The City of Detroit is moving towards creating more policies to promote greener design and development. However, the regulatory mechanisms in place are not fully operational and the guidelines that exist are hard to find. A planning professional shared their thoughts on the issue,

The city, in general, hasn't really caught up with other cities in terms of injecting regulations that are embedded in our policy and zoning to actually promote greener buildings. We are lagging behind, but from our side we are trying to do something [with the] special districts... We can't [yet] make it a requirement, but we encourage the developer to be conscientious.

Detroit does not currently receive enough offers for new development to make significant demands on the developers. When more development comes to the area, it may be possible to transform these suggestions into requirements. It was also recognized that the city does not require developers to provide a certain percentage of low-income housing. There has been discussion about this at the city level, yet there is still no official regulation.

OPPORTUNITIES

City Initiative.

Significant opportunities exist with the current initiatives in the city and across the state. This was a theme among CDCs, businesses, and planning and environmental professionals. For instance, initiatives such as Rebuild Michigan, Rebuild Detroit, and the City of Detroit's Green Task Force are trying to get people working on these issues together. A planning professional confirmed this by saying,

The City government is catching up with some of the initiatives going on in the community and applying it to the master plan... we are just starting to get on board with thinking about things from a sustainable standpoint.

Our case study research revealed that similar initiatives have helped other cities in significant ways. For instance, a city official in Chicago stated,

We have a task force focusing on how to attract businesses... We are proactively looking at ways to use our TIF [Tax Increment Financing] money and our land to benefit green local businesses. It's amazing to see how much more impact the government can have when they

really come together, and faster.

City Council Interest.

A public official stated that there is a lot of interest within the city council about environmental issues. This support will be an important opportunity for the city if it wants to define itself as a green city and part of the environmental revolution. A public official from Chicago said it is important to do what makes sense for the residents in the city, and then everything else will follow. They added,

[The green revolution] is an attractive magnet for people right out of college. If a city wants to be competitive, now is the time to define itself as a sustainable city.

Incentives for Development.

Incentives for green development were seen as an opportunity among CDCs, developers, planning professionals, and public officials. For instance, a public official suggested that green development projects could be allowed to get through the permit process faster, have their permit fees waived, or receive tax incentives. A city planner stated,

We are trying to incorporate [incentives for the green movement] in our land use planning and transportation policies. We are trying to promote walking and biking.

As incentives become more established and well known, sustainable development and healthier home construction would become more feasible. The most commonly suggested incentives included reduced taxes, free land, expedited approval processes, or reduced utility. A representative from Enterprise Community Partners implied that incentives for developers can also include the inherent benefits of green building, such as greater durability, lower maintenance expenses, marketability of the property as a healthy home, easier operation, and more long-term tenant occupancy in rental properties.

If someone is looking to move into an affordable rental development, the green building principles will give them cleaner air and their bills will be 20% less. With that principle in mind, they're more likely to pick it.

The representative also discussed the need for education and resources for green development, including funding.

If you get a developer who is focused empirically on the bottom line, we need to make a case. There are resources already out there, [but] if the city says: build that type of development. They have to even if they don't want to... over the long term, it stands to benefit them for operating expenses.

Michigan has a partnership with the Green Communities Initiative (GCI), which brings equity and grants to developers who will build green and learn from the process. In fact, the Michigan State Housing Authority (MSHDA), the Great Lakes Capital Fund (GLCF), and the Enterprise Foundation Social Investment Corporation (ESIC) have

pledged over \$70 million to build 500 green, affordable homes in the state.⁸

21st Century Energy Plan.

As discussed above, the new energy plan for the state is a current strength of the political climate in Michigan. It also presents an opportunity, since more funding will become available to support efforts with AET.

City-Supported Models.

Public officials acknowledged the need for the city to lead by example and demonstrate commitment to a cleaner, healthier Detroit. One public official took this even further, stating that,

The city itself might have to take the initiative to do their own project that's publicly funded to incorporate the [green] technologies [and] use that as a pilot study—provide a public service and an example.

A public official in the City of Chicago also echoed the importance of having a city-supported model. “We don’t plan a long-range plan, we make a demonstration project and from that, policies develop.” This suggests that the city of Detroit is ripe for these first incremental steps in green development. This could set a foundation for appropriate policies and long-range plans to develop in the city.

Low-Income Housing Regulations.

Currently, the City of Detroit does not require a percentage of low-income housing units in new developments, but it is “getting towards that now,” as one city official put it. This provides an opportunity for developers, environmental justice activists, and community-based organizations to advocate for the incorporation of sustainable development standards as regulations are developed.

THREATS

Private Developer and CDC Conflicts.

At a CDC membership organization meeting, it was stated that some for-profit private developers speak negatively about the quality of non-profit and CDC developments in the city with funders and public officials. Although the CDC network in Detroit is responsible for much of the development in the city and is seen as a significant strength, this conflict presents a threat to development, particularly when funding is already limited.

Lack of Incentives.

The lack of incentives for green development in the city limits the likelihood that developers will take the initiative on their own. A developer acknowledged that providing incentives could be beneficial in some ways but could impact the city’s budget.

⁸ American Planning Association. (n.d.) *Green Communities Initiative*. Accessed on February 20, 2008 from <http://www.planning.org/yourcommunity/greencommunities.htm>

There should be more benefits [to] incentivize the development, but that means giving up dollars. Who is going to pay for it? If we don't now, our children will pay in the long run.

Here, the developer also alludes to the intergenerational costs associated with traditional development. This is even greater in a city like Detroit, which already has many issues of environmental justice to address.

REGIONAL SWOT ANALYSIS

STRENGTHS

Well-Known City.

Community development corporations (CDCs) emphasized that Detroit is a city that people care about and has a strong public image. For instance, Detroit is affectionately termed “Motor City” and “Motown” for its national recognition as the center of U.S. automobile industry and home to the African American legacy of Motown music.

Although these historical attributes were not specifically mentioned in the focus groups, the fact that Detroit is a major U.S. city with national and international recognition was confirmed as strength despite its current economic and social concerns. In fact, this public image of Detroit gives it a unique role in two ways. One is that Detroit is positioned as a model for what happens to U.S. cities as they transition from the old economy to the new economy. As a city planning official stated, the “center can be a physical example of what is possible in an old city.” Secondly, people care about this city, providing an emotional connection that is not present in all cities. This could offer opportunities for local and outside investment. Both of these public perceptions of Detroit can provide fertile ground for sustainability and green economic development to take shape.

Location and Natural Resources.

Focus groups with CDCs and business owners referred to Detroit’s natural resources (fresh water and lakes), old rail corridors, and the proximity to an international border as local strengths. The state is surrounded by clean fresh water, and Detroit is a well-known port city with a beautiful waterfront on its east side along the Detroit River. The metropolitan area of Detroit is also home to the Detroit River International Wildlife Refuge, which includes marshes, wetlands, and islands.

Academic Support.

Detroit and the South East Michigan (SEMI) area are home to several institutions of higher education including universities, law schools, medical schools, and business schools. The proximity of these institutions allows organizations the opportunity to forge new partnerships and continue established ones.

WEAKNESSES

Transportation and Mass Transit Support.

Transportation was stated to be a major issue in Detroit. Major themes around transportation included the need for more transportation that is affordable, accessible, and comprehensive. There were also many comments about how important this is to the future economic and social health in the city. One CDC professional spoke about the city's bus system and the need to connect Detroit with the suburbs.

Busses are not that great. It's cheaper to drive and park than it would be to take the bus. We have people asking for bus tickets everyday because they can't get where they need to go. People would come into Detroit and spend their money in Detroit if there was an easier way to get into the city from the suburbs. I would use it more if it were easier and more affordable.

Public transit was a significant concern to many, particularly because it is felt to be an area without enough support. A participant from a CDC stated,

Transportation is harder at the smaller level...it is more of a regional approach [and] no one is really putting a lot behind that yet because it's too regional.

Planners spoke about how the region has focused so much on the automobile, which has “degraded the local economy” and the social fabric by increasing segregation in Detroit and the surrounding area. Concern was also expressed about how this over-reliance on cars means more congestion and more gas emissions in the air, which has a direct link to the health in the city. On the other hand, mass transit was seen as a way to make transportation affordable and accessible to people in the city and help strengthen the local economy by keeping the money in the city. Accessible, cleaner, and more comprehensive transportation was a top priority for CDCs.

Vacant Land Guidance.

CDCs mentioned that navigating the system for permits and gaining access to vacant land were significant barriers and areas for which more support and education are needed. The open land in Detroit was repeatedly seen as an asset across focus groups, yet the reuse of those lands is an overwhelming task, especially because of the barriers to obtaining ownership of the land. A city planning professional stated, “The big challenges of vacant land come with assembly and ownership, once we solve that, it’s not a problem.”

For instance, one CDC stated they have 200 vacant lands in their community. Understandably, this is a priority for them and they want to learn how to make use of these sites in ways that would most benefit the community. This was mirrored from the City perspective as well, identifying the need to find uses for vacant land, to bring people together and to feed the population. One CDC representative stated, “Vacant land is not being addressed. No centralized method exists for that yet. That’s a glaring gap.”

Another CDC stated that they are interested in maintaining the parks in their community but cannot because the city will not give them approval to do so. These comments illustrate the current approach to vacant land use and reuse is a current regional weakness.

Segmentation of Efforts.

Environmental groups, CDCs, corporate and planning professionals all stated that efforts by non-profits were segmented, making them less efficient. They all felt that people need to talk more and work together to tie the visions that various groups have to efforts that are already underway. One corporate professional stated,

My concern is that there are so many nonprofits and their work is so segmented and they are not in communication. They all come to the business community looking for support and we’re tapped out in that regard. There needs to be more consolidation for efficiency so that we’re paying for programming and not just one person’s idea.

A CDC representative mirrored this thought by stating,

I'm amazed by these things that are already happening in town, but because they're not a [physical] center, it's not acknowledged. Rather than trying to reinvent, we should really just try to connect these things that exist. Then we can add top-down support to push this further. People are under-funded and are working too hard. It's about the connectivity.

Lack of Examples.

When asked where people currently go to acquire new information about green building, sustainable design, or sustainable living people repeatedly answered that they looked to other cities for examples and information. A Detroit resident and local environmental professional stated that they often have to drive out of the city for trainings and local examples. They also shared that,

[The] city needs a stronger material/resource library. WARM has one but [with more] resources it could really get that jamming, especially since many people don't know about it.

OPPORTUNITIES

Regional Destination with Local Focus.

CDCs and businesses emphasized the potential for the center to serve as a regional attraction. This could be accomplished by providing technical guidance, offering accessible information, and engaging visitors through fun and educational experiences (such as an ecological science center or discovery experience for children and youth). CDCs highlighted the importance of thinking about both the neighborhood and regional level.

Manufacturing Green Technology.

Opportunities for green technology and manufacturing were a recurring theme across the interviews and focus groups. Detroit is an area that has the infrastructure to support new manufacturing. CDCs mentioned the Governor's push for sustainable energy and stated that there is room for new industries in the area, which brings opportunity for growth. One CDC representative stated, "Starting now, we have bad legacies, but we can turn that around to grow in a good way."

Environmental groups also supported this notion. In fact, one person stated, "Why can't Michigan be a place where this green technology is manufactured? Why can't we create wind turbines in the Ford plant?" The existing infrastructure and manufacturing capabilities in the SEMI region are widely believed to be untapped resources that could be huge opportunities for the city of Detroit and its surrounding communities.

Healthy Homes and Reuse.

Many comments were made about the character and beauty of the older buildings in Detroit. An environmental representative acknowledged the opportunity available to salvage architectural elements of homes and buildings before it is bulldozed and put into a landfill. They stated that deconstruction is not happening in the way that it could. A sustainable alternative to building construction and demolition, materials that account

for 22% of the waste stream,⁹ exists in deconstruction and salvage. Reclaiming and harvesting materials before buildings are demolished extends the material's life cycle and reduces the waste sent to landfills. Reusing carpet and building materials can lower the amount of volatile organic compounds (VOCs) that are emitted into the home or building. VOCs are emitted as gasses and can cause health problems, from headaches and throat irritation to cancer and damage to the central nervous system, kidney, and liver.¹⁰

City as a Model.

Having local built models as a reference is important both locally and regionally, and the city is becoming more aware of this. A city planning professional shared that the city may have to initiate a model as both a public service and an example, adding,

...also, there's just a component of education. You have to educate the public. But you have to go beyond that; you need to take the first leap to have a pilot study. It's easier to teach when you have something to point to.

Coordinating Local and Regional Efforts.

CDCs acknowledged that working with existing organizations and doing outreach with other CDCs, churches, and libraries is very important because they are already working in the community and have the trust of their residents. They also stated,

Coordination of the coordinating needs to happen. There are groups trying to pull together. Now those need to be pulled together. We need to decide what we're doing now and how we connect to it.

In addition, as one environmental professional pointed out, "collective support is critical for sustainability — we need all stakeholders involved." Participants saw the Center as the way to coordinate and bring work together, have a central location for people, and build a movement that includes all people. A Detroit resident and public official stated,

We need to make sustainability resonate for all: for builders, developers, community activists, single moms, and churchgoers. The center needs to be able to resonate across socio-economic lines.

And a planning professional stated, "The center may be pivotal in bringing all projects together. There needs to be a central place for demonstrations, can serve to snowball what's going on."

Several people involved in the environmental field discussed the importance of coordination and sharing so that services weren't duplicated and work was more efficient and sustainable. For instance, one member of the environmental group stated,

⁹ California Integrated Waste Management Board. (2004). Statewide Waste Characterization Study. Sacramento, CA: Author.

¹⁰ Environmental Protection Agency. (2007). Indoor Air Quality: Basic Information Volatile Organic Compounds. Washington, DC: Author.

Coordinate our efforts so no one is doing exactly the same thing, share the resources so that it's all walkable and related and everyone can do it together. Not all five groups will need to build the auditorium, we can build one, and we can all share.

Coordination was important to many others, including residents, CDCs, and the business community. For instance, CDC professionals noted that current recycling are confusing for people.

[We need] centralized coordination of recycling efforts. It can be confusing right now with the drop off centers. Where are they, when are they open?

Additionally, members of the CDC community agreed that it was critical for a center to work with existing organizations.

Work with existing organizations. More outreach with the CDCs. Educational materials. They trust us as a source of information. We're already doing things. Churches can have a big impact.

Connecting Professional Expertise with Projects.

Both private developers, members of the business community, and community development corporations acknowledged the importance of connecting professionals to one another. This seemed to be a gap in services already provided because they acknowledged the existing difficulty, yet important so they can learn from each other, partner, and push each other farther in green building. One developer stated,

So who are the lead professionals? Are they focused on this? What do they need? What can bring them together? What's going to bring them in?...How are [we] going to find expertise: architects who know how to design, contractors who know how to build, suppliers who have the materials? Bringing it all together is difficult.

THREATS

Soft Real Estate Markets.

Across the nation, the real estate market is suffering a downturn, and Detroit is particularly sensitive to the repercussions. The city has already experienced a population decrease that has led to many vacant homes and land. Corporate professionals acknowledged that there is low interest in building rental housing, which they thought could be a result of a lack of security in the current market; one stated, "When you try to build a market, it's hard to find people to move into the properties."

A local developer felt similarly, and stated that there will be an influx of houses from all the foreclosing – too many rental properties will enter the market with the number of homes under foreclosure. This creates a threat to Detroit's capacity to respond to the market conditions with the existing vacant lands and buildings in the city. "When we're struggling for survival it's hard to do more. In the long term we need to address it, but we can't pay extra for that research."

Environmental Injustice.

Residents, planning professionals, and environmental professionals spoke about the challenges with environmental injustices within the city of Detroit. People of color and low-income residents in this region are disproportionately burdened with health hazards in their environments, and are often without the means to address them. A public official stated,

There are basic environmental materials from the past in those housing that are bad, [such as] lead, asbestos. That's affecting the poor people in the city...It's more than just an environmental issue, it's health, and we're putting people at a disadvantage.

A professional in the environmental community shared this sentiment and made it explicit that the sustainability movement has to include people of color and people with low incomes.

There are real environmental justice issues in this city... Every single person in the city deserves to have the same palate of ecological amenities... We need to bring sustainability past a white, middle class issue. DWEJ can help do that.

Negative Perception of Renewable Energy.

Representatives from an energy provider acknowledged challenges with renewable energy. One significant barrier is the infrastructure cost. “There is just a limited appetite in terms of paying for the stuff. Industry can’t eat it, they are already struggling too”. Another barrier is the insufficient reliability of renewable energy. Here, a professional within the energy industry discusses the importance of this issue due to the needs of businesses and industries,

Power has to be consistent and blips cause major problems with industrial customers. Now, it's a big deal. Major ramifications for high tech and digital business if there are blips. Intermittent power cannot happen. Must be smoothed out. We are thinking about these things all the time. Literally, daily. These are top of mind issues. As we continue to be a business, it's what we do all the time.

Professionals within the energy industry also discussed the limitation of renewable energy technology and the difficulty in identifying places for development renewable energy (i.e. wind turbines). One such professional stated,

[There is also the] NIMBY¹¹ phenomenon. Convincing people what's the right thing to do. People also don't understand that wind is intermittent. In order to fill in between gusts, we need to utilize natural gas. That changes heating prices. Have to start from a premise: any renewable energy is going to be mere expensive in the short term. It's about the initial startup costs. How useful, how valuable—it all needs to be in context. It will cost more because of new technology. It's never going to run an auto plant. When it is hot and still days, there is no wind. And that's when you need peaking capacity, and you don't have it. It will play an increasingly important role, but I am really unconvinced that they will ever be able to replace base load supply.

¹¹ Not in my backyard (NIMBY)

Appendix IV: Survey

The survey adds one last layer of CBPR to the project by allowing respondents to further prioritize the issues and ideas gathered from the outreach phase of the research. The survey produced a hierarchy of needs to be addressed and prioritized the programming and services offerings the center could provide. This survey represents one of the multiple versions sent out. The surveys differed based on the role of the stakeholder group. For instance, resident surveys did not include the self-reporting section and had different affiliation options.

1. Welcome!

Thank you for your interest in supporting a more sustainable Detroit!

WHO WE ARE

As some of you may know, we are a group of four graduate students at the University of Michigan collaborating with Detroiters Working for Environmental Justice and SEMI Sustainable Business Forum to develop a strategic plan for a green resource center in the city. The strategic plan will be given to DWEJ and SEMI SBF to continue moving forward with the center.

WHAT WE'VE DONE

Thank you to those of you who have already participated in our project. We are in the process of analyzing the information that we have received through focus groups, community meetings, and interviews in Detroit and through nationwide case studies.

YOUR ROLE

Thus far, we have identified some of the main trends from our outreach and we are now asking you, as a member of the Detroit community, to help prioritize our findings in order to make attainable goals for the sustainability center and for the health of the city.

SURVEY

Attached is a short survey that should take you approximately 7-10 minutes to complete. The survey will address:

- 1: Issues of Community Services
- 2: Economic Growth and Professional Services
- 3: Physical and Built Environments
- 4: Prioritizing Social Challenges
- 5: Prioritizing Regional Challenges
- 6: Self-Reporting

The results of the survey will be used in the final analysis for the strategic plan. You will be invited to a networking event where we will present a final report of our findings at 6pm on April 22, 2008. This event will be held at the Spiral Collective at 4201 Cass Ave. in Detroit. There will be an opportunity to RSVP for this event at the end of the survey.

CONFIDENTIALITY

Please note that your information will remain confidential and that all answers are optional.

THANK YOU!

Community input is vital to the development of this project and your voluntary contribution is greatly appreciated.

2. Community Services

1. Considering the following community programs and services that the center may provide, how important are the following to you?

	Very Important	Fairly Important	Slightly Important	Not at all Important
City-wide Recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Case Study Library & Demonstration Projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking Functions (connecting expertise, interest group councils, "green drinks", etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental Field Trips (canoe trips, rock climbing, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public School Partnerships (gardening, healthy cooking, environmental education, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeowner Workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Organizing (residents, collaboration among organizations, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Urban Agriculture Assistance (addressing the food desert issue)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lobbying and Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lobbying Opportunities for Government Support/Incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

2. Considering the programs and services listed above, please think about which ones would fill an existing gap in services?

3. Are there any other programs that haven't been listed above that you think are important to offer?

3. Economic Growth and Professional Services

1. Considering the following economic services that the center may provide, how important are the following to you?

	Very Important	Fairly Important	Slightly Important	Not at all Important
Green Jobs Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incubator Space with Entrepreneurship Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry Outreach and Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting Green Industry (manufacturing, green TIF district, green technology park, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

2. Considering the programs and services listed above, please think about which ones would fill an existing gap in services?

3. Are there any other programs that haven't been listed above that you think are important to offer?

4. Considering the following professional services the center may provide, how important are the following to you?

	Very Important	Fairly Important	Slightly Important	Not at all Important
Consulting and Technical Assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Continuing Education (certifications, lunch and learn, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research and Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding Resource Library/Grant writing assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Green Building/Healthy Home Rating System (local LEED standards)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

5. Considering the programs and services listed above, please think about which ones would fill an existing gap in services?

6. Are there any other programs that haven't been listed above that you think are important to offer?

4. Physical and Built Space

1. Considering the following physical and built space issues or services that the center may provide, how important are the following to you?

	Very Important	Fairly Important	Slightly Important	Not at all Important
Community Gathering Space, Auditorium, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Model/Display of Green Affordable Living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resource and Green Materials Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"What's Green in Detroit" tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Close Proximity to Detroit Residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Close Proximity to Like-minded Organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

2. Considering the programs and services listed above, please think about which ones would fill an existing gap in services?

3. Are there any other programs that haven't been listed above that you think are important to offer?

4. Of the following infrastructural issues identified, which do you think a green center can impact the most (feasibility of change)? Given that not all issues can be addressed immediately, during which time frame would you like to see them addressed?

	Feasibility of Change	Time Frame
Vacant lands	<input type="text"/>	<input type="text"/>
Mass transit	<input type="text"/>	<input type="text"/>
Vacant buildings	<input type="text"/>	<input type="text"/>

Comments:

5. Prioritizing Social Issues

1. Of the following social issues identified, which do you think a green center can impact the most (feasibility of change)? Given that not all issues can be addressed immediately, during which time frame would you like to see them addressed?

	Feasibility of Change	Time Frame
Unwillingness to Try a New Economy	<input type="text"/>	<input type="text"/>
Car-dependent Culture	<input type="text"/>	<input type="text"/>
Thinking New Concepts are not Relevant to Detroit	<input type="text"/>	<input type="text"/>
Fear of Change	<input type="text"/>	<input type="text"/>
Lack of Information/Access to Information	<input type="text"/>	<input type="text"/>
Existing Public Health Concerns (obesity, childhood asthma, juvenile diabetes, unhealthy worker environments, etc.)	<input type="text"/>	<input type="text"/>
Segmentation of Efforts Among Non-profits	<input type="text"/>	<input type="text"/>
Other (please specify)	<input type="text"/>	

6. Prioritizing Regional Issues

1. Of the following regional issues identified, which do you think a green center can impact the most (feasibility of change)? Given that not all issues can be addressed immediately, during which time frame would you like to see them addressed?

	Feasibility of Change	Time Frame
Lack of Mass Transit	<input type="text"/>	<input type="text"/>
Unsupportive Government Leadership	<input type="text"/>	<input type="text"/>
Unstructured Guidelines for Vacant Lands	<input type="text"/>	<input type="text"/>
Food Desert (access to healthy food)	<input type="text"/>	<input type="text"/>
Declining Real Estate Market	<input type="text"/>	<input type="text"/>
Doubt of Reliability of Renewable Energy (solar power, wind power, geothermal heating, etc.)	<input type="text"/>	<input type="text"/>
Other (please specify)	<input type="text"/>	

7. Self-Reporting

Please answer the following questions with regards to your own work.

This information will help us to see where any gaps may exist in the existing support and resource network of stakeholders in the city. From this we can identify ways to build strategic responses to these gaps.

*** 1. With regards to your own work, how would you rank the following categories?
(Ranking: 5 = very good; 3 = satisfactory; 1 = needs improvement)**

	1	2	3	4	5
Administrative Policies and Procedures	<input type="radio"/>				
Governance (Capacity of Board of Directors)	<input type="radio"/>				
Programs and Service Offerings	<input type="radio"/>				
Fund Raising	<input type="radio"/>				
Financial Status	<input type="radio"/>				
Staffing	<input type="radio"/>				
Volunteer Relations and Resources	<input type="radio"/>				
Public Image	<input type="radio"/>				
Facility	<input type="radio"/>				
Strategic or Program Planning	<input type="radio"/>				
Evaluation	<input type="radio"/>				
Other (please specify)	<input type="text"/>				

8. About You...

* 1. Please fill out the following information.

Remember that your information will be kept confidential and will not be disclosed for any reason.

Name:

Organization/Affiliation:

Address:

Address 2:

City/Town:

State:

ZIP/Postal Code:

Email Address:

Phone Number:

2. Which of the following affiliations best describes you? (Check all that apply)

<input type="checkbox"/> Resident	<input type="checkbox"/> Educator	<input type="checkbox"/> Union Workforce
<input type="checkbox"/> Community Development Corporation	<input type="checkbox"/> City Employee	<input type="checkbox"/> Public Official
<input type="checkbox"/> Environmental Organization	<input type="checkbox"/> Planning Professional	<input type="checkbox"/> Architect
<input type="checkbox"/> Private Developer	<input type="checkbox"/> Corporate Professional	
<input type="checkbox"/> Community-based Organization	<input type="checkbox"/> Small Business Owner	

Other (please specify)

3. How long have you lived and/or worked in Detroit?

If you do not live in Detroit, please indicate where you live.

Lived in Detroit:

Worked in Detroit:

Other:

4. We would love for you to attend our event on April 22nd! Come to support local Detroit businesses, enjoy good local food, engage in lively conversation, and see how diverse Detroit voices have come together to create a plan for a greener, healthier city.

- Yes, I would love to attend
- No, unfortunately I cannot make it

5. Please indicate the number of people attending.

If your plans end up changing, please contact Natalie Zappella at zappella@umich.edu as space is limited. Thank you!!

Appendix V: Breakdown of Survey Respondents

The survey gathered ninety-two (92) responses, exceeding the author's expectations and providing a more representative sample. The output below came from the survey analysis software SPSS. A cross tabulation of the results is presented following the data output.

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  infourg + healthur + segmentu + govlurg + foodurg + realestu + energyur )
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CROSSTABS
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  foodimp realesti energyim
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  /CELLS= COUNT
  /COUNT ROUND CELL .

```

Crosstabs

[DataSet1] C:\Documents and Settings\algrhill\Desktop\Analysis.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
transurg * transimp	92	100.0%	0	.0%	92	100.0%
transurg * vaclimp	92	100.0%	0	.0%	92	100.0%
transurg * vacbimp	92	100.0%	0	.0%	92	100.0%
transurg * econimp	92	100.0%	0	.0%	92	100.0%
transurg * carimp	92	100.0%	0	.0%	92	100.0%
transurg * beliefimp	92	100.0%	0	.0%	92	100.0%
transurg * fearimp	92	100.0%	0	.0%	92	100.0%
transurg * infoimp	92	100.0%	0	.0%	92	100.0%
transurg * healthimp	92	100.0%	0	.0%	92	100.0%
transurg * segmentimp	92	100.0%	0	.0%	92	100.0%
transurg * govlimp	92	100.0%	0	.0%	92	100.0%
transurg * foodimp	92	100.0%	0	.0%	92	100.0%
transurg * realestimp	92	100.0%	0	.0%	92	100.0%
transurg * energyimp	92	100.0%	0	.0%	92	100.0%
vaclurg * transimp	92	100.0%	0	.0%	92	100.0%
vaclurg * vaclimp	92	100.0%	0	.0%	92	100.0%
vaclurg * vacbimp	92	100.0%	0	.0%	92	100.0%
vaclurg * econimp	92	100.0%	0	.0%	92	100.0%
vaclurg * carimp	92	100.0%	0	.0%	92	100.0%
vaclurg * beliefimp	92	100.0%	0	.0%	92	100.0%
vaclurg * fearimp	92	100.0%	0	.0%	92	100.0%
vaclurg * infoimp	92	100.0%	0	.0%	92	100.0%
vaclurg * healthimp	92	100.0%	0	.0%	92	100.0%
vaclurg * segmentimp	92	100.0%	0	.0%	92	100.0%
vaclurg * govlimp	92	100.0%	0	.0%	92	100.0%
vaclurg * foodimp	92	100.0%	0	.0%	92	100.0%
vaclurg * realestimp	92	100.0%	0	.0%	92	100.0%
vaclurg * energyimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
vacburg * transimp	92	100.0%	0	.0%	92	100.0%
vacburg * vaclimp	92	100.0%	0	.0%	92	100.0%
vacburg * vacbimp	92	100.0%	0	.0%	92	100.0%
vacburg * econimp	92	100.0%	0	.0%	92	100.0%
vacburg * carimp	92	100.0%	0	.0%	92	100.0%
vacburg * beliefimp	92	100.0%	0	.0%	92	100.0%
vacburg * fearimp	92	100.0%	0	.0%	92	100.0%
vacburg * infoimp	92	100.0%	0	.0%	92	100.0%
vacburg * healthimp	92	100.0%	0	.0%	92	100.0%
vacburg * segmentimp	92	100.0%	0	.0%	92	100.0%
vacburg * govlimp	92	100.0%	0	.0%	92	100.0%
vacburg * foodimp	92	100.0%	0	.0%	92	100.0%
vacburg * realestimp	92	100.0%	0	.0%	92	100.0%
vacburg * energyimp	92	100.0%	0	.0%	92	100.0%
econurg * transimp	92	100.0%	0	.0%	92	100.0%
econurg * vaclimp	92	100.0%	0	.0%	92	100.0%
econurg * vacbimp	92	100.0%	0	.0%	92	100.0%
econurg * econimp	92	100.0%	0	.0%	92	100.0%
econurg * carimp	92	100.0%	0	.0%	92	100.0%
econurg * beliefimp	92	100.0%	0	.0%	92	100.0%
econurg * fearimp	92	100.0%	0	.0%	92	100.0%
econurg * infoimp	92	100.0%	0	.0%	92	100.0%
econurg * healthimp	92	100.0%	0	.0%	92	100.0%
econurg * segmentimp	92	100.0%	0	.0%	92	100.0%
econurg * govlimp	92	100.0%	0	.0%	92	100.0%
econurg * foodimp	92	100.0%	0	.0%	92	100.0%
econurg * realestimp	92	100.0%	0	.0%	92	100.0%
econurg * energyimp	92	100.0%	0	.0%	92	100.0%
carurg * transimp	92	100.0%	0	.0%	92	100.0%
carurg * vaclimp	92	100.0%	0	.0%	92	100.0%
carurg * vacbimp	92	100.0%	0	.0%	92	100.0%
carurg * econimp	92	100.0%	0	.0%	92	100.0%
carurg * carimp	92	100.0%	0	.0%	92	100.0%
carurg * beliefimp	92	100.0%	0	.0%	92	100.0%
carurg * fearimp	92	100.0%	0	.0%	92	100.0%
carurg * infoimp	92	100.0%	0	.0%	92	100.0%
carurg * healthimp	92	100.0%	0	.0%	92	100.0%
carurg * segmentimp	92	100.0%	0	.0%	92	100.0%
carurg * govlimp	92	100.0%	0	.0%	92	100.0%
carurg * foodimp	92	100.0%	0	.0%	92	100.0%
carurg * realestimp	92	100.0%	0	.0%	92	100.0%
carurg * energyimp	92	100.0%	0	.0%	92	100.0%
beliefurg * transimp	92	100.0%	0	.0%	92	100.0%
beliefurg * vaclimp	92	100.0%	0	.0%	92	100.0%
beliefurg * vacbimp	92	100.0%	0	.0%	92	100.0%
beliefurg * econimp	92	100.0%	0	.0%	92	100.0%
beliefurg * carimp	92	100.0%	0	.0%	92	100.0%
beliefurg * beliefimp	92	100.0%	0	.0%	92	100.0%
beliefurg * fearimp	92	100.0%	0	.0%	92	100.0%
beliefurg * infoimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
beliefurg * healthimp	92	100.0%	0	.0%	92	100.0%
beliefurg * segmentimp	92	100.0%	0	.0%	92	100.0%
beliefurg * govlimp	92	100.0%	0	.0%	92	100.0%
beliefurg * foodimp	92	100.0%	0	.0%	92	100.0%
beliefurg * realestimp	92	100.0%	0	.0%	92	100.0%
beliefurg * energyimp	92	100.0%	0	.0%	92	100.0%
fearurg * transimp	92	100.0%	0	.0%	92	100.0%
fearurg * vaclimp	92	100.0%	0	.0%	92	100.0%
fearurg * vacbimp	92	100.0%	0	.0%	92	100.0%
fearurg * econimp	92	100.0%	0	.0%	92	100.0%
fearurg * carimp	92	100.0%	0	.0%	92	100.0%
fearurg * beliefimp	92	100.0%	0	.0%	92	100.0%
fearurg * fearimp	92	100.0%	0	.0%	92	100.0%
fearurg * infoimp	92	100.0%	0	.0%	92	100.0%
fearurg * healthimp	92	100.0%	0	.0%	92	100.0%
fearurg * segmentimp	92	100.0%	0	.0%	92	100.0%
fearurg * govlimp	92	100.0%	0	.0%	92	100.0%
fearurg * foodimp	92	100.0%	0	.0%	92	100.0%
fearurg * realestimp	92	100.0%	0	.0%	92	100.0%
fearurg * energyimp	92	100.0%	0	.0%	92	100.0%
infourg * transimp	92	100.0%	0	.0%	92	100.0%
infourg * vaclimp	92	100.0%	0	.0%	92	100.0%
infourg * vacbimp	92	100.0%	0	.0%	92	100.0%
infourg * econimp	92	100.0%	0	.0%	92	100.0%
infourg * carimp	92	100.0%	0	.0%	92	100.0%
infourg * beliefimp	92	100.0%	0	.0%	92	100.0%
infourg * fearimp	92	100.0%	0	.0%	92	100.0%
infourg * infoimp	92	100.0%	0	.0%	92	100.0%
infourg * healthimp	92	100.0%	0	.0%	92	100.0%
infourg * segmentimp	92	100.0%	0	.0%	92	100.0%
infourg * govlimp	92	100.0%	0	.0%	92	100.0%
infourg * foodimp	92	100.0%	0	.0%	92	100.0%
infourg * realestimp	92	100.0%	0	.0%	92	100.0%
infourg * energyimp	92	100.0%	0	.0%	92	100.0%
healthurg * transimp	92	100.0%	0	.0%	92	100.0%
healthurg * vaclimp	92	100.0%	0	.0%	92	100.0%
healthurg * vacbimp	92	100.0%	0	.0%	92	100.0%
healthurg * econimp	92	100.0%	0	.0%	92	100.0%
healthurg * carimp	92	100.0%	0	.0%	92	100.0%
healthurg * beliefimp	92	100.0%	0	.0%	92	100.0%
healthurg * fearimp	92	100.0%	0	.0%	92	100.0%
healthurg * infoimp	92	100.0%	0	.0%	92	100.0%
healthurg * healthimp	92	100.0%	0	.0%	92	100.0%
healthurg * segmentimp	92	100.0%	0	.0%	92	100.0%
healthurg * govlimp	92	100.0%	0	.0%	92	100.0%
healthurg * foodimp	92	100.0%	0	.0%	92	100.0%
healthurg * realestimp	92	100.0%	0	.0%	92	100.0%
healthurg * energyimp	92	100.0%	0	.0%	92	100.0%
segmenturg * transimp	92	100.0%	0	.0%	92	100.0%
segmenturg * vaclimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
segmenturg * vacbimp	92	100.0%	0	.0%	92	100.0%
segmenturg * econimp	92	100.0%	0	.0%	92	100.0%
segmenturg * carimp	92	100.0%	0	.0%	92	100.0%
segmenturg * beliefimp	92	100.0%	0	.0%	92	100.0%
segmenturg * fearimp	92	100.0%	0	.0%	92	100.0%
segmenturg * infoimp	92	100.0%	0	.0%	92	100.0%
segmenturg * healthimp	92	100.0%	0	.0%	92	100.0%
segmenturg *						
segmentimp	92	100.0%	0	.0%	92	100.0%
segmenturg * govlimp	92	100.0%	0	.0%	92	100.0%
segmenturg * foodimp	92	100.0%	0	.0%	92	100.0%
segmenturg * realestimp	92	100.0%	0	.0%	92	100.0%
segmenturg * energyimp	92	100.0%	0	.0%	92	100.0%
govlurg * transimp	92	100.0%	0	.0%	92	100.0%
govlurg * vaclimp	92	100.0%	0	.0%	92	100.0%
govlurg * vacbimp	92	100.0%	0	.0%	92	100.0%
govlurg * econimp	92	100.0%	0	.0%	92	100.0%
govlurg * carimp	92	100.0%	0	.0%	92	100.0%
govlurg * beliefimp	92	100.0%	0	.0%	92	100.0%
govlurg * fearimp	92	100.0%	0	.0%	92	100.0%
govlurg * infoimp	92	100.0%	0	.0%	92	100.0%
govlurg * healthimp	92	100.0%	0	.0%	92	100.0%
govlurg * segmentimp	92	100.0%	0	.0%	92	100.0%
govlurg * govlimp	92	100.0%	0	.0%	92	100.0%
govlurg * foodimp	92	100.0%	0	.0%	92	100.0%
govlurg * realestimp	92	100.0%	0	.0%	92	100.0%
govlurg * energyimp	92	100.0%	0	.0%	92	100.0%
foodurg * transimp	92	100.0%	0	.0%	92	100.0%
foodurg * vaclimp	92	100.0%	0	.0%	92	100.0%
foodurg * vacbimp	92	100.0%	0	.0%	92	100.0%
foodurg * econimp	92	100.0%	0	.0%	92	100.0%
foodurg * carimp	92	100.0%	0	.0%	92	100.0%
foodurg * beliefimp	92	100.0%	0	.0%	92	100.0%
foodurg * fearimp	92	100.0%	0	.0%	92	100.0%
foodurg * infoimp	92	100.0%	0	.0%	92	100.0%
foodurg * healthimp	92	100.0%	0	.0%	92	100.0%
foodurg * segmentimp	92	100.0%	0	.0%	92	100.0%
foodurg * govlimp	92	100.0%	0	.0%	92	100.0%
foodurg * foodimp	92	100.0%	0	.0%	92	100.0%
foodurg * realestimp	92	100.0%	0	.0%	92	100.0%
foodurg * energyimp	92	100.0%	0	.0%	92	100.0%
realesturg * transimp	92	100.0%	0	.0%	92	100.0%
realesturg * vaclimp	92	100.0%	0	.0%	92	100.0%
realesturg * vacbimp	92	100.0%	0	.0%	92	100.0%
realesturg * econimp	92	100.0%	0	.0%	92	100.0%
realesturg * carimp	92	100.0%	0	.0%	92	100.0%
realesturg * beliefimp	92	100.0%	0	.0%	92	100.0%
realesturg * fearimp	92	100.0%	0	.0%	92	100.0%
realesturg * infoimp	92	100.0%	0	.0%	92	100.0%
realesturg * healthimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
realesturg * segmentimp	92	100.0%	0	.0%	92	100.0%
realesturg * govlimp	92	100.0%	0	.0%	92	100.0%
realesturg * foodimp	92	100.0%	0	.0%	92	100.0%
realesturg * realestimp	92	100.0%	0	.0%	92	100.0%
realesturg * energyimp	92	100.0%	0	.0%	92	100.0%
energyurg * transimp	92	100.0%	0	.0%	92	100.0%
energyurg * vaclimp	92	100.0%	0	.0%	92	100.0%
energyurg * vacbimp	92	100.0%	0	.0%	92	100.0%
energyurg * econimp	92	100.0%	0	.0%	92	100.0%
energyurg * carimp	92	100.0%	0	.0%	92	100.0%
energyurg * beliefimp	92	100.0%	0	.0%	92	100.0%
energyurg * fearimp	92	100.0%	0	.0%	92	100.0%
energyurg * infoimp	92	100.0%	0	.0%	92	100.0%
energyurg * healthimp	92	100.0%	0	.0%	92	100.0%
energyurg * segmentimp	92	100.0%	0	.0%	92	100.0%
energyurg * govlimp	92	100.0%	0	.0%	92	100.0%
energyurg * foodimp	92	100.0%	0	.0%	92	100.0%
energyurg * realestimp	92	100.0%	0	.0%	92	100.0%
energyurg * energyimp	92	100.0%	0	.0%	92	100.0%

transurg * transimp Crosstabulation

Count

		transimp					Total
		High	Low	Medium	Unsure		
transurg		5	0	0	1	0	6
	High	3	24	12	18	10	67
	Low	0	1	1	0	0	2
	Medium	0	7	3	4	2	16
	Unsure	1	0	0	0	0	1
Total		9	32	16	23	12	92

vaclurg * vaclimp Crosstabulation

Count

		vaclimp					Total
		High	Low	Medium	Unsure		
vaclurg		7	0	0	0	0	7
	High	3	17	0	12	2	34
	Low	0	4	3	10	2	19
	Medium	0	17	2	6	5	30
	Unsure	1	1	0	0	0	2
Total		11	39	5	28	9	92

vacburg * vacbimp Crosstabulation

Count

		vacbimp				Total	
			High	Low	Medium		Unsure
vacburg		6	0	0	0	0	6
	High	3	33	4	15	6	61
	Low	0	0	1	0	0	1
	Medium	0	9	2	7	4	22
	Unsure	1	0	0	0	1	2
Total		10	42	7	22	11	92

econurg * econimp Crosstabulation

Count

		econimp				Total	
			High	Low	Medium		Unsure
econurg		27	0	0	0	0	27
	High	0	35	0	6	2	43
	Low	0	1	2	1	0	4
	Medium	1	8	2	5	1	17
	Unsure	0	0	0	0	1	1
Total		28	44	4	12	4	92

carurg * carimp Crosstabulation

Count

		carimp				Total	
			High	Low	Medium		Unsure
carurg		27	1	0	0	0	28
	High	1	16	9	10	5	41
	Low	0	0	2	2	0	4
	Medium	0	1	5	12	0	18
	Unsure	0	1	0	0	0	1
Total		28	19	16	24	5	92

beliefurg * beliefimp Crosstabulation

Count

		beliefimp				Total	
			High	Low	Medium		Unsure
beliefurg		29	0	0	0	0	29
	High	1	30	0	5	1	37
	Low	0	1	1	2	0	4
	Medium	0	6	1	11	0	18
	Unsure	0	3	0	0	1	4
Total		30	40	2	18	2	92

fearurg * fearimp Crosstabulation

Count

		fearimp				Total
		High	Low	Medium	Unsure	
fearurg		27	1	0	0	28
	High	0	18	3	10	32
	Low	1	1	3	4	10
	Medium	0	6	2	10	19
	Unsure	0	1	0	1	3
Total		28	27	8	25	92

infourg * infoimp Crosstabulation

Count

		infoimp			Total
		High	Medium	Unsure	
infourg		28	0	0	28
	High	0	31	2	33
	Low	0	5	2	7
	Medium	2	15	5	23
	Unsure	0	1	0	1
Total		30	52	9	92

healthurg * healthimp Crosstabulation

Count

		healthimp				Total
		High	Low	Medium	Unsure	
healthurg		27	0	0	0	27
	High	1	25	7	14	48
	Low	0	0	2	1	3
	Medium	1	1	2	10	14
Total		29	26	11	25	92

segmenturg * segmentimp Crosstabulation

Count

		segmentimp				Total
		High	Low	Medium	Unsure	
segmenturg		29	0	0	0	29
	High	0	7	4	5	17
	Low	1	0	2	5	10
	Medium	0	3	6	14	25
	Unsure	0	0	1	1	11
Total		30	10	13	25	92

govlurg * govlimp Crosstabulation

Count

		govlimp				Total	
		High	Low	Medium	Unsure		
govlurg		29	0	0	0	0	29
	High	1	15	13	13	3	45
	Medium	0	3	6	6	2	17
	Unsure	0	1	0	0	0	1
Total		30	19	19	19	5	92

foodurg * foodimp Crosstabulation

Count

		foodimp				Total	
		High	Low	Medium	Unsure		
foodurg		29	0	0	0	0	29
	High	1	26	3	7	2	39
	Low	0	2	2	1	1	6
	Medium	0	3	3	12	0	18
Total		30	31	8	20	3	92

realesturg * realestimp Crosstabulation

Count

		realestimp				Total	
		High	Low	Medium	Unsure		
realesturg		29	1	0	0	0	30
	High	0	8	11	10	4	33
	Low	0	0	4	0	1	5
	Medium	1	2	16	3	1	23
	Unsure	0	0	1	0	0	1
Total		30	11	32	13	6	92

energyurg * energyimp Crosstabulation

Count

		energyimp				Total	
		High	Low	Medium	Unsure		
energyurg		29	1	0	0	0	30
	High	0	31	1	6	0	38
	Low	0	0	2	4	0	6
	Medium	0	10	0	7	0	17
	Unsure	0	0	0	0	1	1
Total		29	42	3	17	1	92

CROSSTABS

```

/TABLES=vacvertime vacbtime econtime cartime beliefti feartime infotime
healthti segmentt govlttime foodtime realestt energyti BY transimp vaclimp
vacbimp econimp carimp beliefim fearimp infoimp healthim segmenti govlimp
foodimp realesti energyim
/FORMAT= AVALUE TABLES
/CELLS= COUNT
/COUNT ROUND CELL .

```

Crosstabs

[DataSet1] C:\Documents and Settings\algrhill\Desktop\Analysis.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
vacitime * transimp	92	100.0%	0	.0%	92	100.0%
vacitime * vaclimp	92	100.0%	0	.0%	92	100.0%
vacitime * vacbimp	92	100.0%	0	.0%	92	100.0%
vacitime * econimp	92	100.0%	0	.0%	92	100.0%
vacitime * carimp	92	100.0%	0	.0%	92	100.0%
vacitime * beliefimp	92	100.0%	0	.0%	92	100.0%
vacitime * fearimp	92	100.0%	0	.0%	92	100.0%
vacitime * infoimp	92	100.0%	0	.0%	92	100.0%
vacitime * healthimp	92	100.0%	0	.0%	92	100.0%
vacitime * segmentimp	92	100.0%	0	.0%	92	100.0%
vacitime * govlimp	92	100.0%	0	.0%	92	100.0%
vacitime * foodimp	92	100.0%	0	.0%	92	100.0%
vacitime * realestimp	92	100.0%	0	.0%	92	100.0%
vacitime * energyimp	92	100.0%	0	.0%	92	100.0%
vacbtime * transimp	92	100.0%	0	.0%	92	100.0%
vacbtime * vaclimp	92	100.0%	0	.0%	92	100.0%
vacbtime * vacbimp	92	100.0%	0	.0%	92	100.0%
vacbtime * econimp	92	100.0%	0	.0%	92	100.0%
vacbtime * carimp	92	100.0%	0	.0%	92	100.0%
vacbtime * beliefimp	92	100.0%	0	.0%	92	100.0%
vacbtime * fearimp	92	100.0%	0	.0%	92	100.0%
vacbtime * infoimp	92	100.0%	0	.0%	92	100.0%
vacbtime * healthimp	92	100.0%	0	.0%	92	100.0%
vacbtime * segmentimp	92	100.0%	0	.0%	92	100.0%
vacbtime * govlimp	92	100.0%	0	.0%	92	100.0%
vacbtime * foodimp	92	100.0%	0	.0%	92	100.0%
vacbtime * realestimp	92	100.0%	0	.0%	92	100.0%
vacbtime * energyimp	92	100.0%	0	.0%	92	100.0%
econtime * transimp	92	100.0%	0	.0%	92	100.0%
econtime * vaclimp	92	100.0%	0	.0%	92	100.0%
econtime * vacbimp	92	100.0%	0	.0%	92	100.0%
econtime * econimp	92	100.0%	0	.0%	92	100.0%
econtime * carimp	92	100.0%	0	.0%	92	100.0%
econtime * beliefimp	92	100.0%	0	.0%	92	100.0%
econtime * fearimp	92	100.0%	0	.0%	92	100.0%
econtime * infoimp	92	100.0%	0	.0%	92	100.0%
econtime * healthimp	92	100.0%	0	.0%	92	100.0%
econtime * segmentimp	92	100.0%	0	.0%	92	100.0%
econtime * govlimp	92	100.0%	0	.0%	92	100.0%
econtime * foodimp	92	100.0%	0	.0%	92	100.0%
econtime * realestimp	92	100.0%	0	.0%	92	100.0%
econtime * energyimp	92	100.0%	0	.0%	92	100.0%
cartime * transimp	92	100.0%	0	.0%	92	100.0%
cartime * vaclimp	92	100.0%	0	.0%	92	100.0%
cartime * vacbimp	92	100.0%	0	.0%	92	100.0%
cartime * econimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
cartime * carimp	92	100.0%	0	.0%	92	100.0%
cartime * beliefimp	92	100.0%	0	.0%	92	100.0%
cartime * fearimp	92	100.0%	0	.0%	92	100.0%
cartime * infoimp	92	100.0%	0	.0%	92	100.0%
cartime * healthimp	92	100.0%	0	.0%	92	100.0%
cartime * segmentimp	92	100.0%	0	.0%	92	100.0%
cartime * govlimp	92	100.0%	0	.0%	92	100.0%
cartime * foodimp	92	100.0%	0	.0%	92	100.0%
cartime * realestimp	92	100.0%	0	.0%	92	100.0%
cartime * energyimp	92	100.0%	0	.0%	92	100.0%
belieftime * transimp	92	100.0%	0	.0%	92	100.0%
belieftime * vaclimp	92	100.0%	0	.0%	92	100.0%
belieftime * vacbimp	92	100.0%	0	.0%	92	100.0%
belieftime * econimp	92	100.0%	0	.0%	92	100.0%
belieftime * carimp	92	100.0%	0	.0%	92	100.0%
belieftime * beliefimp	92	100.0%	0	.0%	92	100.0%
belieftime * fearimp	92	100.0%	0	.0%	92	100.0%
belieftime * infoimp	92	100.0%	0	.0%	92	100.0%
belieftime * healthimp	92	100.0%	0	.0%	92	100.0%
belieftime * segmentimp	92	100.0%	0	.0%	92	100.0%
belieftime * govlimp	92	100.0%	0	.0%	92	100.0%
belieftime * foodimp	92	100.0%	0	.0%	92	100.0%
belieftime * realestimp	92	100.0%	0	.0%	92	100.0%
belieftime * energyimp	92	100.0%	0	.0%	92	100.0%
feartime * transimp	92	100.0%	0	.0%	92	100.0%
feartime * vaclimp	92	100.0%	0	.0%	92	100.0%
feartime * vacbimp	92	100.0%	0	.0%	92	100.0%
feartime * econimp	92	100.0%	0	.0%	92	100.0%
feartime * carimp	92	100.0%	0	.0%	92	100.0%
feartime * beliefimp	92	100.0%	0	.0%	92	100.0%
feartime * fearimp	92	100.0%	0	.0%	92	100.0%
feartime * infoimp	92	100.0%	0	.0%	92	100.0%
feartime * healthimp	92	100.0%	0	.0%	92	100.0%
feartime * segmentimp	92	100.0%	0	.0%	92	100.0%
feartime * govlimp	92	100.0%	0	.0%	92	100.0%
feartime * foodimp	92	100.0%	0	.0%	92	100.0%
feartime * realestimp	92	100.0%	0	.0%	92	100.0%
feartime * energyimp	92	100.0%	0	.0%	92	100.0%
infotime * transimp	92	100.0%	0	.0%	92	100.0%
infotime * vaclimp	92	100.0%	0	.0%	92	100.0%
infotime * vacbimp	92	100.0%	0	.0%	92	100.0%
infotime * econimp	92	100.0%	0	.0%	92	100.0%
infotime * carimp	92	100.0%	0	.0%	92	100.0%
infotime * beliefimp	92	100.0%	0	.0%	92	100.0%
infotime * fearimp	92	100.0%	0	.0%	92	100.0%
infotime * infoimp	92	100.0%	0	.0%	92	100.0%
infotime * healthimp	92	100.0%	0	.0%	92	100.0%
infotime * segmentimp	92	100.0%	0	.0%	92	100.0%
infotime * govlimp	92	100.0%	0	.0%	92	100.0%
infotime * foodimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
infotime * realestimp	92	100.0%	0	.0%	92	100.0%
infotime * energyimp	92	100.0%	0	.0%	92	100.0%
healthtime * transimp	92	100.0%	0	.0%	92	100.0%
healthtime * vaclimp	92	100.0%	0	.0%	92	100.0%
healthtime * vacbimp	92	100.0%	0	.0%	92	100.0%
healthtime * econimp	92	100.0%	0	.0%	92	100.0%
healthtime * carimp	92	100.0%	0	.0%	92	100.0%
healthtime * beliefimp	92	100.0%	0	.0%	92	100.0%
healthtime * fearimp	92	100.0%	0	.0%	92	100.0%
healthtime * infoimp	92	100.0%	0	.0%	92	100.0%
healthtime * healthimp	92	100.0%	0	.0%	92	100.0%
healthtime * segmentimp	92	100.0%	0	.0%	92	100.0%
healthtime * govlimp	92	100.0%	0	.0%	92	100.0%
healthtime * foodimp	92	100.0%	0	.0%	92	100.0%
healthtime * realestimp	92	100.0%	0	.0%	92	100.0%
healthtime * energyimp	92	100.0%	0	.0%	92	100.0%
segmenttime * transimp	92	100.0%	0	.0%	92	100.0%
segmenttime * vaclimp	92	100.0%	0	.0%	92	100.0%
segmenttime * vacbimp	92	100.0%	0	.0%	92	100.0%
segmenttime * econimp	92	100.0%	0	.0%	92	100.0%
segmenttime * carimp	92	100.0%	0	.0%	92	100.0%
segmenttime * beliefimp	92	100.0%	0	.0%	92	100.0%
segmenttime * fearimp	92	100.0%	0	.0%	92	100.0%
segmenttime * infoimp	92	100.0%	0	.0%	92	100.0%
segmenttime * healthimp	92	100.0%	0	.0%	92	100.0%
segmenttime *	92	100.0%	0	.0%	92	100.0%
segmentimp	92	100.0%	0	.0%	92	100.0%
segmenttime * govlimp	92	100.0%	0	.0%	92	100.0%
segmenttime * foodimp	92	100.0%	0	.0%	92	100.0%
segmenttime * realestimp	92	100.0%	0	.0%	92	100.0%
segmenttime * energyimp	92	100.0%	0	.0%	92	100.0%
govtime * transimp	92	100.0%	0	.0%	92	100.0%
govtime * vaclimp	92	100.0%	0	.0%	92	100.0%
govtime * vacbimp	92	100.0%	0	.0%	92	100.0%
govtime * econimp	92	100.0%	0	.0%	92	100.0%
govtime * carimp	92	100.0%	0	.0%	92	100.0%
govtime * beliefimp	92	100.0%	0	.0%	92	100.0%
govtime * fearimp	92	100.0%	0	.0%	92	100.0%
govtime * infoimp	92	100.0%	0	.0%	92	100.0%
govtime * healthimp	92	100.0%	0	.0%	92	100.0%
govtime * segmentimp	92	100.0%	0	.0%	92	100.0%
govtime * govlimp	92	100.0%	0	.0%	92	100.0%
govtime * foodimp	92	100.0%	0	.0%	92	100.0%
govtime * realestimp	92	100.0%	0	.0%	92	100.0%
govtime * energyimp	92	100.0%	0	.0%	92	100.0%
foodtime * transimp	92	100.0%	0	.0%	92	100.0%
foodtime * vaclimp	92	100.0%	0	.0%	92	100.0%
foodtime * vacbimp	92	100.0%	0	.0%	92	100.0%
foodtime * econimp	92	100.0%	0	.0%	92	100.0%
foodtime * carimp	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
foodtime * beliefimp	92	100.0%	0	.0%	92	100.0%
foodtime * fearimp	92	100.0%	0	.0%	92	100.0%
foodtime * infoimp	92	100.0%	0	.0%	92	100.0%
foodtime * healthimp	92	100.0%	0	.0%	92	100.0%
foodtime * segmentimp	92	100.0%	0	.0%	92	100.0%
foodtime * govlimp	92	100.0%	0	.0%	92	100.0%
foodtime * foodimp	92	100.0%	0	.0%	92	100.0%
foodtime * realestimp	92	100.0%	0	.0%	92	100.0%
foodtime * energyimp	92	100.0%	0	.0%	92	100.0%
realestime * transimp	92	100.0%	0	.0%	92	100.0%
realestime * vaclimp	92	100.0%	0	.0%	92	100.0%
realestime * vacbimp	92	100.0%	0	.0%	92	100.0%
realestime * econimp	92	100.0%	0	.0%	92	100.0%
realestime * carimp	92	100.0%	0	.0%	92	100.0%
realestime * beliefimp	92	100.0%	0	.0%	92	100.0%
realestime * fearimp	92	100.0%	0	.0%	92	100.0%
realestime * infoimp	92	100.0%	0	.0%	92	100.0%
realestime * healthimp	92	100.0%	0	.0%	92	100.0%
realestime * segmentimp	92	100.0%	0	.0%	92	100.0%
realestime * govlimp	92	100.0%	0	.0%	92	100.0%
realestime * foodimp	92	100.0%	0	.0%	92	100.0%
realestime * realestimp	92	100.0%	0	.0%	92	100.0%
realestime * energyimp	92	100.0%	0	.0%	92	100.0%
energytime * transimp	92	100.0%	0	.0%	92	100.0%
energytime * vaclimp	92	100.0%	0	.0%	92	100.0%
energytime * vacbimp	92	100.0%	0	.0%	92	100.0%
energytime * econimp	92	100.0%	0	.0%	92	100.0%
energytime * carimp	92	100.0%	0	.0%	92	100.0%
energytime * beliefimp	92	100.0%	0	.0%	92	100.0%
energytime * fearimp	92	100.0%	0	.0%	92	100.0%
energytime * infoimp	92	100.0%	0	.0%	92	100.0%
energytime * healthimp	92	100.0%	0	.0%	92	100.0%
energytime * segmentimp	92	100.0%	0	.0%	92	100.0%
energytime * govlimp	92	100.0%	0	.0%	92	100.0%
energytime * foodimp	92	100.0%	0	.0%	92	100.0%
energytime * realestimp	92	100.0%	0	.0%	92	100.0%
energytime * energyimp	92	100.0%	0	.0%	92	100.0%

vacitime * vaclimp Crosstabulation

Count

	vaclimp					Total
		High	Low	Medium	Unsure	
vacitime	10	0	0	0	0	10
0-3 years	1	27	2	13	2	45
4-7 years	0	9	1	11	4	25
8-10 years	0	1	1	4	3	9
Unsure	0	2	1	0	0	3
Total	11	39	5	28	9	92

vacbtime * vacbimp Crosstabulation

Count

	vacbimp					Total
		High	Low	Medium	Unsure	
vacbtime	9	0	0	0	0	9
0-3 years	1	37	4	14	7	63
4-7 years	0	5	3	8	2	18
8-10 years	0	0	0	0	1	1
Unsure	0	0	0	0	1	1
Total	10	42	7	22	11	92

econtime * econimp Crosstabulation

Count

	econimp					Total
		High	Low	Medium	Unsure	
econtime	27	0	0	0	0	27
0-3 years	1	37	0	5	2	45
4-7 years	0	4	0	4	1	9
8-10 years	0	2	0	2	0	4
Unsure	0	1	4	1	1	7
Total	28	44	4	12	4	92

cartime * carimp Crosstabulation

Count

	carimp					Total
		High	Low	Medium	Unsure	
cartime	28	0	0	0	1	29
0-3 years	0	11	8	6	3	28
4-7 years	0	6	3	13	0	22
8-10 years	0	2	3	2	1	8
Unsure	0	0	2	3	0	5
Total	28	19	16	24	5	92

belieftime * beliefimp Crosstabulation

Count

	beliefimp					Total
		High	Low	Medium	Unsure	
belieftime	30	0	0	0	0	30
0-3 years	0	36	1	9	1	47
4-7 years	0	2	0	4	0	6
8-10 years	0	0	0	1	0	1
Unsure	0	2	1	4	1	8
Total	30	40	2	18	2	92

feartime * fearimp Crosstabulation

Count

	fearimp					Total
		High	Low	Medium	Unsure	
feartime	28	1	1	0	0	30
0-3 years	0	20	3	17	1	41
4-7 years	0	4	2	3	0	9
8-10 years	0	1	0	0	0	1
Unsure	0	1	2	5	3	11
Total	28	27	8	25	4	92

infotime * infoimp Crosstabulation

Count

	infoimp				Total
		High	Medium	Unsure	
infotime	28	0	0	0	28
0-3 years	2	46	4	0	52
4-7 years	0	5	2	0	7
Unsure	0	1	3	1	5
Total	30	52	9	1	92

healthtime * healthimp Crosstabulation

Count

	healthimp					Total
		High	Low	Medium	Unsure	
healthtime	29	0	0	0	0	29
0-3 years	0	23	4	11	0	38
4-7 years	0	1	4	11	1	17
8-10 years	0	1	1	1	0	3
Unsure	0	1	2	2	0	5
Total	29	26	11	25	1	92

segmenttime * segmentimp Crosstabulation

Count

	segmentimp					Total
		High	Low	Medium	Unsure	
segmenttime	29	0	1	0	1	31
0-3 years	1	7	4	10	0	22
4-7 years	0	3	2	13	1	19
8-10 years	0	0	1	0	0	1
Unsure	0	0	5	2	12	19
Total	30	10	13	25	14	92

govltime * govlimp Crosstabulation

Count

		govlimp				Total	
		High	Low	Medium	Unsure		
govltime		30	0	0	1	0	31
	0-3 years	0	14	15	13	4	46
	4-7 years	0	3	2	3	0	8
	Unsure	0	2	2	2	1	7
Total		30	19	19	19	5	92

foodtime * foodimp Crosstabulation

Count

		foodimp				Total	
		High	Low	Medium	Unsure		
foodtime		30	1	1	0	0	32
	0-3 years	0	27	1	11	2	41
	4-7 years	0	1	2	9	0	12
	8-10 years	0	0	2	0	1	3
	Unsure	0	2	2	0	0	4
Total		30	31	8	20	3	92

realestime * realestimp Crosstabulation

Count

		realestimp				Total	
		High	Low	Medium	Unsure		
realestime		30	2	2	0	0	34
	0-3 years	0	7	9	7	2	25
	4-7 years	0	2	9	6	0	17
	8-10 years	0	0	4	0	0	4
	Unsure	0	0	8	0	4	12
Total		30	11	32	13	6	92

energytime * energyimp Crosstabulation

Count

		energyimp				Total	
		High	Low	Medium	Unsure		
energytime		29	1	0	0	1	31
	0-3 years	0	30	1	7	0	38
	4-7 years	0	9	0	6	0	15
	8-10 years	0	1	1	2	0	4
	Unsure	0	1	1	2	0	4
Total		29	42	3	17	1	92

CROSSTABS

```

/TABLES=livedetr workdetr livework BY recyclin cslibrar networki
fieldtri school homeowne commorg urbagg lobbying greenjob incubato industry
v71 consulti conted randd fundgran rating comspace modelaff matlibra tours
proximit v88
/FORMAT= AVALUE TABLES
/CELLS= COUNT
/COUNT ROUND CELL .
    
```

Crosstabs

[DataSet1] C:\Documents and Settings\algrhill\Desktop\Analysis.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
livedetroit * recycling	92	100.0%	0	.0%	92	100.0%
livedetroit * cslibrary	92	100.0%	0	.0%	92	100.0%
livedetroit * networking	92	100.0%	0	.0%	92	100.0%
livedetroit * fieldtrip	92	100.0%	0	.0%	92	100.0%
livedetroit * school	92	100.0%	0	.0%	92	100.0%
livedetroit * homeowner	92	100.0%	0	.0%	92	100.0%
livedetroit * commorg	92	100.0%	0	.0%	92	100.0%
livedetroit * urbag	92	100.0%	0	.0%	92	100.0%
livedetroit * lobbying	92	100.0%	0	.0%	92	100.0%
livedetroit * greenjobs	92	100.0%	0	.0%	92	100.0%
livedetroit * incubator	92	100.0%	0	.0%	92	100.0%
livedetroit * industryed	92	100.0%	0	.0%	92	100.0%
livedetroit * industryatt	92	100.0%	0	.0%	92	100.0%
livedetroit * consulting	92	100.0%	0	.0%	92	100.0%
livedetroit * conted	92	100.0%	0	.0%	92	100.0%
livedetroit * randd	92	100.0%	0	.0%	92	100.0%
livedetroit * fundgrant	92	100.0%	0	.0%	92	100.0%
livedetroit * rating	92	100.0%	0	.0%	92	100.0%
livedetroit * comspace	92	100.0%	0	.0%	92	100.0%
livedetroit * modelaffliv	92	100.0%	0	.0%	92	100.0%
livedetroit * matlibrary	92	100.0%	0	.0%	92	100.0%
livedetroit * tours	92	100.0%	0	.0%	92	100.0%
livedetroit * proximityres	92	100.0%	0	.0%	92	100.0%
livedetroit * proximityorg	92	100.0%	0	.0%	92	100.0%
workdetroit * recycling	92	100.0%	0	.0%	92	100.0%
workdetroit * cslibrary	92	100.0%	0	.0%	92	100.0%
workdetroit * networking	92	100.0%	0	.0%	92	100.0%
workdetroit * fieldtrip	92	100.0%	0	.0%	92	100.0%
workdetroit * school	92	100.0%	0	.0%	92	100.0%
workdetroit * homeowner	92	100.0%	0	.0%	92	100.0%
workdetroit * commorg	92	100.0%	0	.0%	92	100.0%
workdetroit * urbag	92	100.0%	0	.0%	92	100.0%
workdetroit * lobbying	92	100.0%	0	.0%	92	100.0%
workdetroit * greenjobs	92	100.0%	0	.0%	92	100.0%
workdetroit * incubator	92	100.0%	0	.0%	92	100.0%
workdetroit * industryed	92	100.0%	0	.0%	92	100.0%
workdetroit * industryatt	92	100.0%	0	.0%	92	100.0%
workdetroit * consulting	92	100.0%	0	.0%	92	100.0%
workdetroit * conted	92	100.0%	0	.0%	92	100.0%
workdetroit * randd	92	100.0%	0	.0%	92	100.0%
workdetroit * fundgrant	92	100.0%	0	.0%	92	100.0%
workdetroit * rating	92	100.0%	0	.0%	92	100.0%
workdetroit * comspace	92	100.0%	0	.0%	92	100.0%
workdetroit * modelaffliv	92	100.0%	0	.0%	92	100.0%
workdetroit * matlibrary	92	100.0%	0	.0%	92	100.0%
workdetroit * tours	92	100.0%	0	.0%	92	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
workdetroit * proximityres	92	100.0%	0	.0%	92	100.0%
workdetroit * proximityorg	92	100.0%	0	.0%	92	100.0%
liveworkother * recycling	92	100.0%	0	.0%	92	100.0%
liveworkother * cslibrary	92	100.0%	0	.0%	92	100.0%
liveworkother * networking	92	100.0%	0	.0%	92	100.0%
liveworkother * fieldtrip	92	100.0%	0	.0%	92	100.0%
liveworkother * school	92	100.0%	0	.0%	92	100.0%
liveworkother * homeowner	92	100.0%	0	.0%	92	100.0%
liveworkother * commorg	92	100.0%	0	.0%	92	100.0%
liveworkother * urbag	92	100.0%	0	.0%	92	100.0%
liveworkother * lobbying	92	100.0%	0	.0%	92	100.0%
liveworkother * greenjobs	92	100.0%	0	.0%	92	100.0%
liveworkother * incubator	92	100.0%	0	.0%	92	100.0%
liveworkother * industryed	92	100.0%	0	.0%	92	100.0%
liveworkother * industryatt	92	100.0%	0	.0%	92	100.0%
liveworkother * consulting	92	100.0%	0	.0%	92	100.0%
liveworkother * conted	92	100.0%	0	.0%	92	100.0%
liveworkother * randd	92	100.0%	0	.0%	92	100.0%
liveworkother * fundgrant	92	100.0%	0	.0%	92	100.0%
liveworkother * rating	92	100.0%	0	.0%	92	100.0%
liveworkother * comspace	92	100.0%	0	.0%	92	100.0%
liveworkother * modelaffliv	92	100.0%	0	.0%	92	100.0%
liveworkother * matlibrary	92	100.0%	0	.0%	92	100.0%
liveworkother * tours	92	100.0%	0	.0%	92	100.0%
liveworkother * proximityres	92	100.0%	0	.0%	92	100.0%
liveworkother * proximityorg	92	100.0%	0	.0%	92	100.0%

livedetroit * recycling Crosstabulation

Count

	recycling				Total
		Most Important	Slightly Important	Very Important	
livedetroit	21	16	2	9	48
I live in Detroit	7	26	0	11	44
Total	28	42	2	20	92

livedetroit * cslibrary Crosstabulation

Count

	cslibrary				Total
		Most Important	Not at all Important	Slightly Important	
livedetroit	33	4	1	9	47
I live in Detroit	17	4	6	11	44
Total	50	8	7	20	92

livedetroit * networking Crosstabulation

Count

		networking				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
livedetroit		21	6	0	6	15	48
	I live in Detroit	8	6	1	10	19	44
Total		29	12	1	16	34	92

livedetroit * fieldtrip Crosstabulation

Count

		fieldtrip				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
livedetroit		21	4	5	9	9	48
	I live in Detroit	8	4	2	18	12	44
Total		29	8	7	27	21	92

livedetroit * school Crosstabulation

Count

		school			Total	
			Most Important	Slightly Important		Very Important
livedetroit		22	16	1	9	48
	I live in Detroit	7	28	2	7	44
Total		29	44	3	16	92

livedetroit * homeowner Crosstabulation

Count

		homeowner			Total	
			Most Important	Slightly Important		Very Important
livedetroit		22	8	7	11	48
	I live in Detroit	7	14	10	13	44
Total		29	22	17	24	92

livedetroit * commorg Crosstabulation

Count

		commorg				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
livedetroit		21	17	0	2	8	48
	I live in Detroit	8	17	1	3	15	44
Total		29	34	1	5	23	92

livedetroit * urbag Crosstabulation

Count

	urbag					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	21	12	1	4	10	48
I live in Detroit	8	20	0	4	12	44
Total	29	32	1	8	22	92

livedetroit * lobbying Crosstabulation

Count

	lobbying				Total
		Most Important	Slightly Important	Very Important	
livedetroit	21	14	3	10	48
I live in Detroit	10	20	5	9	44
Total	31	34	8	19	92

livedetroit * greenjobs Crosstabulation

Count

	greenjobs					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	23	13	0	0	12	48
I live in Detroit	8	16	1	3	16	44
Total	31	29	1	3	28	92

livedetroit * incubator Crosstabulation

Count

	incubator					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	23	11	0	4	10	48
I live in Detroit	8	19	1	2	14	44
Total	31	30	1	6	24	92

livedetroit * industryed Crosstabulation

Count

	industryed					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	23	14	0	2	9	48
I live in Detroit	8	20	1	0	15	44
Total	31	34	1	2	24	92

livedetroit * industryatt Crosstabulation

Count

		industryatt			Total	
		Most Important	Slightly Important	Very Important		
livedetroit		23	19	1	5	48
	I live in Detroit	8	26	0	10	44
Total		31	45	1	15	92

livedetroit * consulting Crosstabulation

Count

		consulting				Total	
		Most Important	Not at all Important	Slightly Important	Very Important		
livedetroit		25	5	0	7	11	48
	I live in Detroit	8	18	1	6	11	44
Total		33	23	1	13	22	92

livedetroit * conted Crosstabulation

Count

		conted				Total	
		Most Important	Not at all Important	Slightly Important	Very Important		
livedetroit		23	14	0	4	7	48
	I live in Detroit	8	13	1	5	17	44
Total		31	27	1	9	24	92

livedetroit * randd Crosstabulation

Count

		randd				Total	
		Most Important	Not at all Important	Slightly Important	Very Important		
livedetroit		23	10	2	5	8	48
	I live in Detroit	8	18	1	6	11	44
Total		31	28	3	11	19	92

livedetroit * fundgrant Crosstabulation

Count

		fundgrant				Total	
		Most Important	Not at all Important	Slightly Important	Very Important		
livedetroit		22	10	2	4	10	48
	I live in Detroit	9	14	1	4	16	44
Total		31	24	3	8	26	92

livedetroit * rating Crosstabulation

Count

	rating					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	23	10	3	1	11	48
I live in Detroit	8	16	0	6	14	44
Total	31	26	3	7	25	92

livedetroit * comspace Crosstabulation

Count

	comspace					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	24	7	0	9	8	48
I live in Detroit	9	15	1	8	11	44
Total	33	22	1	17	19	92

livedetroit * modelaffliv Crosstabulation

Count

	modelaffliv				Total
		Most Important	Slightly Important	Very Important	
livedetroit	24	9	5	10	48
I live in Detroit	9	16	2	17	44
Total	33	25	7	27	92

livedetroit * matlibrary Crosstabulation

Count

	matlibrary					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	24	7	0	5	12	48
I live in Detroit	9	18	1	6	10	44
Total	33	25	1	11	22	92

livedetroit * tours Crosstabulation

Count

	tours					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
livedetroit	24	5	1	4	14	48
I live in Detroit	8	18	0	3	15	44
Total	32	23	1	7	29	92

livedetroit * proximityres Crosstabulation

Count

		proximityres				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
livedetroit		24	9	1	2	12	48
	I live in Detroit	9	25	0	2	8	44
Total		33	34	1	4	20	92

livedetroit * proximityorg Crosstabulation

Count

		proximityorg				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
livedetroit		24	2	2	3	17	48
	I live in Detroit	12	10	2	4	16	44
Total		36	12	4	7	33	92

workdetroit * recycling Crosstabulation

Count

		recycling			Total	
			Most Important	Slightly Important		Very Important
workdetroit		17	23	1	11	52
	I work in Detroit	11	19	1	9	40
Total		28	42	2	20	92

workdetroit * cslibrary Crosstabulation

Count

		cslibrary				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		28	7	6	9	2	52
	I work in Detroit	22	1	1	11	5	40
Total		50	8	7	20	7	92

workdetroit * networking Crosstabulation

Count

		networking				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		17	6	1	12	16	52
	I work in Detroit	12	6	0	4	18	40
Total		29	12	1	16	34	92

workdetroit * fieldtrip Crosstabulation

Count

		fieldtrip				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		17	5	5	15	10	52
	I work in Detroit	12	3	2	12	11	40
Total		29	8	7	27	21	92

workdetroit * school Crosstabulation

Count

		school			Total	
			Most Important	Slightly Important		Very Important
workdetroit		18	23	3	8	52
	I work in Detroit	11	21	0	8	40
Total		29	44	3	16	92

workdetroit * homeowner Crosstabulation

Count

		homeowner			Total	
			Most Important	Slightly Important		Very Important
workdetroit		18	10	11	13	52
	I work in Detroit	11	12	6	11	40
Total		29	22	17	24	92

workdetroit * commorg Crosstabulation

Count

		commorg				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		17	17	1	3	14	52
	I work in Detroit	12	17	0	2	9	40
Total		29	34	1	5	23	92

workdetroit * urbag Crosstabulation

Count

		urbag				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		17	14	1	6	14	52
	I work in Detroit	12	18	0	2	8	40
Total		29	32	1	8	22	92

workdetroit * lobbying Crosstabulation

Count

		lobbying			Total	
			Most Important	Slightly Important		Very Important
workdetroit		19	17	6	10	52
	I work in Detroit	12	17	2	9	40
Total		31	34	8	19	92

workdetroit * greenjobs Crosstabulation

Count

		greenjobs				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		19	16	1	1	15	52
	I work in Detroit	12	13	0	2	13	40
Total		31	29	1	3	28	92

workdetroit * incubator Crosstabulation

Count

		incubator				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		19	18	1	3	11	52
	I work in Detroit	12	12	0	3	13	40
Total		31	30	1	6	24	92

workdetroit * industryed Crosstabulation

Count

		industryed				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		19	15	0	2	16	52
	I work in Detroit	12	19	1	0	8	40
Total		31	34	1	2	24	92

workdetroit * industryatt Crosstabulation

Count

		industryatt			Total	
			Most Important	Slightly Important		Very Important
workdetroit		19	24	1	8	52
	I work in Detroit	12	21	0	7	40
Total		31	45	1	15	92

workdetroit * consulting Crosstabulation

Count

		consulting				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		20	12	1	7	12	52
	I work in Detroit	13	11	0	6	10	40
Total		33	23	1	13	22	92

workdetroit * conted Crosstabulation

Count

		conted				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		19	14	1	4	14	52
	I work in Detroit	12	13	0	5	10	40
Total		31	27	1	9	24	92

workdetroit * randd Crosstabulation

Count

		randd				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		19	15	3	6	9	52
	I work in Detroit	12	13	0	5	10	40
Total		31	28	3	11	19	92

workdetroit * fundgrant Crosstabulation

Count

		fundgrant				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		20	13	3	4	12	52
	I work in Detroit	11	11	0	4	14	40
Total		31	24	3	8	26	92

workdetroit * rating Crosstabulation

Count

		rating				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		19	12	3	5	13	52
	I work in Detroit	12	14	0	2	12	40
Total		31	26	3	7	25	92

workdetroit * comspace Crosstabulation

Count

		comspace				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		21	9	0	11	11	52
	I work in Detroit	12	13	1	6	8	40
Total		33	22	1	17	19	92

workdetroit * modelaffliv Crosstabulation

Count

		modelaffliv			Total	
			Most Important	Slightly Important		Very Important
workdetroit		21	12	5	14	52
	I work in Detroit	12	13	2	13	40
Total		33	25	7	27	92

workdetroit * matlibrary Crosstabulation

Count

		matlibrary				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		21	11	1	7	12	52
	I work in Detroit	12	14	0	4	10	40
Total		33	25	1	11	22	92

workdetroit * tours Crosstabulation

Count

		tours				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		20	9	1	3	19	52
	I work in Detroit	12	14	0	4	10	40
Total		32	23	1	7	29	92

workdetroit * proximityres Crosstabulation

Count

		proximityres				Total	
			Most Important	Not at all Important	Slightly Important		Very Important
workdetroit		21	15	1	2	13	52
	I work in Detroit	12	19	0	2	7	40
Total		33	34	1	4	20	92

workdetroit * proximityorg Crosstabulation

Count

	proximityorg					Total
		Most Important	Not at all Important	Slightly Important	Very Important	
workdetroit	23	6	3	5	15	52
I work in Detroit	13	6	1	2	18	40
Total	36	12	4	7	33	92

liveworkother * recycling Crosstabulation

Count

	recycling				Total
		Most Important	Slightly Important	Very Important	
liveworkother	15	29	1	12	57
48174 & Willow Run Airport	0	1	0	0	1
ann arblr	0	0	0	1	1
Ann Arbor	3	0	0	1	4
Ann Arbor, work in Saline, MI	0	1	0	0	1
Atlanta, GA	1	0	0	0	1
Clawson/Troy	1	0	0	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1	0	0	1
Grosse Pointe Park	0	1	0	0	1
I live in Grosse Pointe Park	1	0	0	0	1
I live in Birmingham	0	1	0	0	1
I live in Hamtramck MI, I'm unemployed	0	0	1	0	1
i work in romulus	0	1	0	0	1
I work in Warren	0	0	0	1	1
I Lansing	0	1	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0	1
live in Royal Oak, work in Southfield	1	0	0	1	2
live in Ypsilanti, work in Ann Arbor	0	0	0	1	1
live on detroit river in wyandotte, work in farmington hills	0	1	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0	1
Northville, MI	1	0	0	0	1
Oak Park, Michigan	0	1	0	0	1
Pleasant Ridge, retired	1	0	0	0	1
pontiac but live in Detroit for 35 years	0	0	0	1	1
royal o	1	0	0	0	1
Saline, MI	1	0	0	0	1
Southfield	0	1	0	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0	1
warren	0	0	0	1	1
Ypsilanti	1	0	0	0	1
Ypsilanti, Ann Arbor	0	1	0	0	1
Total	28	42	2	20	92

liveworkother * cslibrary Crosstabulation

Count

	cslibrary			
		Most Important	Not at all Important	Slightly Important
liveworkother	29	2	6	14
48174 & Willow Run Airport	0	0	0	1
ann arblr	0	0	0	1
Ann Arbor	4	0	0	0
Ann Arbor, work in Saline, MI	1	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	0	1	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I Lansing	1	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	1	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	1	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	1
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	0	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	1	0	0	0
warren	1	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	1
Total	50	8	7	20

liveworkother * cslibrary Crosstabulation

Count

	cslibrary	
	Very Important	Total
liveworkother	6	57
48174 & Willow Run	0	1
Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in	0	1
Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to	0	1
live in Detroit and work	0	1
in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe	0	1
Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI,	0	1
I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	0	1
Lansing	0	1
Live in Pontiac, work in	0	1
Auburn Hills	0	1
live in Royal Oak, work	0	2
in Southfield	0	2
live in Ypsilanti, work in	0	1
Ann Arbor	0	1
live on detroit river in	0	1
wyandotte, work in	0	1
farmington hills	0	1
Live outside of Ann	0	1
Arbor/work in Ann	0	1
Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in	0	1
Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	1	1
Southfield, Michigan	0	1
Former Detroit Long	0	1
Term Resident	0	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	7	92

liveworkother * networking Crosstabulation

Count

	networking			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	7	1	10
48174 & Willow Run Airport	0	0	0	0
ann arblr	0	0	0	1
Ann Arbor	3	0	0	0
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	0	1	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I Lansing	0	0	0	0
Lansing	0	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	1	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	0	0	1
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	1
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	0	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	29	12	1	16

liveworkother * networking Crosstabulation

Count

	networking	Total
	Very Important	
liveworkother	23	57
48174 & Willow Run Airport	1	1
ann arblr	0	1
Ann Arbor	1	4
Ann Arbor, work in Saline, MI	1	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	1	1
I live in Hamtramck MI, I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	1	1
Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	1	2
live in Ypsilanti, work in Ann Arbor	1	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	1	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	1	1
Southfield, Michigan Former Detroit Long Term Resident	1	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	34	92

liveworkother * fieldtrip Crosstabulation

Count

	fieldtrip			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	4	3	20
48174 & Willow Run Airport	0	0	0	1
ann arblr	0	0	1	0
Ann Arbor	3	0	1	0
Ann Arbor, work in Saline, MI	0	0	0	1
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	0	1	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	1
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	1
I	0	0	1	0
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	1	0	1	0
live in Ypsilanti, work in Ann Arbor	0	0	0	1
live on detroit river in wyandotte, work in farmington hills	0	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	0	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	0	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	1
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	29	8	7	27

liveworkother * fieldtrip Crosstabulation

Count

	fieldtrip	Total
	Very Important	
liveworkother	14	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	1	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	0	1
Lansing	1	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	1	1
Northville, MI	0	1
Oak Park, Michigan	1	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	1	1
Southfield, Michigan Former Detroit Long Term Resident	0	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	21	92

liveworkother * school Crosstabulation

Count

	school				Total
		Most Important	Slightly Important	Very Important	
liveworkother	15	29	2	11	57
48174 & Willow Run Airport	0	1	0	0	1
ann arblr	0	0	0	1	1
Ann Arbor	3	0	1	0	4
Ann Arbor, work in Saline, MI	0	1	0	0	1
Atlanta, GA	1	0	0	0	1
Clawson/Troy	1	0	0	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1	0	0	1
Grosse Pointe Park	1	0	0	0	1
I live in Grosse Pointe Park	1	0	0	0	1
I live in Birmingham	0	1	0	0	1
I live in Hamtramck MI, I'm unemployed	0	1	0	0	1
i work in romulus	0	1	0	0	1
I work in Warren	0	1	0	0	1
I Lansing	0	0	0	1	1
Live in Pontiac, work in Auburn Hills	1	0	0	0	1
live in Royal Oak, work in Southfield	1	0	0	1	2
live in Ypsilanti, work in Ann Arbor	0	1	0	0	1
live on detroit river in wyandotte, work in farmington hills	0	1	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0	1
Northville, MI	1	0	0	0	1
Oak Park, Michigan	0	1	0	0	1
Pleasant Ridge, retired	1	0	0	0	1
pontiac but live in Detroit for 35 years	0	0	0	1	1
royal o	1	0	0	0	1
Saline, MI	1	0	0	0	1
Southfield	0	1	0	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0	1
warren	0	0	0	1	1
Ypsilanti	1	0	0	0	1
Ypsilanti, Ann Arbor	0	1	0	0	1
Total	29	44	3	16	92

liveworkother * homeowner Crosstabulation

Count

	homeowner			Total	
		Most Important	Slightly Important		Very Important
liveworkother	15	14	10	18	57
48174 & Willow Run Airport	0	1	0	0	1
ann arblr	0	1	0	0	1
Ann Arbor	3	0	1	0	4
Ann Arbor, work in Saline, MI	0	0	0	1	1
Atlanta, GA	1	0	0	0	1
Clawson/Troy	1	0	0	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	0	1	0	1
Grosse Pointe Park	1	0	0	0	1
I live in Grosse Pointe Park	1	0	0	0	1
I live in Birmingham	0	0	0	1	1
I live in Hamtramck MI, I'm unemployed	0	0	0	1	1
i work in romulus	0	1	0	0	1
I work in Warren	0	0	1	0	1
I Lansing	0	1	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0	1
live in Royal Oak, work in Southfield	1	0	1	0	2
live in Ypsilanti, work in Ann Arbor	0	0	0	1	1
live on detroit river in wyandotte, work in farmington hills	0	0	1	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1	1
Northville, MI	1	0	0	0	1
Oak Park, Michigan	0	1	0	0	1
Pleasant Ridge, retired	1	0	0	0	1
pontiac but live in Detroit for 35 years	0	0	0	1	1
royal o	1	0	0	0	1
Saline, MI	1	0	0	0	1
Southfield	0	1	0	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	0	1	0	1
warren	0	1	0	0	1
Ypsilanti	1	0	0	0	1
Ypsilanti, Ann Arbor	0	1	0	0	1
Total	29	22	17	24	92

liveworkother * commorg Crosstabulation

Count

	commorg			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	20	1	3
48174 & Willow Run Airport	0	1	0	0
ann arblr	0	1	0	0
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	0	1	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	0
I	0	0	0	0
Lansing	0	1	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	1	0	0	0
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	0	1	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	1	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	29	34	1	5

liveworkother * commorg Crosstabulation

Count

	commorg	
	Very Important	Total
liveworkother	17	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	1	1
I	1	1
Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	1	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	1	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	1	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	23	92

liveworkother * urbag Crosstabulation

Count

	urbag			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	21	0	5
48174 & Willow Run Airport	0	1	0	0
ann arblr	0	1	0	0
Ann Arbor	3	0	1	0
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	1	0	0
Grosse Pointe Park	0	1	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	1
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	1	0	0	1
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	0	1	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	29	32	1	8

liveworkother * urbag Crosstabulation

Count

	urbag	
	Very Important	Total
liveworkother	15	57
48174 & Willow Run	0	1
Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in	1	1
Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to	0	1
live in Detroit and work	0	1
in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe	0	1
Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI,	0	1
I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	1	1
Lansing	1	1
Live in Pontiac, work in	0	1
Auburn Hills	0	1
live in Royal Oak, work	0	2
in Southfield	0	1
live in Ypsilanti, work in	0	1
Ann Arbor	1	1
live on detroit river in	1	1
wyandotte, work in	0	1
farmington hills	0	1
Live outside of Ann	0	1
Arbor/work in Ann	0	1
Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in	1	1
Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan	1	1
Former Detroit Long	1	1
Term Resident	1	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	22	92

liveworkother * lobbying Crosstabulation

Count

	lobbying				Total
		Most Important	Slightly Important	Very Important	
liveworkother	18	21	5	13	57
48174 & Willow Run Airport	0	1	0	0	1
ann arblr	0	1	0	0	1
Ann Arbor	3	0	0	1	4
Ann Arbor, work in Saline, MI	0	0	0	1	1
Atlanta, GA	1	0	0	0	1
Clawson/Troy	1	0	0	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1	0	0	1
Grosse Pointe Park	0	1	0	0	1
I live in Grosse Pointe Park	1	0	0	0	1
I live in Birmingham	0	1	0	0	1
I live in Hamtramck MI, I'm unemployed	0	1	0	0	1
i work in romulus	0	1	0	0	1
I work in Warren	0	1	0	0	1
I Lansing	0	1	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0	1
live in Royal Oak, work in Southfield	1	0	1	0	2
live in Ypsilanti, work in Ann Arbor	0	1	0	0	1
live on detroit river in wyandotte, work in farmington hills	0	0	1	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1	1
Northville, MI	1	0	0	0	1
Oak Park, Michigan	0	1	0	0	1
Pleasant Ridge, retired	1	0	0	0	1
pontiac but live in Detroit for 35 years	0	0	0	1	1
royal o	1	0	0	0	1
Saline, MI	1	0	0	0	1
Southfield	0	0	0	1	1
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0	1
warren	0	1	0	0	1
Ypsilanti	1	0	0	0	1
Ypsilanti, Ann Arbor	0	0	0	1	1
Total	31	34	8	19	92

liveworkother * greenjobs Crosstabulation

Count

	greenjobs			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	19	1	3
48174 & Willow Run Airport	0	1	0	0
ann arblr	0	0	0	0
Ann Arbor	3	1	0	0
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I Lansing	0	1	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	31	29	1	3

liveworkother * greenjobs Crosstabulation

Count

	greenjobs	
	Very Important	Total
liveworkother	19	57
48174 & Willow Run Airport	0	1
ann arblr	1	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	1	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	1	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	0	1
I Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	1	1
Live outside of Ann Arbor/work in Ann Arbor	1	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	1	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	28	92

liveworkother * incubator Crosstabulation

Count

	incubator			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	22	1	3
48174 & Willow Run Airport	0	0	0	1
ann arblr	0	1	0	0
Ann Arbor	3	0	0	0
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	1	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	0
I	0	1	0	0
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	0
live on detroit river in wyandotte, work in farmington hills	0	1	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	1
warren	0	0	0	1
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	31	30	1	6

liveworkother * incubator Crosstabulation

Count

	incubator	Total
	Very Important	
liveworkother	16	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	1	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	1	1
I live in Hamtramck MI, I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	1	1
I	0	1
Lansing	1	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	1	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	24	92

liveworkother * industryed Crosstabulation

Count

	industryed			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	25	1	0
48174 & Willow Run Airport	0	0	0	1
ann arblr	0	1	0	0
Ann Arbor	3	0	0	0
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	0
I	0	0	0	0
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	1	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0
warren	0	1	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	31	34	1	2

liveworkother * industryed Crosstabulation

Count

	industryed	Total
	Very Important	
liveworkother	16	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	1	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	1	1
I Lansing	1	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	1	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	24	92

liveworkother * industryatt Crosstabulation

Count

	industryatt				Total
		Most Important	Slightly Important	Very Important	
liveworkother	15	31	0	11	57
48174 & Willow Run Airport	0	0	1	0	1
ann arblr	0	1	0	0	1
Ann Arbor	3	1	0	0	4
Ann Arbor, work in Saline, MI	0	1	0	0	1
Atlanta, GA	1	0	0	0	1
Clawson/Troy	1	0	0	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1	1
Grosse Pointe Park	1	0	0	0	1
I live in Grosse Pointe Park	1	0	0	0	1
I live in Birmingham	0	1	0	0	1
I live in Hamtramck MI, I'm unemployed	0	0	0	1	1
i work in romulus	0	1	0	0	1
I work in Warren	0	1	0	0	1
I Lansing	0	1	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0	1
live in Royal Oak, work in Southfield	2	0	0	0	2
live in Ypsilanti, work in Ann Arbor	0	0	0	1	1
live on detroit river in wyandotte, work in farmington hills	0	1	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0	1
Northville, MI	1	0	0	0	1
Oak Park, Michigan	0	1	0	0	1
Pleasant Ridge, retired	1	0	0	0	1
pontiac but live in Detroit for 35 years	0	0	0	1	1
royal o	1	0	0	0	1
Saline, MI	1	0	0	0	1
Southfield	1	0	0	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0	1
warren	0	1	0	0	1
Ypsilanti	1	0	0	0	1
Ypsilanti, Ann Arbor	0	1	0	0	1
Total	31	45	1	15	92

liveworkother * consulting Crosstabulation

Count

	consulting			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	18	1	9
48174 & Willow Run Airport	0	1	0	0
ann arblr	0	0	0	1
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	1	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I	0	0	0	1
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	0	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	1
warren	0	1	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	33	23	1	13

liveworkother * consulting Crosstabulation

Count

	consulting	Total
	Very Important	
liveworkother	13	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	1	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	1	1
I live in Hamtramck MI, I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	0	1
I	0	1
Lansing	1	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	1	1
live on detroit river in wyandotte, work in farmington hills	1	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	1	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	22	92

liveworkother * conted Crosstabulation

Count

	conted			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	17	1	6
48174 & Willow Run Airport	0	0	0	1
ann arblr	0	0	0	1
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	0
I	0	0	0	0
Lansing	0	1	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	1	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	1	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	31	27	1	9

liveworkother * conted Crosstabulation

Count

	conted	
	Very Important	Total
liveworkother	18	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	1	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	1	1
I	1	1
Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	1	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	1	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	24	92

liveworkother * randd Crosstabulation

Count

	randd			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	20	1	6
48174 & Willow Run Airport	0	1	0	0
ann arblr	0	1	0	0
Ann Arbor	3	0	1	0
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I Lansing	0	0	0	0
Lansing	0	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	1
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	1
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	1	0
warren	0	1	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	31	28	3	11

liveworkother * randd Crosstabulation

Count

	randd	
	Very Important	Total
liveworkother	15	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	1	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	1	1
Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	1	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	19	92

liveworkother * fundgrant Crosstabulation

Count

	fundgrant			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	15	1	6
48174 & Willow Run Airport	0	0	1	0
ann arblr	0	1	0	0
Ann Arbor	3	0	1	0
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I	0	0	0	1
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	1	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0
warren	0	1	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	31	24	3	8

liveworkother * fundgrant Crosstabulation

Count

	fundgrant	
	Very Important	Total
liveworkother	20	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	1	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	1	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	1	1
I live in Hamtramck MI, I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	0	1
Lansing	1	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	0	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	26	92

liveworkother * rating Crosstabulation

Count

	rating			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	18	0	6
48174 & Willow Run Airport	0	0	0	1
ann arblr	0	0	1	0
Ann Arbor	3	0	1	0
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	1	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	1	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I	0	0	0	0
Lansing	0	1	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	1	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	31	26	3	7

liveworkother * rating Crosstabulation

Count

	rating	
	Very Important	Total
liveworkother	18	57
48174 & Willow Run	0	1
Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in	0	1
Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to	0	1
live in Detroit and work	0	1
in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe	0	1
Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI,	0	1
I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	0	1
I	1	1
Lansing	0	1
Live in Pontiac, work in	0	1
Auburn Hills	0	1
live in Royal Oak, work	0	2
in Southfield	0	1
live in Ypsilanti, work in	0	1
Ann Arbor	0	1
live on detroit river in	1	1
wyandotte, work in	1	1
farmington hills	1	1
Live outside of Ann	1	1
Arbor/work in Ann	1	1
Arbor	1	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in	1	1
Detroit for 35 years	1	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan	1	1
Former Detroit Long	1	1
Term Resident	1	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	25	92

liveworkother * comspace Crosstabulation

Count

	comspace			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	16	1	10
48174 & Willow Run Airport	0	0	0	1
ann arblr	1	0	0	0
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	1
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I Lansing	0	1	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	1
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	33	22	1	17

liveworkother * comspace Crosstabulation

Count

	comspace	
	Very Important	Total
liveworkother	14	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	1	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	0	1
I Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	1	1
live on detroit river in wyandotte, work in farmington hills	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	1	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	19	92

liveworkother * modelaffliv Crosstabulation

Count

	modelaffliv				Total
		Most Important	Slightly Important	Very Important	
liveworkother	16	16	3	22	57
48174 & Willow Run Airport	0	0	1	0	1
ann arblr	1	0	0	0	1
Ann Arbor	3	0	1	0	4
Ann Arbor, work in Saline, MI	0	0	0	1	1
Atlanta, GA	1	0	0	0	1
Clawson/Troy	1	0	0	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1	1
Grosse Pointe Park	1	0	0	0	1
I live in Grosse Pointe Park	1	0	0	0	1
I live in Birmingham	0	1	0	0	1
I live in Hamtramck MI, I'm unemployed	0	0	0	1	1
i work in romulus	0	1	0	0	1
I work in Warren	0	1	0	0	1
I Lansing	0	1	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0	1
live in Royal Oak, work in Southfield	2	0	0	0	2
live in Ypsilanti, work in Ann Arbor	0	0	1	0	1
live on detroit river in wyandotte, work in farmington hills	0	1	0	0	1
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0	1
Northville, MI	1	0	0	0	1
Oak Park, Michigan	0	1	0	0	1
Pleasant Ridge, retired	1	0	0	0	1
pontiac but live in Detroit for 35 years	0	0	1	0	1
royal o	1	0	0	0	1
Saline, MI	1	0	0	0	1
Southfield	1	0	0	0	1
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0	1
warren	0	0	0	1	1
Ypsilanti	1	0	0	0	1
Ypsilanti, Ann Arbor	0	1	0	0	1
Total	33	25	7	27	92

liveworkother * matlibrary Crosstabulation

Count

	matlibrary			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	19	1	7
48174 & Willow Run Airport	0	0	0	1
ann arblr	1	0	0	0
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	1
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	0
I	0	0	0	0
Lansing	0	1	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	1	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	1	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	0	1
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	33	25	1	11

liveworkother * matlibrary Crosstabulation

Count

	matlibrary	Total
	Very Important	
liveworkother	14	57
48174 & Willow Run Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to live in Detroit and work in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI, I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	1	1
I	1	1
Lansing	0	1
Live in Pontiac, work in Auburn Hills	0	1
live in Royal Oak, work in Southfield	0	2
live in Ypsilanti, work in Ann Arbor	1	1
live on detroit river in wyandotte, work in farmington hills	1	1
Live outside of Ann Arbor/work in Ann Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan Former Detroit Long Term Resident	1	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	22	92

liveworkother * tours Crosstabulation

Count

	tours			
		Most Important	Not at all Important	Slightly Important
liveworkother	15	18	0	5
48174 & Willow Run Airport	0	0	0	1
ann arblr	1	0	0	0
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	0	0	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	0	0	0
I	0	1	0	0
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	0	0
live on detroit river in wyandotte, work in farmington hills	0	1	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	0	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	1	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	32	23	1	7

liveworkother * tours Crosstabulation

Count

	tours	Total
	Very Important	
liveworkother	19	57
48174 & Willow Run	0	1
Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in	1	1
Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to	1	1
live in Detroit and work		
in Novi	0	1
Grosse Pointe Park	0	1
I live in Grosse Pointe	0	1
Park	0	1
I live in Birmingham	0	1
I live in Hamtramck MI,	1	1
I'm unemployed	0	1
i work in romulus	0	1
I work in Warren	1	1
I	0	1
Lansing	1	1
Live in Pontiac, work in	0	1
Auburn Hills	0	2
live in Royal Oak, work	0	1
in Southfield	1	1
live in Ypsilanti, work in		
Ann Arbor	0	1
live on detroit river in	0	1
wyandotte, work in		
farmington hills	1	1
Live outside of Ann		
Arbor/work in Ann	0	1
Arbor	0	1
Northville, MI	1	1
Oak Park, Michigan	0	1
Pleasant Ridge, retired	0	1
pontiac but live in	0	1
Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan	1	1
Former Detroit Long		
Term Resident	1	1
warren	0	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	29	92

liveworkother * proximityres Crosstabulation

Count

	proximityres			
		Most Important	Not at all Important	Slightly Important
liveworkother	16	27	0	2
48174 & Willow Run Airport	0	1	0	0
ann arblr	1	0	0	0
Ann Arbor	3	0	0	0
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	0	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	0	1	0	0
I	0	0	0	1
Lansing	0	0	0	0
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	1	0	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	1
Northville, MI	1	0	0	0
Oak Park, Michigan	0	0	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	1	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	1	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	1	0	0
Total	33	34	1	4

liveworkother * proximityres Crosstabulation

Count

	proximityres	Total
	Very Important	
liveworkother	12	57
48174 & Willow Run	0	1
Airport	0	1
ann arblr	0	1
Ann Arbor	1	4
Ann Arbor, work in	0	1
Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to	1	1
live in Detroit and work		
in Novi	1	1
Grosse Pointe Park	0	1
I live in Grosse Pointe	0	1
Park	0	1
I live in Birmingham	1	1
I live in Hamtramck MI,	1	1
I'm unemployed	1	1
i work in romulus	0	1
I work in Warren	0	1
I	0	1
Lansing	1	1
Live in Pontiac, work in	0	1
Auburn Hills	0	1
live in Royal Oak, work	0	2
in Southfield	0	2
live in Ypsilanti, work in	0	1
Ann Arbor	0	1
live on detroit river in	1	1
wyandotte, work in	1	1
farmington hills	1	1
Live outside of Ann	0	1
Arbor/work in Ann	0	1
Arbor	0	1
Northville, MI	0	1
Oak Park, Michigan	1	1
Pleasant Ridge, retired	0	1
pontiac but live in	0	1
Detroit for 35 years	0	1
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan	0	1
Former Detroit Long	0	1
Term Resident	0	1
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	0	1
Total	20	92

liveworkother * proximityorg Crosstabulation

Count

	proximityorg			
		Most Important	Not at all Important	Slightly Important
liveworkother	18	9	2	4
48174 & Willow Run Airport	0	0	0	1
ann arblr	1	0	0	0
Ann Arbor	3	0	0	1
Ann Arbor, work in Saline, MI	0	1	0	0
Atlanta, GA	1	0	0	0
Clawson/Troy	1	0	0	0
Clemson, SC - I used to live in Detroit and work in Novi	0	0	0	0
Grosse Pointe Park	1	0	0	0
I live in Grosse Pointe Park	1	0	0	0
I live in Birmingham	0	1	0	0
I live in Hamtramck MI, I'm unemployed	0	0	0	0
i work in romulus	0	1	0	0
I work in Warren	1	0	0	0
I Lansing	0	0	0	1
Live in Pontiac, work in Auburn Hills	1	0	0	0
live in Royal Oak, work in Southfield	2	0	0	0
live in Ypsilanti, work in Ann Arbor	0	0	1	0
live on detroit river in wyandotte, work in farmington hills	0	0	0	0
Live outside of Ann Arbor/work in Ann Arbor	0	0	0	0
Northville, MI	1	0	0	0
Oak Park, Michigan	0	0	0	0
Pleasant Ridge, retired	1	0	0	0
pontiac but live in Detroit for 35 years	0	0	1	0
royal o	1	0	0	0
Saline, MI	1	0	0	0
Southfield	1	0	0	0
Southfield, Michigan Former Detroit Long Term Resident	0	0	0	0
warren	0	0	0	0
Ypsilanti	1	0	0	0
Ypsilanti, Ann Arbor	0	0	0	0
Total	36	12	4	7

liveworkother * proximityorg Crosstabulation

Count

	proximityorg	
	Very Important	Total
liveworkother	24	57
48174 & Willow Run	0	1
Airport	0	1
ann arblr	0	1
Ann Arbor	0	4
Ann Arbor, work in	0	1
Saline, MI	0	1
Atlanta, GA	0	1
Clawson/Troy	0	1
Clemson, SC - I used to	1	1
live in Detroit and work		
in Novi		
Grosse Pointe Park	0	1
I live in Grosse Pointe	0	1
Park		
I live in Birmingham	0	1
I live in Hamtramck MI,	1	1
I'm unemployed		
i work in romulus	0	1
I work in Warren	0	1
I	0	1
Lansing	1	1
Live in Pontiac, work in	0	1
Auburn Hills		
live in Royal Oak, work	0	2
in Southfield		
live in Ypsilanti, work in	0	1
Ann Arbor		
live on detroit river in	1	1
wyandotte, work in		
farmington hills		
Live outside of Ann	1	1
Arbor/work in Ann		
Arbor		
Northville, MI	0	1
Oak Park, Michigan	1	1
Pleasant Ridge, retired	0	1
pontiac but live in	0	1
Detroit for 35 years		
royal o	0	1
Saline, MI	0	1
Southfield	0	1
Southfield, Michigan	1	1
Former Detroit Long		
Term Resident		
warren	1	1
Ypsilanti	0	1
Ypsilanti, Ann Arbor	1	1
Total	33	92

FREQUENCIES

VARIABLES=recyclin cslibrar networki fieldtri school homeowne commorg
urbag lobbying greenjob incubato industry v71 consulti conted randd

fundgran rating comspace modelaff matlibra tours proximit v88
 /ORDER= ANALYSIS .

Frequencies

[DataSet1] C:\Documents and Settings\algrhill\Desktop\Analysis.sav

Statistics

		recycling	cslibrary	networking	fieldtrip	school	homeowner	commorg
N	Valid	92	92	92	92	92	92	92
	Missing	0	0	0	0	0	0	0

Statistics

		urbag	lobbying	greenjobs	incubator	industryed	industryatt	consulting
N	Valid	92	92	92	92	92	92	92
	Missing	0	0	0	0	0	0	0

Statistics

		conted	randd	fundgrant	rating	comspace	modelaffliv	matlibrary
N	Valid	92	92	92	92	92	92	92
	Missing	0	0	0	0	0	0	0

Statistics

		tours	proximityres	proximityorg
N	Valid	92	92	92
	Missing	0	0	0

Frequency Table

recycling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		28	30.4	30.4	30.4
	Most Important	42	45.7	45.7	76.1
	Slightly Important	2	2.2	2.2	78.3
	Very Important	20	21.7	21.7	100.0
	Total	92	100.0	100.0	

cslibrary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50	54.3	54.3	54.3
Most Important	8	8.7	8.7	63.0
Not at all Important	7	7.6	7.6	70.7
Slightly Important	20	21.7	21.7	92.4
Very Important	7	7.6	7.6	100.0
Total	92	100.0	100.0	

networking

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	31.5	31.5	31.5
Most Important	12	13.0	13.0	44.6
Not at all Important	1	1.1	1.1	45.7
Slightly Important	16	17.4	17.4	63.0
Very Important	34	37.0	37.0	100.0
Total	92	100.0	100.0	

fieldtrip

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	31.5	31.5	31.5
Most Important	8	8.7	8.7	40.2
Not at all Important	7	7.6	7.6	47.8
Slightly Important	27	29.3	29.3	77.2
Very Important	21	22.8	22.8	100.0
Total	92	100.0	100.0	

school

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	31.5	31.5	31.5
Most Important	44	47.8	47.8	79.3
Slightly Important	3	3.3	3.3	82.6
Very Important	16	17.4	17.4	100.0
Total	92	100.0	100.0	

homeowner

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	31.5	31.5	31.5
Most Important	22	23.9	23.9	55.4
Slightly Important	17	18.5	18.5	73.9
Very Important	24	26.1	26.1	100.0
Total	92	100.0	100.0	

commorg

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	31.5	31.5	31.5
Most Important	34	37.0	37.0	68.5
Not at all Important	1	1.1	1.1	69.6
Slightly Important	5	5.4	5.4	75.0
Very Important	23	25.0	25.0	100.0
Total	92	100.0	100.0	

urbag

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	31.5	31.5	31.5
Most Important	32	34.8	34.8	66.3
Not at all Important	1	1.1	1.1	67.4
Slightly Important	8	8.7	8.7	76.1
Very Important	22	23.9	23.9	100.0
Total	92	100.0	100.0	

lobbying

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	34	37.0	37.0	70.7
Slightly Important	8	8.7	8.7	79.3
Very Important	19	20.7	20.7	100.0
Total	92	100.0	100.0	

greenjobs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	29	31.5	31.5	65.2
Not at all Important	1	1.1	1.1	66.3
Slightly Important	3	3.3	3.3	69.6
Very Important	28	30.4	30.4	100.0
Total	92	100.0	100.0	

incubator

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	30	32.6	32.6	66.3
Not at all Important	1	1.1	1.1	67.4
Slightly Important	6	6.5	6.5	73.9
Very Important	24	26.1	26.1	100.0
Total	92	100.0	100.0	

industryed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	34	37.0	37.0	70.7
Not at all Important	1	1.1	1.1	71.7
Slightly Important	2	2.2	2.2	73.9
Very Important	24	26.1	26.1	100.0
Total	92	100.0	100.0	

industryatt

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	45	48.9	48.9	82.6
Slightly Important	1	1.1	1.1	83.7
Very Important	15	16.3	16.3	100.0
Total	92	100.0	100.0	

consulting

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	35.9	35.9	35.9
Most Important	23	25.0	25.0	60.9
Not at all Important	1	1.1	1.1	62.0
Slightly Important	13	14.1	14.1	76.1
Very Important	22	23.9	23.9	100.0
Total	92	100.0	100.0	

conted

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	27	29.3	29.3	63.0
Not at all Important	1	1.1	1.1	64.1
Slightly Important	9	9.8	9.8	73.9
Very Important	24	26.1	26.1	100.0
Total	92	100.0	100.0	

randd

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	28	30.4	30.4	64.1
Not at all Important	3	3.3	3.3	67.4
Slightly Important	11	12.0	12.0	79.3
Very Important	19	20.7	20.7	100.0
Total	92	100.0	100.0	

fundgrant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	24	26.1	26.1	59.8
Not at all Important	3	3.3	3.3	63.0
Slightly Important	8	8.7	8.7	71.7
Very Important	26	28.3	28.3	100.0
Total	92	100.0	100.0	

rating

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	33.7	33.7	33.7
Most Important	26	28.3	28.3	62.0
Not at all Important	3	3.3	3.3	65.2
Slightly Important	7	7.6	7.6	72.8
Very Important	25	27.2	27.2	100.0
Total	92	100.0	100.0	

comspace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	35.9	35.9	35.9
Most Important	22	23.9	23.9	59.8
Not at all Important	1	1.1	1.1	60.9
Slightly Important	17	18.5	18.5	79.3
Very Important	19	20.7	20.7	100.0
Total	92	100.0	100.0	

modelaffliv

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	35.9	35.9	35.9
Most Important	25	27.2	27.2	63.0
Slightly Important	7	7.6	7.6	70.7
Very Important	27	29.3	29.3	100.0
Total	92	100.0	100.0	

matlibrary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	35.9	35.9	35.9
Most Important	25	27.2	27.2	63.0
Not at all Important	1	1.1	1.1	64.1
Slightly Important	11	12.0	12.0	76.1
Very Important	22	23.9	23.9	100.0
Total	92	100.0	100.0	

tours

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	32	34.8	34.8	34.8
Most Important	23	25.0	25.0	59.8
Not at all Important	1	1.1	1.1	60.9
Slightly Important	7	7.6	7.6	68.5
Very Important	29	31.5	31.5	100.0
Total	92	100.0	100.0	

proximityres

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	35.9	35.9	35.9
Most Important	34	37.0	37.0	72.8
Not at all Important	1	1.1	1.1	73.9
Slightly Important	4	4.3	4.3	78.3
Very Important	20	21.7	21.7	100.0
Total	92	100.0	100.0	

proximityorg

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	36	39.1	39.1	39.1
Most Important	12	13.0	13.0	52.2
Not at all Important	4	4.3	4.3	56.5
Slightly Important	7	7.6	7.6	64.1
Very Important	33	35.9	35.9	100.0
Total	92	100.0	100.0	

Cross Tabulations

The authors conducted a cross tabulation of the presented issues, with regards to urgency and feasibility that the center could impact. This data and analysis created the proposed strategic planning timeline.

First phase = A score of 30 (approx. 30%) or higher in "high urgency" and "high impact"

Second phase = A score of 23-29 (approx. 25%) in "high urgency" and "high impact"

Third phase = A combined score of greater than 25 in "high urgency" against "high and medium impact"

KEY	Code	Meaning
	<i>***urg</i>	urgency of ***
	<i>***imp</i>	feasibility of impact on ***
	trans	Public Transit
	vacl	vacant lands
	vacb	vacant buildings
	econ	green jobs/economy
	car	car culture/dependency
	belief	belief in local/personal relevance
	fear	fear of change
	info	access to information
	health	public health
	segment	segmentation of efforts between groups
	gov	governmental leadership/support
	food	food desert
	realest	soft real estate markets
	energy	alternative energies
		First phase
		Second phase
		Third phase

transurg * transimp Crosstabulation

Count

		transimp				Total	
		High	Low	Medium	Unsure		
transurg		5	0	0	1	0	6
	High	3	24	12	18	10	67
	Low	0	1	1	0	0	2
	Medium	0	7	3	4	2	16
	Unsure	1	0	0	0	0	1
Total		9	32	16	23	12	92

vaclurg * vaclimp Crosstabulation

Count		vaclimp				Total
		High	Low	Medium	Unsure	
vaclurg		7	0	0	0	7
	High	3	17	0	12	34
	Low	0	4	3	10	19
	Medium	0	17	2	6	30
	Unsure	1	1	0	0	2
Total		11	39	5	28	92

vacburg * vacbimp Crosstabulation

Count		vacbimp				Total
		High	Low	Medium	Unsure	
vacburg		6	0	0	0	6
	High	3	33	4	15	61
	Low	0	0	1	0	1
	Medium	0	9	2	7	22
	Unsure	1	0	0	0	2
Total		10	42	7	22	92

econurg * econimp Crosstabulation

Count		econimp				Total
		High	Low	Medium	Unsure	
econurg		27	0	0	0	27
	High	0	35	0	6	43
	Low	0	1	2	1	4
	Medium	1	8	2	5	17
	Unsure	0	0	0	0	1
Total		28	44	4	12	92

carurg * carimp Crosstabulation

Count		carimp				Total
		High	Low	Medium	Unsure	
carurg		27	1	0	0	28
	High	1	16	9	10	41
	Low	0	0	2	2	4
	Medium	0	1	5	12	18
	Unsure	0	1	0	0	1
Total		28	19	16	24	92

beliefurg * beliefimp Crosstabulation

Count		<i>beliefimp</i>				Total
		High	Low	Medium	Unsure	
beliefurg		29	0	0	0	29
	High	1	30	0	5	37
	Low	0	1	1	2	4
	Medium	0	6	1	11	18
	Unsure	0	3	0	0	4
Total		30	40	2	18	92

fearurg * fearimp Crosstabulation

Count		fearimp				Total
		High	Low	Medium	Unsure	
Fearurg		27	1	0	0	28
	High	0	18	3	10	32
	Low	1	1	3	4	10
	Medium	0	6	2	10	19
	Unsure	0	1	0	1	3
Total		28	27	8	25	92

infourg * infoimp Crosstabulation

Count		<i>infoimp</i>			Total
		High	Medium	Unsure	
Infourg		28	0	0	28
	High	0	31	2	33
	Low	0	5	2	7
	Medium	2	15	5	23
	Unsure	0	1	0	1
Total		30	52	9	92

healthurg * healthimp Crosstabulation

Count		healthimp				Total
		High	Low	Medium	Unsure	
healthurg		27	0	0	0	27
	High	1	25	7	14	48
	Low	0	0	2	1	3
	Medium	1	1	2	10	14
Total		29	26	11	25	92

segmenturg * segmentimp Crosstabulation

Count

		segmentimp				Total	
		High	Low	Medium	Unsure		
segmenturg		29	0	0	0	29	
	High	0	7	4	5	17	
	Low	1	0	2	5	10	
	Medium	0	3	6	14	25	
	Unsure	0	0	1	1	11	
Total		30	10	13	25	14	92

govlurg * govlimp Crosstabulation

Count

		govlimp				Total	
		High	Low	Medium	Unsure		
govlurg		29	0	0	0	29	
	High	1	15	13	3	45	
	Medium	0	3	6	2	17	
	Unsure	0	1	0	0	1	
Total		30	19	19	19	5	92

foodurg * foodimp Crosstabulation

Count

		foodimp				Total	
		High	Low	Medium	Unsure		
foodurg		29	0	0	0	29	
	High	1	26	3	7	39	
	Low	0	2	2	1	6	
	Medium	0	3	3	12	18	
Total		30	31	8	20	3	92

realesturg * realestimp Crosstabulation

Count

		realestimp				Total	
		High	Low	Medium	Unsure		
realesturg		29	1	0	0	30	
	High	0	8	11	10	4	33
	Low	0	0	4	0	1	5
	Medium	1	2	16	3	1	23
	Unsure	0	0	1	0	0	1
Total		30	11	32	13	6	92

energyurg * energyimp Crosstabulation

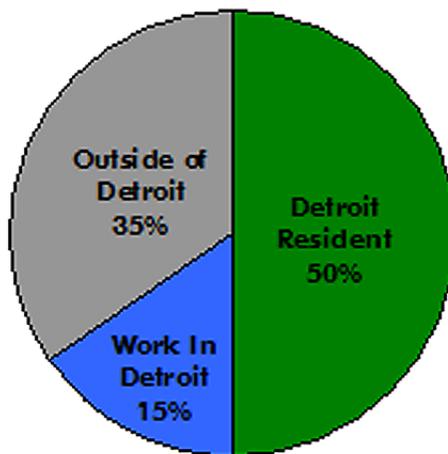
Count

		<i>energyimp</i>				Total
		High	Low	Medium	Unsure	
energyurg		29	1	0	0	30
	High	0	31	1	6	38
	Low	0	0	2	4	6
	Medium	0	10	0	7	17
	Unsure	0	0	0	0	1
Total		29	42	3	17	92

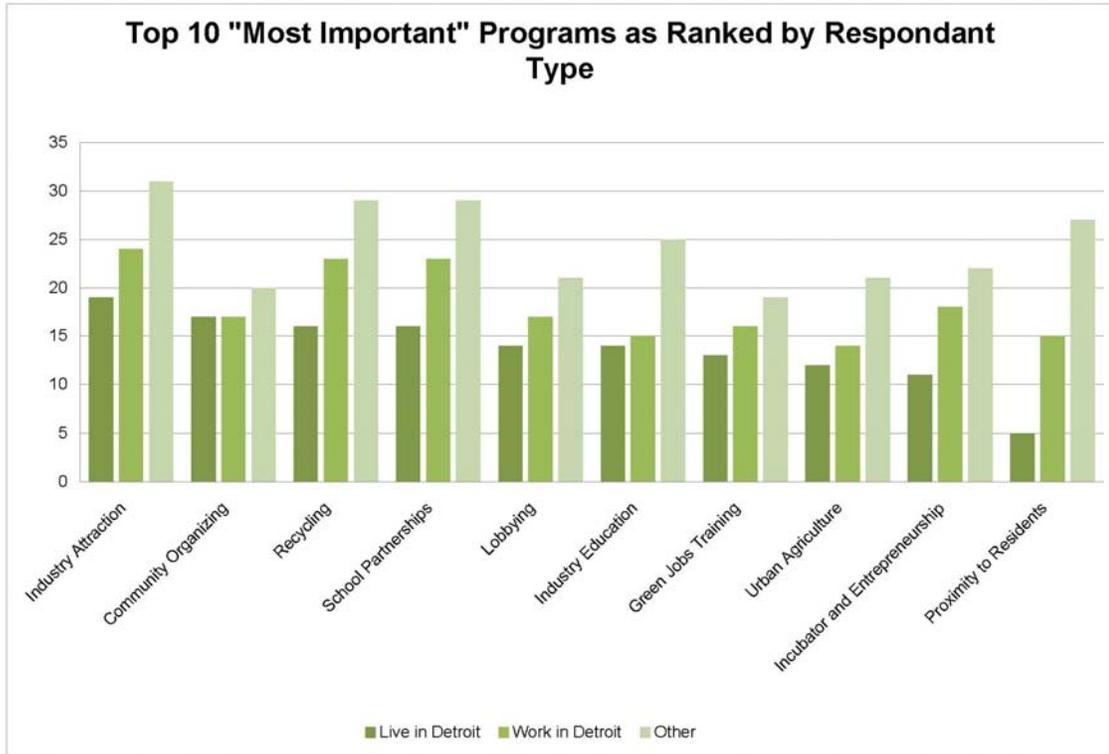
Breakdown of respondents

Of the 92 responses, the majority of the respondents lived and/or worked in Detroit.

Respondents' Relationship to Detroit



While the survey resulted in responses by those with and without strong locational ties to the city of Detroit, the top ten requested programs varied only slightly amongst the respondents.



Appendix VI: Case Studies

Following are in-depth descriptions of the first tier case studies. These first tier case studies include a neighborhood-based environmental education case study, two green building case studies, and a green economic development case study. Additionally, a case study of Sustainable South Bronx is presented. Each in-depth case study includes a description of main activities of each center, history, staffing, funding, outreach strategies and programming. Case studies are a result of information gathered from interviews with center staff, site visits, and print and online resource.

MILWAUKEE URBAN ECOLOGY CENTER

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Mission

“Educating and inspiring people to understand and value nature as motivation for positive change, neighborhood by neighborhood.”



The Urban Ecology Center (UEC) is:

A place to learn. Education is a key component to the center’s work. The center offers environmental education and opportunities for all ages. The UEC building supports a multifaceted outdoor recreation program for urban youth as well as science education, accredited research, citizen research, workshops, environmental activities and a resource and sample library.

A gathering place. The center promotes community by offering resources that support environmental learning, stewardship and comradeship. The center focuses exclusively on areas within a two-mile radius to build a relationship with the neighborhood and provide a gathering place for the community. With over 250 volunteers, the center encourages communication, fosters collaboration and develops community participation in an environmental context.

A steward for the environment. The center is situated between a vibrant Milwaukee neighborhood and acres of natural public space. The center serves to protect and preserve the surrounding natural and urban areas, making them safe and accessible and turning them into an educational opportunity.

History

In the early 1900's Riverside Park, located on the Milwaukee River, was a healthy, popular park for neighborhood residents. Over decades of industrial use, the Milwaukee River reached a level of pollution that no longer attracted visitors, and the park was essentially abandoned. In 1991, after much discussion regarding the best way to revitalize the area, the Urban Ecology Center was born. The organization began in an old trailer adjacent to the park and grew from a small

organization with a few volunteer teachers taking children to the park into what it is today, a prominent non-profit with a full-time staff, an active board of directors and an involved community. Through a community-driven process and several community charrettes, the center eventually moved to the current building.

In fall of 2007, the center expanded, adding a satellite facility in Washington Park neighborhood. Washington Park is a

“Perhaps the natural environment of this underused, crime ridden park [Riverside Park] could be used as a place to bring local school children to learn. Perhaps this use would drive the crime away.”

- UEC Executive Director

community looking to revitalize their neighborhood and the nearly 135-acre park home to wildlife and vegetation. Pieces of the trailer that housed the original Riverside Park Center were re-used to start the new program in Washington Park.

Funding

The UEC's financial base includes:

- Membership fees: UEC offers annual membership to individuals, businesses and organizations interested in supporting the center. Approximately one third of the center's income comes from its membership base, including membership fees and fundraising drives.
- Annual fund raising events
- Grants
- Donations: Donations, in the form of money or used and recycled items, are a large component of the center's funding. The center has an ongoing wish list of items that can be donated to the center. Wish list items include garden hoe, clip-boards, gloves, paper, canoes, used paper, etc.

“Our first canoe trip we had no canoes. We wrote a little newsletter and put in there, ‘If there is somebody out there that owns a canoe that you haven't used in 2 years – can you loan it to us? We'll store it for you; you can use it any time you want. If we can get 8, we can run a canoe trip.’ Well within a month, we had 8 canoes.”

- UEC Executive Director

Staffing

The Urban Ecology Center currently has a staff of approximately 20, including:

- Executive Director
- Director of Education
- Public Relations Coordinator
- Development Manager and Assistant
- Business Manager
- School Program Coordinator
- Community Program Coordinator
- Urban Adventures Coordinator, Assistant and Intern
- Volunteer Coordinator
- Six Environmental Educators
- A Land Steward

The center also relies on over 250 volunteers. Volunteers participate as receptionists, teachers, gardeners, organizers and community ambassadors, and they help with many community events. Finally, the center has a strong relationship with the area colleges, which allow for partnership with student projects and research.

Programming

Neighborhood Environmental Education Project (NEEP): The center partners with schools in a 2-mile radius to offer students and teachers unique urban sanctuary and outdoor laboratories in their local neighborhoods. “We intentionally focused on just the neighborhood because we want to see those kids often and build a relationship with them.”¹ Over 15,000 students and teachers from 40 neighborhood schools participate in the year-long program as part of the Milwaukee Public Schools K-12 science curriculum. Additionally, NEEP offers professional development curriculum for teachers. Teacher workshops held at the center include: urban gardening, environmental education, watershed issues and ozone monitoring.

“If we can do something with public schools, focusing on a large percentage of the population. If we could do something institutional, there is a life beyond itself”

- UEC Executive Director

Urban Adventures: The center offers activities, events, workshops and discussions for people of all ages, including hiking, canoeing, spring weed-out, river to lake walks, river clean up by canoe, eco-home audits, animal feeding time, science Saturdays, and book clubs.

“We’ll have 20 people [community members] show up at 5:30 in the morning to do bird when they’re doing that part of the research”

- UEC Executive Director

Citizen Science: The Citizen Science Program coordinates local research related to the urban environment through collaboration with local universities and

¹ Ken Leinbach, Urban Ecology Center, personal communication December 14, 2007.

other partners. Currently twelve universities have partnered with the center. Community volunteers, students of NEEP and UEC members participate in all phases of the research. A full-time staff member is in charge of connecting with local universities and individuals interested in research and arranging community volunteers for research assistance.

Summer Youth Camp: The program offers weekly long summer camp opportunities for youth located in Milwaukee and surrounding areas. Weekly topics vary, since campers along with educators apply inquiry-based learning to design their weekly sessions. Topics have included energy, forest ecology, geography, water, insects, mammals, prairie restoration, recycling, reptiles, and other natural history and environmental topics.

High School Outdoor Leadership Program: The program offers high-school students an opportunity to spend their summer in the urban and natural environment, learning to teach others about the importance of their surrounding environment. Outdoor leaders gain paid job experience in environmental education, scientific research, outdoor education and academic mentoring.

Sustainability Library: The resource library provides information to the public on the importance of building green, as well as raising the awareness of, and requests for, sustainable and healthy building products. The library also serves to develop and expand contacts within the architectural, design, construction and environmental communities that use the center.

Equipment Lending Program: Through its equipment-lending program, the center offers its members access to equipment such as canoes, bikes, garden tools, and activity backpacks (containing outdoor activity ideas and equipment).

Environment and Community Aspects of the Center

Dedicated in September 2004, the 20,000-sq.-ft building has won national awards for its use of recycled and renewable materials and its community-driven building process.

Everything you see has some environmental feature. Every file cabinet, piece of furniture was donated. Once the building was designed, we said, we need a clock, chairs, etc. and we made a list that we put in a local newspaper and people just started giving us stuff. What's cool about that is that everything has a story. From a nonprofit perspective, everyone who gave you something is invested.²

Staying true to its mission the building itself also serves to educate and inspire users on the value of the environment.

Every room has a theme; just walking into the room can be a learning experience. [For example] a local artist made this dawn to dusk mural of the river. We can use this to teach. Everything you see here in the mural we find in the park surrounding the center. The murals also serve as room dividers, so they have multiple uses.³

Other educational and inspirational features of the building include:

- A hidden classroom with 80 animals camouflaged within the wall murals

²Ken Leinbach, Urban Ecology Center, personal communication, December 14, 2007

³Ibid.

- Space for art exhibits in the community room
- A Milwaukee aerial floor-puzzle
- A secret slide entrance into the center
- A pond with a people-powered fountain
- A watershed map of southeastern Wisconsin painted on the floor
- Reused 100-year old hardwood floor
- A green roof garden
- Rain flush toilet

CHICAGO CENTER FOR GREEN TECHNOLOGY

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Mission

“Helping professionals and homeowners learn how green technology is cost-effective and good for the environment and people”



The Chicago Center for Green Technology (CCGT) is:

A model for the nation. The center serves as a model for the City of Chicago and the nation. It demonstrates a successful renovation of an abandoned contaminated industrial site and building meeting the highest US Green Building Council LEED (Leadership in Energy and Environmental Design) rating system. It incorporates environmentally sustainable practices through site design, energy and water efficiency, construction materials and indoor environmental quality.

A place to learn. This city-supported resource center is a place where professionals and the public can learn how to incorporate environmentally friendly, cost saving features into their home or business. The center brings together educational exhibits, workshops and seminars, tours, product displays, a resource and sample library, web resources and on-staff experts to provide guidance about green building and technology. These programs and resources are free of charge and open to the public.

A space for like-minded organizations. The center is home to organizations and businesses committed to environmentally sustainable development. The center supports these emerging organizations by providing an affordable, stable and healthy space. Furthermore, this shared space reduces resources, increases client base and

History

The Chicago Center for Green Technology building is located in west Chicago. Since it was first constructed in 1952, a number of companies have owned the building, including a construction and debris collection group. When the site came to the attention of the Chicago Department of Environment (DOE) in 1995, the current owners had violated the scope of their permit and filled the site with 70-foot high piles of illegally dumped debris, including 60,000 tons of concrete. In 1995, the land was given to the Department of Environment (DOE) as part of a

settlement when the debris collection group was closed for environmental violations. The clean up took 18 months. At the time of completion, the total project cost was \$14,400,000 (land excluded).

The city recovered some of the clean-up costs by selling the concrete and other materials to recycling companies and to other city departments for use in their projects. For example, some of the crushed concrete was used by the Chicago Department of Transportation to lay the foundation of the parking garage at the new Millennium Park. Additionally, rather than simply renovating the 1952 building using traditional methods, DOE took the opportunity to create an energy efficient building using the highest standards of green technology available.

The building, operated by the Chicago Department of Environment, opened to the public in May of 2002. It is the first rehabilitated municipal building to receive a LEED Platinum rating.

Funding

Funding for construction and renovation and current management of the center comes from:

- Settlement grant: The land was given to the City of Chicago as part of a settlement when the previous owner was shut down for environmental violations.
- Grants: Grants from corporate and local green energy foundations finance much of the current educational workshops.
- Donations and exchanges: The center receives many product and service donations. For example, companies donate their products with the objective of promoting their business. Additionally, many professional and construction companies volunteer their service by helping install low-flush toilets or donating building materials, and professionals volunteer their expertise by teaching workshops in exchange for participating in other workshops.

Staffing

The center has four full-time staff, 4-6 interns throughout the year and over 30 volunteers at any given time. Partners are key in making the center successful as well, offering resources and expertise.

Programming

The CCGT brings together free educational workshops, tours, product displays, a resource and sample library, web resources, on-staff experts and other opportunities for people to learn about green building and technology.

Educational workshops: The center offers workshops and seminars in response to the increasing demand for educational resources in green technology. The center provides certificate programs and continuing education credits for building industry professionals. Instructors are all volunteers and workshops are free to the public.

Categories and audience of workshops are included below:

- *Architecture*: Designed for professional architects to explore innovative green building technologies with technical information and applied projects.
- *Building and Construction Management*: Designed to give contractors the information and hands-on tools they need to bring sustainable practices to the construction site.
- *Engineering*: Designed to bring the most innovative building strategies and technologies to professional engineers.
- *Green Business*: Intended for professionals who want to better understand the models and mechanisms of environmentally progressive business practices.
- *Green Home and Garden Series*: Designed for the Chicago residents looking to green their homes and outdoor spaces.
- *Interior Design*: The workshops examine sustainability concepts and environmental concerns as they relate to interior human habitats.

An evaluation at the end of each session is used to assess workshop popularity, ideas for new programs and success of programs.

Resource and sample library: The newly renovated resource library includes educational exhibits, workshops, product and sample displays, web resources, and on-staff experts. The resource library includes resources for all interests, from builders to residents to city officials.

Job training: Greencorps Chicago, a program under the Department of the Environment, is also housed in the center. Greencorps “offers residents an opportunity to experience a new field of work”⁴ by providing a six-month training program in landscaping and horticulture. The on-the-job training includes horticultural practices, carpentry, equipment operation, project management and community outreach. Trainees are placed in internships with professional landscaping companies, preparing them for permanent job placement.

Tours: Guided and self-guided tours of the facility are available to anyone who wants to see and learn about sustainable design. The center also conducts bus tours of green building examples throughout the city.

Website: The center’s website serves as a resource, offering practical information on sustainable technologies for builders, developers, facility managers, architects and homeowners.

Outreach Strategy

Outreach strategies for building professionals, homeowners, local organizations and design professionals include:

- A public blog and a monthly e-newsletter reaching over 3000 people
- Outreach at public libraries, community centers and universities
- Membership with green local chapters
- Word of mouth

⁴City of Chicago. (n.d.) *Chicago Center for Green Technology*. Accessed on March 8, 2008 from <http://egov.cityofchicago.org/>

Green Building Aspects of the Center

The center achieved a LEED Platinum rating. Through design, the center addresses four components of the ecosystem: air, water, sun and land.

Air: Like many urban areas, the three major causes of air pollution and consequential health problems in Chicago include vehicle exhaust, the burning of fossil fuels for electricity and the use of chemicals in consumer products. The CCGT is designed to reduce air pollution by using less energy, encouraging use of more sustainable forms of transportation and using less harmful consumer products for building construction and maintenance.

Water: The amount of water and pollution flowing into the sewers and eventually into lakes and rivers is reduced through a stormwater management system. By using green roofs, rain cisterns⁵, pervious surfaces and native plants, the center retains over half of the rainwater that falls on the site. This retained water is used to water the surrounding landscape.

Land: Over 40% of the building materials used to renovate the center are made from recycled materials. The building itself is the largest re-used item on the site. Additionally, desktops, shelving, bathroom partitions, ceiling tiles and flooring are all made from recycled products such as milk jugs, soda bottles, discarded wood, newspaper, and old tires.

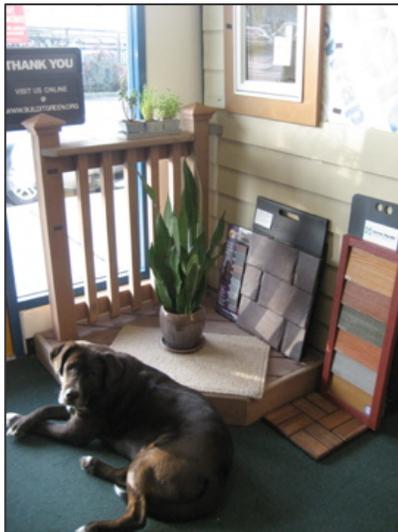
Solar: Free energy from the sun is used in several ways to heat and light the center. Three types of solar panels convert the sun's light into energy for the building. Together, they provide 45% of the building's total annual energy consumption. Additionally, the center is designed to use as much natural sunlight as possible to both light and heat the offices.

⁵ Cisterns are large tanks that hold up to 3,000-gallons. Cisterns collect much of the rainwater that falls on the roof of the CCGT.

BUILD IT GREEN TECHNOLOGY

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“Build It Green is a professional non-profit membership organization whose mission is to promote healthy, energy and resource-efficient building practices in California”



Build It Green is:

A professional non-profit membership organization. Build It Green offers annual membership to individuals, businesses, and organizations interested in supporting the green building industry. Member fees help support Build It Green’s programs and the promotion of healthy and efficient buildings in the state of California.

A leader in public and private collaboration and networking. Build It Green provides a unique and critical service as an umbrella organization for several councils. These councils collaborate within their interest areas to make green building standard practice throughout the state. They represent several groups of stakeholders, including both public agencies and businesses (suppliers, real estate, developers, etc.), allowing their diverse expertise to promote greener, healthier building in a comprehensive way.

A place to learn. Outreach and education are key components of Build It Green’s work. They connect consumers and building professionals with the technical expertise and tools to build quality green buildings.

History

Build It Green (est. 2005) began with the merger of two successful yet competitive organizations, Bay Area Build It Green (est. 2003) and the Green Resource Center (est. 1999). Each of these organizations shared a commitment to promoting green building, yet went about it in very different ways.

The Green Resource Center (GRC) was initiated through a joint project with the City of Berkeley, the local chapter of Architects, Designers and Planners for Social Responsibility (ADPSR), and the Sustainable Business Alliance. Without funding or staff, they formed the GRC to begin implementing new green building goals of the City of Berkeley. Due to the limitation of resources, this coalition of agencies gathered hundreds of volunteers and donated books to create the resource center. They worked to offer quality and unbiased information on green building. The local need for green building resources became evident, and eventually GRC received limited funding from the city. This allowed them to form a non-profit and offer two programs focused on green building: a hotline offering technical expertise to builders and homeowners and a directory of local green builders. One of GRC's board members secured a significant grant from the California Public Utility Commission (CPUC) and subcontracted it out to GRC. This allowed GRC to expand its programs and hire an Executive Director and other staff.⁶

Bay Area Build It Green (Bay BIG) formed by local and regional public agencies, building industry professionals, and green product manufacturers and suppliers. Their approach was also to promote green building but with a focus on business and increasing the supply of green homes. They identified a significant need for marketing and raising awareness on the benefits of green building. They encouraged companies to produce green products to increase the market's supply and provided building professionals with information.⁷

Once GRC received the contract, they put on a Green Home Tours program and chose to invite participation from Bay BIG and StopWaste (www.stopwaste.org) to organize the program. The event was a major success and with their shared missions and positive working relationship, began the merger between GRC and Bay BIG.⁸

Funding

Build It Green went from an organization with an annual budget of \$45,000 from the City of Berkeley to \$300,000 overnight with the new CPUC contract⁹. The California Energy Commission provides the source of this funding through a consumer tax on public utilities that is required to go to energy efficiency programs. Build It Green also has funding with the City of Berkeley, Alameda County (through landfill tipping fees), Pacific Gas & Electric (PG&E – through a contract), membership dues, and fee-based services for trainings. The Home Tour is

⁶ Katy Hollbacher, Build It Green, personal communication, January 11, 2008

⁷ Ibid.

⁸ Michele Brown, Build It Green, personal communication, January 11, 2008

⁹ Katy Hollbacher, Build It Green, personal communication, January 11, 2008

not quite breaking even, but has brought significant leverage for the organization by increasing their public image as a reliable organization.¹⁰

Staffing

Build It Green is a professional non-profit membership organization with twenty (20) staff members, with more projected due to growth. Build It Green has a Development Director and CEO/Executive Director, along with six (6) Program Managers, one (1) Project Manager, one (1) Development Associate, four (4) Program Associates, three (3) Program Assistants, one (1) Bookkeeper, and one (1) Administrative Coordinator. The fourteen (14) board positions are elected by the membership. The Board of Directors participated in key facilitated retreats noted as being instrumental in the growth of the agency.

Programming

Build It Green provides the following services:

Councils: Build It Green acts as a facilitator and umbrella organization for seven Councils of associations needed to transform the existing building industry in California into one based on green building. The Councils include:

- Public Agency Council
- Builders Council
- Green Building Professionals Guild
- GreenPoint Rater Council
- Green Affordable Housing Coalition
- Real Estate Council
- Suppliers Council

These councils have played significant roles in developing policies and programs that promote green and sustainable development throughout the state of California.

Local Government Assistance: Build It Green expands on the facilitation and support provided to public agencies by working with local governments to tailor the development, promotion and implementation of green building programs for their municipality.

GreenPoint Rated: Similar to LEED¹¹ standards used at the national scale, GreenPoint rated offers a rating system for green homes based on local conditions that is easier to understand. It provides an objective 3rd party rating for consumers to identify green homes and understand green features and their benefits. The program brought many positive repercussions for Build It Green, including promoting their brand and increasing the demand for green homes. It allows cities, public organizations, and real estate professionals to quantify the number of green and

¹⁰ Michele Brown, Build It Green, personal communication, January 11, 2008

¹¹ Leadership in Energy and Environmental Design (LEED) Green Building Rating System™

sustainable homes in their communities. Also, because the standards are based on local conditions in California and easier to use, the program has become very popular in California as a beginning step to LEED certification. GreenPoint rated is one of Build It Green's fastest growing programs.

Professional Training: Build It Green provides professional training for building professionals including: Certified Green Building Professional Training, Advanced Training, Certified GreenPoint Rater Training, and various workshops. Stop Waste (www.stopwaste.org) developed some of the curriculum used by Build It Green and may be available to other providers per request.

AccessGreen Product Directory: Through their website, Build It Green offers a collection of available green products and technologies throughout the San Francisco Bay Area and the city of Anaheim. Both building professionals and residents utilize this resource to locate local service providers and products.

Ask an Expert: Piloted originally through the City of Berkeley, Ask an Expert provides individual coaching and direction for a variety of green building questions. Both building professionals and residents utilize this resource. Although this has proven to be a useful program and resource, it has not played a significant role in accelerating the adoption of green building practices compared to other programs offered by Build It Green.

Green Home Tours: The Green Home Tours showcase a variety of different green homes through self-guided tours built or remodeled using green building practices of both affordable and market rate housing. This program is very popular and played a significant role in the growth of Build It Green.

Best Builders Design Assistance: Best Builders Design Assistance offers building owners and designers free consultation on design and construction of green projects.

Resource Library: The Resource Library provides books, periodicals and other references to the public. Green products are also displayed, allowing consumers to get consultation on the best product for their home or project.

Outreach

Build It Green shared that welcoming partnership and conducting high-quality marketing have both made significant contributions to building a strong support base and advancing their growth. They have found that Green Point Rated has been effective in promoting their brand and has created so many positive yet unexpected.¹² The Green Home Tours also plays a significant role in spreading awareness and reaching out to consumers.¹³

¹² Katy Hollbacher, Build It Green, personal communication, January 11, 2008

¹³ Michele Brown, Build It Green, personal Communication, January 11, 2008

GREEN WORKER COOPERATIVES

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Mission

"We believe that in order to address our environmental and economic problems we need new ways to earn a living that don't require polluting the earth or exploiting human labor"



History

GWC started four years ago by the hands of Omar Freilla, founder and Executive Director, as a way to create business opportunities in the South Bronx that were green and promoted worker ownership. "Worker ownership is central to our focus. It is

Green Worker Cooperatives (GWC) is:

An incubator for environmentally friendly worker-owned cooperatives. Green Worker Cooperatives (GWC) does the required up-front work to turn ideas into self-sustaining businesses that are owned and run by the workers themselves. By incubating worker-owned cooperatives, workers have decision-making power and an equal share in the profits. Their approach is to address decades of environmental racism by creating new alternatives themselves.

A catalyst for an equitable, sustainable and local green economy. Worker cooperatives spread wealth equitably across a community instead of concentrating it in the hands of corporate executives from outside the community. Since the people who live in the community are the ones who own and work in the cooperative, the profits stay in the local economy and have a true impact on the community. Worker-owned cooperatives are a part of the community to an extent that would be challenging for larger corporations.

A place to learn and promote economic and environmental justice. GWC combines the necessary training for co-op members to expand their skills as both owners and workers within the green industry. This is done in a community facing daily environmental and economic injustices. With GWC's approach, people have a community space to empower and lead themselves to careers as decision-makers. As residents and professionals, they can practice economic democracy and transform their community towards economic and environmental justice.

a great way to empower people and retain wealth in the community to create a model of democratic ownership...I pulled together a board of people involved in the community in different areas of business development and we went out and brainstormed ideas for a potential first coop.”¹⁴ They came up with an idea for a worker coop that gathered and sold used and overstocked building supplies at discounted prices. Not knowing much about running a business, Freilla studied the cooperative movement and received financial support and advice from other cooperatives.¹⁵ With the help of an organizer, he recruited people to join the cooperative, and he received assistance on the feasibility study and business plan. Having a strong business plan proved to be significant in the creation and growth of GWC. The worker members went through the coop training, and in the meantime Freilla secured more financing so he could offer a salary to four worker members for the first three years and run the business. In 2008, Rebuilders Source opened its doors and became GWC’s first worker coop.

Funding

GWC started with donations from cooperatives, foundations, religious institutions and individuals. Freilla found that showing his passion and the story of GWC at conferences and in conversations were key in securing funding. The donations along with financing from the state totaled \$900,000.

Staffing

Currently, the staff for GWC consists only of one (1) Executive Director, yet GWC is hiring a cooperative business manager and community organizer. The board for GWC is comprised of a wide range of people, from community activists to leaders in the local business community. Freilla stated that he recruited people that were active leaders in the community to be a part of the GWC board.

Programming

Green Worker Cooperatives provides the following services:

Cooperative Academy: The academy consists of an introductory 8-session workshop on worker ownership, environmental justice, basic economics and the local economy.

Cooperative Incubation: GWC provides incubator services to worker owned cooperatives, including building or office space, administrative services, training through the academy and other services as needed.

¹⁴ Omar Freilla, Green Worker Cooperatives, personal communication, April 7, 2008

¹⁵ Gonzalez, D. (April 21, 2008). “Green the Bronx, One Castoff at a Time” The New York Times

SUSTAINABLE SOUTH BRONX

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Mission

“Environmental Justice through innovative, economically sustainable projects that are informed by community needs.”

History

Sustainable South Bronx (SSBx), founded in 2001, grew out of a fight to prevent Mayor Giuliani from putting a waste handling facility in the South Bronx, a largely poor minority neighborhood just north of Manhattan. The community was already mobilized on this issue, and on reducing truck traffic through the South Bronx. Realizing the connections between these issues, local stakeholders organized a community planning charrette. Through the efforts of Majora Carter and other community advocates, Sustainable South Bronx was formed in 2001 with the explicit goals of: 1.) fixing the environment and 2.) providing jobs.¹⁶ Ms. Carter and Sustainable South Bronx have received a great deal of recognition for their advocacy and development work, and the organization continues to grow.

Funding

SSBx currently receives funding from a range of institutional, corporate, and individual donors. In addition, SmartRoofs, LLC is a private green roof installation company whose revenue supports SSBx’s programming and operations. SmartRoofs shares SSBx’s office space and hires trainees from SSBx’s worker training program.

¹⁶ Miquela Craytor, Sustainable South Bronx, personal communication, March 12, 2008

Management/Staffing

Sustainable South Bronx currently has a staff of 12, including:

- The Executive Director and Deputy Director
- Director of Communications
- One Administrative Assistant
- Community Outreach Coordinator
- Sustainable Alternatives Coordinator
- Greenway and Sheridan Coordinator
- FabLab™ Technology Coordinator
- BEST Program Director and BEST Field Coordinator; the Field Coordinator graduated from the BEST program
- Two Greenway Stewards; both graduated from the BEST program

Programming

Key SSBx programs are as follows:

South Bronx Greenway (SBG): The SBG project is “a community led plan for a bicycle/pedestrian greenway along the South Bronx waterfront, which will provide much needed open space, waterfront access and opportunities for mixed used economic development.” The project began with a \$1.25 million grant for a feasibility study. It currently has a \$30 million budget and is being carried out in partnership with the New York City Economic Development Corporation (affiliated with the City of New York), a local CDC, and landscape architects Mathews Nielsen.

Active Living by Design: SSBx’s South Bronx Active Living Campaign is tied with the SBG project and receives its primary funding from the Robert Wood Johnson Foundation’s Active Living by Design Program. Active Living by Design gives grantees a \$200,000 grant to address “community design, land use, transportation, architecture, trails, parks and other issues that influence healthier lifestyles,” with the goal of improving health through increased physical activity incorporated into daily routines.¹⁷ The South Bronx Active Living Campaign involves walking clubs for residents and partnerships with medical professionals to provide information and support to residents interested in improving their health.

Green Roofs: SSBx, in partnership with Smart Roofs, LLC, provides technical assistance and installation support to individuals and organizations interested in green roofs, including structural analysis, soil depth analysis, plant selections, and information on government subsidies. Initial consultations are offered free of cost.

Bronx Environmental Stewardship Training (BEST): SSBx offers green collar job training in the environmental fields to local residents. The training program, which has been in existence for five years, is 10 weeks long, with three sessions per year and an average of 12 participants per session.¹⁸ Students learn technical knowledge and skills¹⁹ through existing classes at New York

¹⁷ Active Living by Design. (n.d.) *Community Partnerships*. Accessed on March 15, 2008 from <http://www.activelivingbydesign.org/index.php?id=6>

Botanical Gardens, such as Intro to Horticulture, Intro to Ecology, Chainsaw safety and usage, Preparation for Pesticide Applicator Certification Examination, and Intro to Wetland Restoration. Students receive hands-on training in-house at SSBx.²⁰

Students also receive certification in First Aid and CPR, NYC Tree Pruning, Entry Level Tree Climbing, 40 Hour Hazardous Waste Clean Up, 10 Hour OSHA, and Herbicide/Pesticide Application. The BEST program assists with job placement and tracks participants for three years. A number of participants are former drug addicts, welfare recipients and convicts.²¹ Close to 90% of participants are employed with city parks department, local cemeteries, environmental groups, and at SSBx's offices.

Decommissioning of Sheridan Expressway: SSBx, in collaboration with other organizations, has created the Southern Bronx River Watershed Alliance to advocate for the decommissioning of an underused highway through the South Bronx. Their goal is to “create space for parks, affordable housing and positive economic development.”²²

Solid Waste and Energy: This program advocates to promote more equitable garbage policies in the city, prevent the siting of noxious power generating and waste treatment facilities, and reduce truck traffic through the neighborhood. Under this program, SSBx has also partnered with Green Worker Cooperatives and several other entities to propose an eco-industrial park in the South Bronx.

FabLab: SSBx has partnered with the Massachusetts Institute of Technology (MIT) to create a laboratory that brings emerging digital design technologies to the South Bronx, and to use design to solve community problems. The FabLab offers people with backgrounds in engineering and design access to digital fabrication equipment; in exchange, these design fellows teach classes and lead projects with local residents. The FabLab is currently located in a trailer near the offices of SSBx and is covered with murals painted by local artists.²³

Miscellaneous: SSBx offers a range of other informal programs and activities, including neighborhood tours for college students and youth education.

Outreach

Outreach—to local residents, local organizations and institutions, and cities across the country and around the world—is a key element of SSBx's organizational strategy.

Community Outreach: SSBx's work has always been deeply rooted in “expressed community needs.” With a number of staff members from the South Bronx, including the Executive

¹⁸ Dwaine Lee, Sustainable South Bronx, personal communication, February 28, 2008

¹⁹ Miquela Craytor, Sustainable South Bronx, personal communication, March 12, 2008

²⁰ Ibid.

²¹ Bello, Marisol (December 13, 2007). *Cities Cultivate 2 Types of Green*. USA Today. Accessed on March 15, 2008 from http://www.usatoday.com/news/nation/environment/2007-12-12-green-jobs_N.htm

²² Sustainable South Bronx. (n.d.) *Who Needs 895?* Accessed on March 15, 2008 from <http://www.ssbx.org/sheridan.html>

²³ Sustainable South Bronx FabLab. (n.d.) *SSBxFab Design Fellows, 2008*. Accessed on March 15, 2008 from http://ssbxfab.org/?page_id=65

Director, SSBx seeks to know what local needs are and tie programming to these needs, effectively “meeting the community where they’re at.”²⁴ Putting issues such as jobs and health into an environmental context makes the issues relevant to a community struggling to meet basic needs.

Outreach to the city and local organizations: Recognizing the importance of collaboration with local entities, SSBx spends a great deal of energy in local outreach. SSBx staff attend public meetings and make themselves visible in city policy and city decisions. Additionally, staff share the story of SSBx with schools, organizations, and throughout the community when invited.

SSBx disseminates information about programming and events through an email list, which also limits the need for traditional press releases. They also release a newsletter one or two times a year, available both electronically and in print format.

Across the country: Majora Carter speaks in cities across the country about the work of SSBx, with the explicit intention of focusing on those challenges and approaches relevant to poor communities everywhere. This has brought the work of SSBx, and issues of environmental justice, a great deal of public attention. In this way, “the vision of the organization is propelled to a wider audience.”²⁵

²⁴ Miquela Craytor, Sustainable South Bronx, personal communication, March 12, 2008

²⁵ Ibid.

Appendix VII: Visioning Key Words and Phrases

The following are key words and phrases that participants used during visioning meetings.

Underlying Principles

- Environmental improvement
- Continued improvement
- Momentum
- Walk the talk
- Transparency
- Impacts on adjacent neighborhoods must always be considered
- Local and regional
- No discrimination
- Maintain integrity
- Stay true to green in practice
- Talent
- Immediate benefit
- Community
- Make no waste
- “Green” buying habits
- Long-term view

Beneficiaries

- Neighborhoods/ local community
- Residents
- Block clubs
- Schools
- Churches
- Community groups
- Homeowners
- Workers
- People out of work
- Small businesses/ small startups/ entrepreneurs
- Environment
- State economy
- K-12 students
- Comprehensive / everyone benefits
- A center in every hood
- Cut across cultures
- Hit all 10 of Detroit’s sectors

