Revitalization of the
Detroit Central Business District
(Principal Concepts for a Development Strategy)

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The currently fashionable pseudo-scientific approach to city planning is leading us badly astray:

"It tries to cure our urban ills with more of the inhuman, mechanical devices that are causing the ills in the first place. And the approach seems to me ironic because while we don't need hundred-story towers, mega-bubbledomes, engineered urban dispersal, plug-in cities and all the other futuristic nightmares, we do need the rationalized production of vastly more and vastly less expensive housing. We need more attractive and less expensive public housing. We need more attractive and less expensive public transportation, decontaminated automobiles, efficient and space-saving ways of storing them, and some decent, practical method of disposing of garbage. And we need these things desperately, not in the Year 2000, out in the New City, a hundred miles from nowhere, but right here and now in the city where we and our problems are."

Wolf Von Eckardt
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1. **INTRODUCTION**

Detroit - the town who put America on wheels or America's "Motor City" has a good reputation well known not only in the U.S.A. but in the whole world.

It is a pity that this is the only good thing which has been recognized by most of the Detroiter I have met during my two-month stay in Detroit. As a rule, it seems to me, it is fashionable that everything wrong about Detroit has been pointed out in a bitter tone and salty criticism which is overlapping the limitations of the understanding and the acceptance not only by a stranger.

What is good and what is wrong about Detroit is a very controversial and subjective question, but even the most optimistic observer agrees that the city needs physical and mental renewal.

Historians prove that no city has endured for long once it lost the ability to protect its citizens. According to Lewis Mumford, the size of a community first was limited to the distance a human voice carries. People had to be able to hear the warning cry of a sentinel in the citadel tower, and to reach its protection before marauders swept down.

Walls made it possible to increase the city area. By extending walls to give protection to the seaport for grain ships ten miles away, Athens became able to withstand a siege indefinitely. For the civilizations the results have been immense.

Today city walls are obsolete. The urban problems of the nowadays civilization are numerous and have grown more complex. Today's cities have a very complicated and responsible job of protecting citizens from pollution and pestilence, from poverty and crime. This is the one side of the coin, and the other side says that no such task could be achieved if the citizens
forget about their duties due to the city and start acting like the rats leaving the sinking ship.

It is too bad to listen and read every day that Detroit may be a good and profitable place to work, but it is an unpleasant place to live, to feel everywhere the atmosphere of the extremely high egoism of the personal profit which is replacing the interests of the city and even those of the nation.

I cannot accept today's fashionable tune exaggerating everything wrong about Detroit to the level of hysteria. Of course, Detroit is not a perfect place to live in, but however difficult the problems are to be solved, they have to be faced with humanity and sober, technical and realistic approach of the professionals and citizens who live in and love this troubled city. After I have lived here I dare believe that the corrosion of the social and physical unity will be stopped very soon. Time is going to prove it. For me the proof is hiding in the heart of this city, inbetween the giant colossus towers, in the ironical image of the junk-car-bumpers-horse statue, standing on the sidewalk, tied to the electric pole beside Arwin Art Gallery, provoking the traffic police, close to the people, the cars and the real life. It seems to me that the funny horse is talking and joking to the crowd, reminding it of the past with an air of irony, expressing the present, hinting the future of Detroit and finally saying: "I am the symbol of this town, I am your Phoenix." And the people have been touched, they smile with bright understanding smiles, and while they smile you can feel that life becomes better.
2. SUMMARY OF PRINCIPAL FINDINGS, CONCLUSIONS AND RECOMMENDATIONS AS FOUND IN THE PLANNING HISTORY OF DETROIT, REGARDING THE DIFFERENT CONCEPTS FOR THE CENTRAL BUSINESS DISTRICT

Henry Ford's announcement in 1914 of a minimum wage in his factory of $5 a day was the real start of the fastest urban growth ever known by the historians. For nearly half a century the population increased from a half a million to six million at a rate of 700 percent. Today the Detroit region is the fifth largest concentration of population in the U.S.A., and the second in the nation regarding the revenue of $13 billion (only IRS Manhattan district in New York outranks Detroit with its $23 billion).

The planning history of Detroit is very young, but for the short period of 25 years relatively rich, although not as successful as most of the U.S.A. metropolitan cities. Until 1940 the Detroit metropolitan city development was very rapid and disorganized without any control covering 139 square miles total area. The 1940 zoning ordinance was prepared without the benefit of a master plan.

2.1 The Concept for the Development of the Central Business District According to the Master Plan of Detroit, 1947-1972

The Central Business District was determined as a center for the whole metropolitan area of 2 1/2 million people. Shopping, business and governmental activities were to be the main functions of the CBD in 1947, utilizing about 106 acres excluding the parking area.

Within the expressway loop about 244 acres were determined for principal needs of the CBD. At the same time the 28 existing centers were occupying an area of 109 acres and 38 new centers with 440 acres were recommended. The land use plan designated 950 acres total area for development of new centers including the suburbs.
Approximately 120 acres have been indicated for government centers, including 40 acres for the Civic Center.

Essential proposal was made by the determination of the spatial requirements for each center to include some local business uses by extending its boundaries integrating the extremities.

The public recreational areas (existing of 2.7 acres per 1,000 inhabitants) were proposed to be increased four times (10 acres/1,000 inhabitants). In fact, the trouble was the bad distribution of recreation and the green space which cannot be found in the CBD.

The most essential was the proposal for adoption of the neighborhood unit concept as a main device for an integration of the city by forming sub-communities, playing the role of independent smaller cities with about 100,000 inhabitants as self-contained units with their own central business districts, schools, various kinds of employment, different types of housing and independent sub-city government seated in a subcommunity town hall. So-called "separating corridors" and the "school master plan" were the first trial to put into work new strategies balancing the most important vital elements of the fast growing city. The master plan of 1947 surprisingly underestimated the role of the CBD as a physico-aesthetical and socio-economic center of the whole metropolitan area.

2.2 The Riverfront of the City of Detroit

Detroit's riverfront area has over the years developed from a fort and several fur-trading wharfs and shipbuilding center into a complex pattern of land uses and ownerships.

This strip of land along the river had and still has immeasurable value.
In the past it gave birth to Detroit and now it is hiding the real chance not only for the revitalization of the critical zone of the metropolitan area but the most potential resource for the development of the future center of a world megalopolis as seen in a long range span of a century ahead.

The eyes of many urban planners have turned to this area and many studies and designs were made recently.

2.2.1 The Riverfront Study of 1956 Prepared by the Detroit City Planning Commission

Immediately after the approval of the Detroit master plan in 1950, inspired by the St. Lawrence Seaway, this study has been accomplished mainly to meet the future need of port facilities. It was recognized at that time that the designated extensive areas along Detroit's riverfront by the "master plan 1950" could become available for development through the clearance of the blighted residential areas near the selected "A," "B," and "F" cities.

The study was not comprehensive enough, but it was a pioneer focusing in technical-engineering problems and data which were hinting new ideas for the development and progressive improvements of the port facilities and the riverfront strip area as a whole.

2.2.2 Port of Detroit--Riverfront Study 1963 Prepared by Booz-Allen and Hamilton, Inc.

This study could be considered as a continuation of the process of planning the Detroit riverfront strip only from an economical point of view. There are some principal findings, conclusions and recommendations in the summary report, which could be considered as important for the development of the metropolitan area and the Central Business District as well.
- The Detroit riverfront is handling 20 per cent of the total Great Lakes cargo—approximately 25 million tons a year, handled by owner-used facilities.

- In 1962 the overseas cargo was 555,000 tons and was projected at 2,200,000 tons for 1990.

- The master plan estimated $26.5 million for extension and new facilities (only for overseas cargo).

- A Foreign Trade Zone and International Trade Center should be provided.

- 2.2 million tons of overseas cargo at the port can be expected to generate $53 million annually in cost savings and economic benefits.

- In 1990 the total cargo will be 65,000,000 tons per year.

- A Port Authority Forum or organization should be given serious consideration. Detroit should follow the examples of Toledo, Buffalo, Duluth, Chicago, and other port cities. The advantages are obvious:

  a) increased flexibility of administration,

  b) greater fiscal independence.

- A coordinated program of port promotion should be initiated as a matter of civic progress and for competitive reasons. Other major lake and coastal ports have strongly financed, unified port promotion programs with close coordination between public officials and the business community. A similar concerted effort should be demonstrated by Detroit.

Promotion of the Port of Detroit is the responsibility of everyone. A positive program for cooperative promotion of the entire port by all interested persons is a requirement for success of the port. Without such a program, Detroit's status and resources as a port city will continue to be impaired. Consequently, the economy which it serves will be the ultimate loser.
It is needless to say that the Central Business District is the biggest loser of the chance for new jobs, new buildings like the International Trade Center proposed by the study, and finally, the additional socio-physical impact favoring the idea of the revitalization of the city core.

2.2.3 The Master Plan of the Riverfront of Detroit Prepared by the City Planning Commission in 1963

The study is significant as a step toward the revitalization of the critical zone of the inner city which could be achieved by developing the riverfront of the city.

For the first time, it has been recognized that the areas bordering the riverfront along with several thousand acres of blight in the central city, represent an unprecedented opportunity for Detroit to build in its central areas, and along its waterfront, the most beautiful part of the future world city.

The concept of the study is formed by several principles as follows:

a) Close relationship between the riverfront and the fabric of the city, achieved by extending park areas from the riverfront into the residential areas and by a careful consideration of major access routes such as the freeways, the major thoroughfares and the boulevards which extend, or can be made to extend in the future from the riverfront to the northern city limits and beyond.

b) The second principle that the master plan does not give priority to is the industrial, commercial or residential development, but to the balanced mixture of all the three dimensional aspects of building groups.

c) A third principle of design with respect to the Detroit riverfront is that the development of the new portion of the riverfront areas should
provide at least visual access to the river as much as possible either of the existing north of the city at Jefferson and of most of the buildings located in the riverfront area itself. This could be achieved by small park areas, riverfront promenades for viewing the river, and possibly overlook areas as there are in many cities—for example, on the South Bank of the Thames River in London. Detailed designs for specific cities should be undertaken according to the master plan with a consideration for a long-range execution of the waterfront plan.

d) The fourth general principle relates to appropriate contrast between the informality of park-like riverfront settings at some points and the formality of paved areas and architectural groupings at other points.

All the land involved in the comprehensive riverfront has been specified and described by the master plan in ten elements as follows:

I. The heavy industrial area west of the Rouge River--this area should represent advanced industrial technology at its most efficient, as one of Detroit's most important and impressive industrial production centers.

II. The large planned industrial district extending from the Rouge River to the Ambassador Bridge and bounded by the Fisher Freeway on the north and the Detroit River on the south. The design objective for this district was to create here, within the central city of the metropolitan region, a planned industrial district as attractive as other outstanding planned industrial facilities--such as the General Motors Technical Center, the Lincoln plant in Novi, etc.
III. The Fort Wayne riverfront recreational area is one of Detroit's most historically significant areas. The dominant role of the fort itself is supported by recreation facilities for all Detroiters.

IV. The Ambassador Bridge approach area is given international importance as being the gateway, which could be deserved by giving it such facilities as motels, restaurants, a free trade zone, etc.

V. The for-hire port terminal area extended from the Ambassador Bridge east to Trumbul Avenue together with the functional role the area will be visually impressive with its moving cranes, pier sheds and open storage areas providing Detroit's major identity as a leading Great Lakes and world port.

VI. A residential-commercial tower group from Trumbull Avenue to Third Street will balance the massing of the sky-scrapers in the Central Business District and the adjacent convention and civic center giving a new value to the image of the city of Detroit.

VII. Detroit's Civic Center: defined by Cobo Hall convention center and arena, the Pontchartrain Hotel, the Consolidated Gas Company Building, the City-County Building, and the sky-scrapers of the Central Business District is one of the nation's most impressive civic centers. The study recognized it as the focus of the entire 15 mile Detroit riverfront. The Civic Center's capacity of nearly a million people is encouraging the use of the Civic Central Plaza during events such as the Fourth of July fireworks display and as an outdoor amphitheater.
for concerts and aquatic events such as the sailing regattas and boat races already an integral part of Detroit's civic and recreational activities. The Civic Center should attract thousands of Detroit citizens daily to approach the riverfront directly as pedestrians to view the excursion boats, the constant passage of freighters and the Windsor shore on the Canadian side of the river.

VIII. The area between Randolf Street and the Parke-Davis headquarters is seen by the study as a logical extension, eastward from the Civic Center, of a residential, commercial, and recreational site.

IX. The area lying between Parke-Davis and the Belle Isle Bridge has been determined for industrial use supported by administrative offices.

X. The riverfront area east of the Belle Isle Bridge is the most attractive section including some of Detroit's finest residential developments, and several recreational facilities such as the Memorial Arena, Owen Park, Alfred Brush Ford Park, etc. The plan proposes that there be ample recreational land connections between residential, recreational and riverfront park systems, hinting that this section of the riverfront could be developed according to a "Little Venice" pattern.

In summary, the above applications of design principles and objectives to the comprehensive plan of Detroit's riverfront reflect that Detroit is a prominent river city and Detroit can explore the unprecedented opportunity in a reasonable way the site development and visual opportunities inherent in its riverfront area.

According to the analysis, the existing metropolitan Detroit area consists of three distinct and separate parts--each different from the other and with completely different conditions prevailing. These parts are:

The Central Business District (CBD) of Detroit covering an area of about one square mile; a zone surrounding the CBD at a radius of eight miles from the center with very unfavorable conditions for its inhabitants, so called "diseased zone"; and the outer suburban zone.

The CBD of Detroit presents an extreme mixture of land uses in coherent patterns. This is true also of the extended center, north to Grand Boulevard, as it reveals an unguided and unbalanced mixture of land uses which is the cause of many of the problems besetting the Detroit central city.

Further inventory and analysis made a well based concession defining the Central Functions Area as being within the critical area which includes the CBD and is located between the Lodge, Chrysler and Fisher Freeways and the Detroit River, the New Center Area around the Fisher Building, the Wayne State University campus, and the emerging Medical Center. The Central Functions Area covers approximately five square miles--3,200 acres--and is bounded on the west by the Lodge Freeway, on the east by the Chrysler Freeway, on the south by the Detroit River, and on the north by Clairmont and Owen avenues.

The problems of the Central Functions Area and the CBD have been described in a most pessimistic way, in case the present trends continue to be valid in the future development. Deterioration of the physical structure and texture of the CBD will lead to disaster if the economic forces of Detroit are shifted southward. It is certain that instead of having 64 percent of the total area
of CBD taken over by cars, as at present this may reach 30 percent, creating a situation which would be the most critical in the United States and the world.

Obviously the continuation of the present trends is leading Detroit to unprecedented disaster; that is why the study proceeded in the most magnificent way ever known in the history of urban planning.

Defining the inevitable future with the help of the five guiding principles: maximization of potential contacts, the minimization of efforts, the optimization of protective space, the optimization of the quality of man's relation with his environment and the optimization in the synthesis of all of the four principles above mentioned. The study managed to avoid billions of utopian alternatives, creating 49,000,000 possible alternatives. The selection of the best alternatives has been achieved by applying the so-called "godblessed methodology" IDEA (Isolation of Dimensions and Elimination of Alternatives).

Finally, the very brief description of the concept-plan has been made. The future CBD will expand beyond its present limits and be completely re-organized within the limits of the present Central Functions Area. The new concept consists of new subconceptions such as a building organization, the basis of which will be large superblocks; a new conception of transportation movements within and around the center; and an appropriate grouping of functions and uses of land. The downtown area of Detroit will again become the major center of services and commerce within the urban development area, and a very important center within the Great Lakes megalopolis.

One of the main goals of the concept-plan within the broader objective of the revitalization of Detroit's critical areas is the creation of a stronger Central Functions Area in Detroit. This requires the reorganization of the physical
structure calling for an intensified development of the various uses and proper functioning of the area. More specifically, the concept-plan attempts to:

- Provide an adequate transportation system, including both conventional and future means of transportation, to accommodate the anticipated increase in travel demand.
- Provide for separation of pedestrian movement from automobile traffic.
- Provide an adequate number of parking facilities, eliminating the open parking lots.
- Encourage the development of cohesive residential areas.
- Promote the development of residential uses within commercial areas in order to create vitality after office hours.
- Locate future industrial development minimizing conflict with other land uses.

The concept of the land-use plan for the Central Functions Area is described in details as follows:

- A zone of predominantly commercial use along the Woodward Corridor forms the spine of the concept-plan. The present CBD and the General Motors and Fisher buildings form two strong poles of commercial development. Along the corridor, between the poles, secondary zones of predominantly commercial use branch out from Woodward Avenue and coincide with major east-west arteries connecting the Central Functions Area with the remainder of the Detroit central city.

Residential use is concentrated around the present communities, especially north of Grand Boulevard and in the areas between the freeways and the suggested commercial corridors.

Industrial use areas are located north of the Edsel Ford Freeway and are part of the extension of the north-south major industrial corridors crossing the Central Functions Area.
The Wayne State University campus, the Medical Center and the Cultural Center form a strong institutional pole in the middle of the Central Functions Area.

In the formulation of the concept-plan, consideration was given (it cannot be found) to:

- The riverfront study, carried out by the Detroit City Planning Commission.
- The comprehensive master plan's provisions for green strips as a buffer between the industrial and the residential areas.

Forty programs of action toward the implementation of the concept-plan have been prepared in order to direct the strategies suggested as first stage programs such as:

- Underground transport system, below all other transportation systems.
- Complete separation of the pedestrian movement.
- Elimination of the open parking lots (the first step is the creation of attractive walls around the open lots).
- Remodeling the existing residential areas in order to assure the vitality of the center after working hours.
- Creation of a new, low-speed system for internal circulation in the Central Functions Area, beginning from its most important part: the existing CBD.

It is stated that the process of implementation for each of the forty programs will have to proceed through the following steps:

**Step One:** Detailed study in each sector of development.

**Step Two:** Presentation, discussion and acceptance of the concept in Step One by the responsible agencies, the sponsors of the programs and appropriate private groups.
Step Three: Further development of the conception, preparation of specific plans and programs and publication of related reports for the general public.

Step Four: Approval of the final plans by the appropriate authorities.

Step Five: Financing and execution.

The final epilogue of the study suggests five key programs:

- Revitalization of the central city.
- Creation of a new twin urban center in St. Clair County.
- Development of the New Transportation System in UDA.
- Creation of a better natural environment through the reservation and development of a network of recreational areas.

These programs are to be involved simultaneously in any implementation of the plan in order to achieve a balanced development. Each key program on its own, cannot lead to the successful implementation of the plan, and it may in fact eventually intensify existing problems. For instance, if it were possible to revitalize the central city without implementation of the other key programs, this revitalization would generate a strong attraction for the accumulation of new forces in the revitalized city and would eventually lead to a new cycle of deterioration.

It is most essential that each of the five key programs is recognized as most important for the future development of UDA and their parallel implementation and complete coordination is more than vital.

In my opinion it is hard to believe that any of these programs will achieve a reverse of the present trends, which are determined by the market forces and an economical system based on private ownership. Any further alternative strategy or program consisting of the element of the twin center concept is a way of
stimulating the process of decentralization and enhancing again the already existing multi-nuclei structure of the area instead of revitalizing the central city, the Central Functions Area and the Central Business District.

The twin-center idea in fact is a new-town concept used as a physical strategy alternative promising an ideal urban environment, but not avoiding the social evils of the contemporary city. The problems of the urban environment are not to be considered as a direct effect of the physical pattern of the metropolitan area, but as problems of the present social and political structure of the American society.

These problems cannot be solved only through new technical and locational devices. The solution of the problems involved in the process of the urbanization requires new political approaches and organization of new policies and strategies. Any attempt to control the processes of the urbanization through the same political and economical mechanism which has created the present structure and which is still giving birth to the same problems will be in vain. It must be realized that the control of the urbanization could be achieved only through strong, powerful and centralized institutions on the base of a public ownership of the land, whenever and wherever the public and the national interest is called upon.

The study of Doxiadis is a great achievement in the planning history of Detroit and for the urban planning education as well, but it does not recognize the lack of general urban policy in the United States. That is why this study is so vague and so unprescriptive about the implementation programs.

One of the greatest and richest nations in the world, has already achieved the greatest technical progress, is exercising its power abroad even on the moon rather than in its own territory, where the social-economical problems are so tense that their solution could not be postponed.
2.4 **Detroit 1990/An Urban Concept for the Inner City**  
*Urban Design Study Prepared by the Detroit City Planning Commission, 1967*

This study is approached with an optimistic point of view. It is based on the belief that the change of the environment of the inner city by correcting the existing physical deficiencies will be an alternative counteraction which may balance the process of suburbanization.

The goals of the concept and the design act only as guides for the future development of Detroit, attempting to:

- Intensify the structure of the city by differentiating its functional parts.
- Increase the diversity within the inner city.
- Provide more opportunity for leisure activities.
- Make the parts of the city more accessible to more people.

The ideas of the city structure activity, circulation, form and space were transformed and interpreted by the design of the Central Business District.

The urban design is a well conceived continuation and extension of the master plan covering the need for a long-range, three-dimensional alternative for the central functional area of the Detroit metropolis.

A criticism could be focused on the lack of concrete programs and strategies for implementation. Further discussion of the concepts with the citizens proposed by the study is only one of the first steps of the long walk to be made toward final execution.

2.5 **TALUS of SEMCOG: "Growth, Change and a Choice for 1990"**

The TALUS study is a good base for a detailed comprehensive design of the Detroit CBD, not only with its very good data material but mainly with the refined realistic preliminary proposal based on the different elements of the five alternatives.
In my personal opinion, the creation of SEMCOG as an institution dealing with the processes of urbanization is a significant achievement and a signal showing the right direction of the unavoidable future changes in the political structure of the country. I believe that if sufficient power could be given to such a structure it is the only way to handle the problem of a controlled urbanization.

It is a pity to realize the fact that such power is not given to SEMCOG at all and no further steps are considered in the future.

Nobody is recognizing the fact that the planning process and the process of urbanization are following the same spiral stretching into the space for indefinite time. What will happen after the TALUS study is accomplished according to the contract is not so difficult to predict in case proper organization changes will not be undertaken.

2.6 Urban Planning in USA
"A National Plan for Century III"
J.A.I.P. 1962 - Norman Peterson

It seems to me that to solve the problems of urbanization is the most urgent national task. The present lack of urban policy and the attitude to the planning are confusing many European urbanists. Most of the economic and business leaders profess a bright future described with the era of leisure and only partial employment, but nobody realizes that the basic idea of the planning is to control the development for national instead of personal profit.

The United States stands today on the edge of a frontier outranking even the space flights. This new frontier is the national plan for the third century of the nation. Today's America has nearly unlimited energy, manpower and material resources. Never in its prior history has the nation had such a vast capacity
in trained and available talent, nearly two-million-man technical community is only half utilized. This talent could provide to the public and the appropriate legislative bodies an effective national plan most urgently needed by the nation.

The dramatic perspective and enormous changes can be predicted on the basis of a simple linear extrapolation (J.A.I.P 1967 - Norman V. Petersen):

- In the year 2000 the population of the USA will be between 240 and 380 million.
- In the year 2000 the number of autos will be 200 million.
- In the year 1980 there will be no farm population.
- In the year 2000 the work will be reduced to zero.
- In the year 2000 the GNP will reach $6 million.

... One could indicate many other trends, only to reinforce the point that many powerful forces will be coming into play to modify each of them.

Secretary of Labor W. Willard Wirtz has stated in 1962:

... What we are doing really right now is flying the most powerful economic engine in the history of mankind, and I mean to include all of our scientific and technological developments, and we are flying it by the seat of our pants. We are flying it by luck, by instinct, with almost no instruments at all in the cockpit.... I am not sure that on this basis we are going to be able to keep up, as social engineers this blind, with the amount of technological development which is being brought about.

George Gallup visualizes that America now has the techniques, the technologies and understanding of human behavior to advance the new organizational machinery to work substantial improvements in the social environment. He observes:

... What has never been fully understood is that a new type of collective action is required to move society forward on many fronts. It is not enough to put thousands and thousands of people to work nibbling away at the far
edges of our great problems....a constant temptation for all
governments. Not only is a special type of collective action
necessary, but it must be employed under conditions that
maximize the opportunity for applying brain power and minimize
the chance for individual prejudice and self-interest to interfere.

- A national plan by definition must be derived by a national consensus.

A starting point must be a national debate involving a preponderance of the
citizens. This debate must be synchronized with the conceptualization and design
of a broad spectrum of choices for the future and developed by technical study
groups. A vast body of trained talent can be applied to the national
planning. Certainly the management structure the management structure to
organize and guide the national plan does not now exist. In fact, there are a
number of governmental agencies--the Census Bureau, Internal Revenue Service,
the Department of Labor--that maintain valuable statistical data and institutions
like Resources for the Future, the Twentieth Century Fund, Stanford Research
Institute, Brookings Institutions which also perform valuable projections. But,
these are not enough, even for a beginning. Architectural and engineering
groups which are sufficiently large or talented do not exist to tackle this job
as independent firms. All of the data and analytical tools for synthesizing the
important variables are not available, though a large number of research institutes,
foundations and governmental agencies have been studying many facets of the
characteristics of old as well as new urban areas. In the search for proper
tools for implementation, certain progress has been made in the establishment
of the Department of Housing and Urban Development.

A suggested schedule of events may take the following format:

- A National Urban Affairs Agency is to execute the diverse urban
study programs.
- Several years' contracts on urban center population and dwelling data surveys and analyses, transportation, power and water requirements, and so forth.

- Contracts on urban center dynamics analysis, development of metropolitan area population density, dwelling density, or zoning equations specifying maximum desirable urban residential density and maximum metropolitan total area limits.

- Contracts for urban site surveying and development planning.

- The initiation of construction of new urban centers.

For the implementation of the multiple study contracts, billions must be spent with no hesitation during the next 20 years.

There are five mechanisms which could assist in formulation of a national plan:

- Implementation of a "Decade of National Planning for Future Development."

- Establishment of several "New Frontier Planning Institutes" in cooperation with industry, universities, regional governments which could offer before the public, the state legislatures, the Congress and the President, a broad spectrum of choices.

- An annual "National Congress on New Frontiers" reinforced by state and regional conferences in cooperation with the industry, the universities, the government and the professional societies as well as the general public.

- Development of a national network of "Nation Display Centers."

- Encouragement of the reorganization of all institutions involved in the process of planning and urbanization.
3. **SUMMARY OF PRINCIPAL CONCLUSIONS AND RECOMMENDATIONS FROM THE PLANNING HISTORY REGARDING THE HYPOTHESIS FOR THE LONG-RANGE PERSPECTIVE DEVELOPMENT OF THE DETROIT FUNCTIONS AREA.**

3.1.1 The riverfront's role as a main axel of Detroit's urban development has been underestimated by most of the studies. It has the capacity for bigger content and more important role.

3.1.2 In all future redevelopment alternatives, the riverfront will play the main role for the development of the metropolitan area. Supporting factors are:

3.1.3 - The river itself will be more and more integrative a factor not only as an attraction for recreational activities but functioning as part of a great international waterway system.

3.1.4 - The existing investments are relatively the biggest in the CBD.

3.1.5 - The existing freeway and road systems are pointed at the CBD, and so will be the future mass transit, and altogether they will create excellent conditions for access to the area.

3.1.6 - The CBD's location is peripheral but if the Canadian territory is considered in the future development, the CBD occupies the geometric center of the future megalopolis. In the future, the river will be no more a separating factor but functionally integrative. At present, 5000 per hour could cross the border between Canada and the USA.

3.1.7 The growth of the megalopolis following the two main axels north-south (the river) and east-west (USA-Canada) will be reflected with proportional growth of the CFA analogically. The CBD as a cross point will expand along Woodward and along the riverfront as well.
3.2 **Recommendations:**

3.2.1 The territorial boundaries and the contents of the CFA should not be considered as a fixed element but a most important and permanently changing dynamic element, always obeying the proportionally evaluated quantitative functional parameters. The relative scale of the parameters for every stage should be balanced according to the corresponding size of the urban area.

3.2.1 Therefore, CFA should have reservations of land for a future development of an open polycentric system with a capacity possibility for balancing the total area as a main function.

3.2.3 The most important public buildings on international, national and regional levels should be allocated within the CFA system along with the most representative residential units. The capacity and the contents of these buildings should be proportioned in size to the megalopolis area.

3.2.4 A coordinated urban transportation network system should be developed in good connections with this international, national and regional network system. This system will combine the existing road and freeway system with rail mass transit considering new means of each mode resulting because of the technical progress in the future as well.
4. LONG-RANGE UTOPIAN AND FIRST-STAGE OPTIMISTIC ALTERNATIVES FOR A REVITALIZATION OF THE DETROIT CENTRAL FUNCTIONS AREA

The extracts of the planning history of Detroit and the comments made are giving me a ground for some further thoughts about the future alternatives for the revitalization of the city.

It is useless to play again the game of 49 million alternatives (excluding "the Utopia") and to try providing the one which is best and most probable. This is an approach of a fortune-teller, well equipped with the fashionable magic computer box playing the role of a God.

Again, I am pointing out that the basic idea of planning is not to be a tool for predicting only, but a powerful mechanism for guiding, controlling and shaping the environment. Let us assume that Detroit is facing two controversial possibilities for its future development:
- Suburban decentralized, auto-oriented city, or
- Concentrated and European-like, lively city with a Chicago-like Central Functions Area, which will again be the center of the region.

There might be thousands of alternatives inbetween, but the most essential is to decide which direction must be chosen.

With no hesitation, I will choose the second alternative even though one may call it utopian. Why not? We are eye witnesses to many of yesterday's utopias which are today's reality.

The problems of the revitalization and humanization require a new approach quite different from the self-profit way of thinking. National problems must be solved on the basis of national profit evaluations.

The basic problems which can be recognized in the urban area of Detroit are not of local but of nation-wide character, because they can be observed in the most important urban areas of the United States. They can be categorized
into two broad groups: socio-economic-racial and physical-environmental. The city of Detroit does not make an exception in its efforts to achieve physical and mental renewal. It is a bitter fact to be confessed that Detroit is less successful in these efforts than any other metropolis within the United States. A simple comparison between Chicago and Detroit will prove that instantly.

There are plenty of physical similarities which are tempting to be compared. Both cities have centers which are located in the same way, close to water. While Chicago can be proud of its well developed parks, waterfront, public buildings with brilliant architecture and housing schemes, and 24-hour lively streets, the center of Detroit seems more provincial in proportion to its huge single-family residential areas and especially with the obsolete and blighted riverfront and streets--completely deserted during the night.

This example gives me the courage to believe that the physical environment renewal should receive the priority in the first program for revitalization of the inner city of Detroit. This corrosion of the social and physical unity of the metropolitan area, caused by the process of suburbanization, could be stopped in a large front if the Central Functions Area will be developed in a way proportional to the metropolitan area size and content as a major action against the process of suburbanization.

There is no doubt that such a program requires a "breakthrough" of changes of the existing political, economical and social structure.

4.1 Analysis of the Existing State of the Detroit Central Functions Area

The existing Central Business District including the Wayne State University, the Woodward Corridor with the New Center near G.M. Building and the east and west subcenters (not yet developed) are forming the central functions systems, which can be described as provincial in size compared to the suburban area and its huge shopping subcenters.
The content of the above described city's compositional spine could be qualified as infantile, and being in a sharp disproportion with the requirements of a livable and smooth functioning attractive center of the metropolis.

The existing Central Business District today shows that:
- 64 percent of the total area is for transportation use.
- Only 7,000 inhabitants live within the CBD.
- The biggest investments within the metropolitan area took place in CBD.
- No green areas could be found in CBD.
- During the night CBD is nearly deserted.
- The excellent freeway and road network system is pointed into the CBD and never utilized enough.
- There are about 70,000 job opportunities. (Within CFA - 150,000)
- The public transport is represented by buses but not designed as a public transportation system.
- The CBD is surrounded by a so-called critical inner city area, characterized by abandoned or dilapidated amortized residential areas with a high rate of crime.

The population forecast analysis made by TALUS shows not only the decline in the population of the city of Detroit, but the graph Number 1 demonstrates also the total decline of the activities and functions of the CFA, a process which has started in the fifties.

Today's complex of forces, which are causing the suburbanization are well studied and formulated. Behind the expression "American Life Style" are racial and economical problems but do they really force the inner city to die.

Among the many factors which are forcing this backward and sad development, there are some which, in my opinion, are the real reasons:
- The national aim at maximum profit helped by the unlimited chances of the free-market regulated economy.

- The lack of a national-profit urban planning policy, and

- The lack of power of the urban planning and urban policy implementing institutions.

One can see here in Detroit houses with two feet distance between them and that means that they have been sentenced to a shortcoming death from the moment of their construction.

While the Detroit CBD, squeezed by the private ownership, is awaiting for the landlord's goodwill or his self-profit satisfaction, Chicago has solved many of the problems by using the public control land as a main tool for successful housing, public buildings and parks within the Loop area.

4.2 The Hypothesis of a Long-Range Alternative for the Development of the Center of the Great Lake's Megalopolis

The most probable development of the Detroit metropolis after year 2000 as a part of the ecumenopolis settlement network system could be defined within a 2-300 mile circular area surrounding today's existing city of Detroit so far as the territorial aspect of the problem is concerned. - Appendix No. 3.

The process of urbanization growth of the area is based upon the assumption that the revitalized inner city of Detroit in the future will play an integrative role as a center of the megalopolis rather than any Brazilia-type new city-center, or even a twin-center system.

Hence, the megalopolis-level center could overlap the Detroit River as a constraining factor and future concentration of population and high level developments will take place on both banks of the river (on the same principle London, Budapest, Vienna, and many other cities were growing for hundreds of years). - Appendix No. 4.
The future megalopolis center could be seen as a combined system of the existing and new centers and subcenters served by a combined transportation network system.

The central functions system as a whole, the physical structure and the transportation will operate on international, national, state, regional and metropolitan levels.

The scale of the urbanization will require a new type of institution and public buildings such as:

a. International Chamber of Commerce
b. International World Automobile Fair
c. International and National Exhibition complexes:
   - Housing Exposition
   - Technological Achievements Exposition
   - Outer Space Achievements
   - Fine Arts Galleries
d. National and Regional Level Planning Agencies' Office Buildings
e. State and Regional Government Level Office Buildings
f. Metropolitan Level Cultural Institutions
   - Cultural Center
   - Opera House
   - Theater
   - Concert Halls
   - Art Galleries
   - University
g. Metropolitan Level Entertainment Center
   - Vienna's Prather-Type Entertainment Park
   - Circus
   - Restaurants, Bars, Clubs, etc.
h. Metropolitan Sporting Center
   - Stadium
   - Swimming Pool
   - Water Sport Buildings, etc.
i. Port Authority Office Building
j. Planetarium
k. Museums
1. New-type residential developments, self-contained sheltered neighborhood cities, residential towers (Marina-City like), etc.

The future transportation network system will be planned on the basis of the same levels, considering the future means of transport, combining the air, water, underground rail public mass transit and the existing freeway and road network system as a whole.

4.3 An Optimistic, First-Stage Alternative Program for a Revitalization of the Central Functions System

Detroit could be a very attractive city again if proper actions could be undertaken for a revitalization of the central core. The planning history is offering really good ideas about proper changes of the environmental structure of the city core for more than a decade as a remedy against the social and physical ills of the critical area. Most of the proposals could be accepted partially as good solutions to the problems, but during the recent period of ten years, there are more failures than successes toward the implementation of the programs.

Before all, is the fact that the urban planning process is slower than the process of urbanization itself. Nearly nothing has been done to start planning the Century III which is knocking at the door of the nation. Today, piece by piece, projects are revealed at the last second before the City Planning Commission and the public. Most of the urban studies and designs, well filed, are resting in dusty shelves, and seems to me that nobody cares that they appeal for continuation. This proves again the lack of national-profit urban planning policy and the lack of power of the urban planning and implementing institutions as well.
The principal concept of a short-range alternative following principles and directions given by the best long-range alternative is a basic major step toward the implementation of the long-range alternative first stage program. The choice of a first stage program should be conformed with the present conditions as well but to such an extent that the minimum investments should achieve a proportional part of the whole scheme which will achieve maximum goals and effect. The criteria of all elements in this particular case are focused on the maximum effect of the social and physical revitalization of the Detroit Central Functions System, as a counteraction against the process of suburbanization. In the process of evaluation, the traditional market research and financial analysis will play a minor role and even their results do not satisfy the self-profit appetite, a new way should be found in order for the national and public profit to be justified.

In my opinion, the best chance for the revitalization of Detroit is to be found along the riverfront east of the Civic Center between the Jefferson Avenue and river itself. In fact, it is an old dream of the Detroiter and many projects and urban designs were focusing on this particular site. - Appendix 5.

The above described area has immeasurable value.

- First of all is the existing road and freeway network system which is pointing the site providing an excellent access to it, and never utilized enough keeping its potential capacity for new developments.

- The area is close to the existing Central Business District and within easy walking distance to the Civic Center, the major office buildings and large enough to permit a large construction program proportional to the metropolitan size.

- The existing CBD is the traditional focal point for the entire metropolitan area, but too weak to play this role in the future. Hence, it should extend
and its new content should extend and its new content should be conformed with the long-range perspective.

- The river is not only an attraction but also a future first-class international waterway and major unifying element rather than a border. Several bridges and underwater tunnels will create the functional unity of the two banks.

- The area is offering also the advantage of a functional tie between the CBD and the Belle Isle.

- The existing major structures to be demolished for the first stage are a flour mill, warehouse buildings and the switching tracks of the Grand Trunk Railroad. The U.S. Rubber factory is to be considered for the later stages either to be demolished too or to be given another function according to a new master plan of the total area.

In my opinion, the urban design of the new master plan should involve the best professionals of the United States in a national competition and an international competition should be considered as well as an acknowledgment of the major physical-aesthetic and economic impact anticipated. A special comprehensive program for such a competition should be prepared on the basis of two round stages. The first stage of the competition should play a select-ideas role and the second should be focused on a more detailed short-coming building program.
5. IMPLEMENTATION OF A FIRST-STAGE ALTERNATIVE PROGRAM. FINANCIAL RESOURCES, STRATEGY AND MECHANICAL DEVICES

Detroit is well fed with urban design ideas and concepts, but even the most optimistic observer will have to recognize that only a small fraction of these ideas have been implemented. The desire to build a better Detroit is obvious but seems to me that in the present conditions a planner can do merely nothing without basic changes of the juridical status of the urban planning institutions in the United States.

5.1 Urban Issues in the Detroit Mass Media

The Detroit mass media reveals every day more and more facts about the efforts toward the revitalization of Detroit. The public opinion is concerned about the urbanization problems; that is why nearly every day one can find on the first page of the Detroit News something good or something wrong about Detroit. It is really important to know what is the feeling and what is the people's majority opinion about the urban affairs, even reflected through the journalists.

5.1.1 "Is There Anything Right About Detroit"

Detroit News, April 16, 1971

Is there anything right about Detroit?

If the question sounds drastic, consider the advice given to America's harassed urban leaders at a recent Congress of Cities.

They were told they are losing the war against deterioration and should "throw themselves upon the mercy of their adversaries."

Clearly Detroit is among the places for whom he considers it "time that central cities acknowledge defeat."
William Clay Ford announces he will move the Lions to new stadium in Pontiac, then raps Detroit Renaissance leaders as "dreamy-eyed buglers."

Disenchanted owner of chain of toy stores moves his warehouse operation from inner city to suburbs because of 86 burglaries in six months.

Detroit sets new records for homocides--and is off to a fast start toward a new high in 1971.

Automobile Club of Michigan confirms that it will move its headquarters from downtown Detroit to suburban facility.

Former Californian moves back to San Francisco, blasts Detroit as a "dirty factory town."

Detroit faces huge governmental deficit; school system is $20 million in debt and planning layoffs of teachers.

The list could be lengthened almost indefinitely. That's enough, however, to underline the point.

And it's enough to make any real Detroiter fighting mad--even if he lives in the suburbs.

Editors of the Detroit News, who culled the items above from the flood of stories across their desks, were moved to devise the question with which this article began:

Is there anything right about Detroit?

An an experiment, the question was put to a cross section of the News staff. Included were residents of the inner city and of suburbs--as near as Grosse Pointe and as distant as Temperance. There were veterans of decades of newspaper work and youngsters relatively new to this area.

From this experiment, however, they were asked to write not as objective newsmen, but as members of the community in which they work, setting down their own opinions.
This is the city recognized by commerce and industry.

The money into the Detroit office of the Internal Revenue Service (IRS) totals in excess of $13.1 billion a year. Sixty percent, roughly $7.9 billion, comes from the three metropolitan area counties, Wayne, Oakland, and Macomb.

In the nation, only the IRS Manhattan District in New York, with $23.1 billion, outranks Detroit.

Detroit got its start as a frontier outpost at a great geographical crossroads, where the waterway through the Great Lakes crosses the land route East and West.

Today the challenge and the opportunity of the frontier crossroads remain embodied best for Detroiters in the city's freeway system.

The network was cited most often as something right about Detroit. It's the major carpet and binds "Big Detroit" together.

"Average factory wage about $2,000 higher here than anywhere else, yet cost of living isn't that much higher."

"Perhaps a greater variety of human endeavor has been possible here than in any other major city. In its early history it was a shipbuilding center, a fur-trading center; now it is a mighty industrial center."

"Detroit is the undisputed pioneer and pattern for the most advanced techniques in management and labor unions as well."

"The most important attribute of Detroit must be its huge fresh water supply. No other major city in the world has the amount of unsalted water available to Detroiters."

"Potentially Detroit's riverfront property is the finest in the nation. There is plenty of vacant space for development."

"Detroit's property tax is one of the lowest in the nation for a big city."

Detroit is clean by comparison with most industrial towns.
Detroiters appreciate their heritage, as exemplified in the Cultural Center.

All of its major components—the Detroit Institute of Arts, the Detroit Public Library and its Burton Historical Collection, Wayne State University, the Detroit Historical Museum, the Children's Museum—are among things they cite as being right about Detroit.

Other cultural attractions, in the core city and in the suburbs, come in for commendation.

Some of the references:

"We take for granted so many of the things that are right about Detroit. Our art museum has international status. Ditto the public library and the historical museum."

"Wayne State University has grown from the Detroit Junior College I remember on the top floor of old Central High School. Forget the demonstrators and remember the thousands of kids going earnestly about getting an education there."

"The children's programs at the art institute are as good as any in the world."

"Wayne State University has done enormous upgrading. A few years ago I'd never have considered allowing my children to go there. For undergraduate work, I'd pick Wayne today over U of M, or MSU."

"Nationally known art galleries, good Art Institute and Detroit Symphony."

"Wayne State has a fine plant and its Medical School, with Receiving Hospital (branch of Detroit General) and Lafayette Clinic, is exceptional. Detroit's medical Center may be without parallel—when it's finished."
Detroit's riverfront is cited often as being especially rich in sights from the past:

"Downtown you can still watch train ferries carrying railroad cars across the river. Ambassador Bridge is right, too."

"In the heart of Detroit is a forest you can reach easily by car--Belle Isle."

"Watching the Detroit River change seasons, and the ships come in."

"Detroit is one of the largest areas for water sports in the world. There are 400,000 pleasure boats on the river every summer."

"Detroit has a group of businessmen who are aware of the city's physical, social and economic problems. They still aren't sure exactly how to tackle them, but they are making attempts--Detroit Renaissance, New Detroit, Inc., Greater Detroit Chamber of Commerce and Central Business District Association."

"Detroit has a social awareness unusual in most large cities. Possibly because of this, Detroiters are becoming too aware of the gap between black and white set off by a frustration resulting in the temper tantrum of 1967. But I believe Detroit is making an outstanding attempt to bridge this gap."

"At least here I do not see a sense of hopelessness or widespread cynicism about urban problems. We have not accepted graft and corruption as a way of life."

"We have not bowed to the idea of poverty being an irreversible illness. We have not abandoned the inner city as being unimprovable."

5.1.2 'Detroit's Twin Under-River Tunnel'

November 1971, The Detroit News

A second tunnel joining Detroit and Windsor may be needed within 10 years to handle anticipated increase in traffic between the two cities, and Windsor is preparing to engage in a $400,000 transportation study which, among
other things, will examine the adequacy of the present tunnel and
bridge.

The requirement of a second tunnel is the prediction of Windor's
traffic engineering director, Eric S. Wiley.

Wiley talks of "twinning" the tunnel (constructing a new tube parallel
to the existing one), rather than building a new bridge, for a reason not known
to many.

The Present Tunnel: was opened November 3, 1930 and it cost $22 million.

"Construction costs today would be $75 million to $100 million for another
tube," Burton said.

"The saturation point of the tunnel, under our particular kind of operation
(with customs and immigration inspection at both ends), is roughly 7 million to
7.5 million vehicles in a year."

Current traffic "has leveled off in the last couple of years" to about
5.9 million. Until the leveling off, the growth rate was running at 5.5 percent
a year.

The tunnel handles between 16,000 and 18,000 cars and about 1,000
trucks on an average day.

There has been an adjustment in car traffic between the tunnel and bridge,
brought on a year ago after the bridge was connected through the Fisher and
Jeffries freeways to the interstate highway system.

"When the bridge got a freeway connection, it would take about 20 percent
of the tunnel's car traffic."

The shift ran between 10 and 12 percent, with the bridge gaining by
that amount.

In an average day, 2,000 to 2,500 trucks and 10,000 to 12,000 cars
cross the bridge.
When the bridge opened, the predicted capacity was 5,000 vehicles an hour. Traffic consultants today put it at 4,800 an hour.

Without customs and immigration inspection, the bridge is capable of carrying 2,400 vehicles an hour in one direction.

Windsor, with its population of 200,000 has this special traffic problem making it different from all other Canadian cities. It is Canada's largest port of entry for American tourists, and 7.5 million enter the country through bridge and tunnel every year.

5.1.3 "Detroit's Unfinished Building Dream"
The Detroit News, August, 1971 - Don Tschirhart

In order to build big, you must dream big. And often in the case of the city of Detroit the dreaming has been bigger than the building.

But now always.

In the last 15 years more than $550 million of office, apartment and hotel complexes which various persons said would be built never were.

Born at excited meetings replete with optimism and artists' conceptions, they died under the hard scrutiny of members of the board, or with a flat "no" from bankers.

But others survived to stand tall as impressive arguments for those who maintain that downtown Detroit can emerge renewed.

Those that were built include the $54 million Cobo Hall and Arena with its 396,425 square feet of convention space; the 23 story First Federal Savings of Detroit Building, which replaced Detroit's first skyscraper, the Majestic Building; the 33-story Michigan Consolidated Gas Company Building; the 26 story, $16 million Detroit Bank and Trust Company.
The $35 million administrative offices for Michigan Bell Telephone Company has just topped off its 17 stories; while the City-County Building's 20 floors has been completed for years as has been the $3.7 million Ford Auditorium.

The Blue Cross-Blue Shield Building stands 22 stories on nearly eight acres of land along the Chrysler Freeway and the 16 story, 333 West Fort (office) Building is nearly finished.

An $18 million, 25 story office tower on Second near Grand River is slowly rising as the proof of Walker L. Cisler's declaration that a 66-acre office, commercial and apartment complex is to be built. And the Manufacturer's National Bank has completed its 11-story operations center on Lafayette at First.

These projects give hope that four others, proposed in the last year, will get underway soon.

They are:

1. The $100 million Riverfront Stadium: Developers of the domed, all-sports facility proposed for the riverfront west of Cobo Hall are gathering evidence that it could pay for itself. Purchase of the land, architectural plans, cost analyses, and financial feasibility studies are expected to be completed in early September for presentation to the Wayne County Board of Commissioners.

If the commissioners approve, bonds may then be sold and a contractor selected. Building could start as early as next spring.

2. The Patrick V. McNamara federal office building: This 28-story, $60 million building has been planned since 1963 and has been held up by lack of federal money.

Recently, a key senator has agreed to "look with favor" on an appropriation for a construction start when the proposal comes before his committee in September.
3. The Detroit Science Center: This $46 million complex was announced in June along with a $2.5 million gift to the city from the D.M. Ferry Trustee Corp.

Sponsors are seeking additional money to begin the first phase of the project which has been estimated at $6.5 million.

4. Kern Block: Three high-rise structures—a hotel, an apartment and an office building—are expected on this urban renewal block in downtown Detroit.

Most recent news is that the Boston developer has financing and plans, but is waiting for the city's decision on the size of the underground parking deck.

But these projects—completed, under construction or still worked toward—are small in number compared with proposed complexes which now have been forgotten.

But the men pushing these projects must constantly fight off those who would remind them of all the projects that didn't get built.

These include:

- International Village: The imagination of many was stirred when Walter C. Shamie proposed in early 1960 that a $25 million mall-type complex including international shops and restaurants, offices and apartments be built on 59 acres of urban renewal land south of Michigan between Third and Fourth.

  Shamie, president of International Village, Inc., declared the complex a "failure" in 1965. He told reporters that the "power structure of the city" caused the failure.

- Penn Chessi Complex: On March 20, 1959, there was announcement of a $100 million development to be built on 23 acres of railroad land west of Cobo Hall (the same site for which the riverfront stadium is now proposed).
The building of 20 high and low-rise buildings for all purposes was to start in six months and take three years.

The project died in 1961 after a law suit against the developer by architects.

- Marina City Towers: The Chicago developers of Marina City Towers on the Chicago River announced in 1962 plans to build a $36 million, 60-story apartment motel skyscraper complex on the Detroit River west of Cobo Hall (again, the same as the proposed riverfront stadium).

Developers had optioned the property and sought to insure the mortgage with the Federal Housing Administration (FHA).

Citing the trouble that other FHA-insured apartment buildings in Detroit--the Jeffersonian and Lafayette Towers--were having in getting renters, the FHA refused approval and the project died.

- The $1.8 million Chinese junk that Henry Yee, former mayor of Detroit's Chinatown wanted to park at the foot of Third Street. It left the Hong Kong harbor.

Yee said in July, 1967 he wanted to use a 1,000 ton junk as a Cantonese restaurant and nightclub.

Recently, his former wife, Rose, said "Henry would like to go ahead with his plans for the junk, but the time is not right yet."

- Sterling Township's "New Town": in 1955 a Detroit developer announced plans to build a complete "city of tomorrow" in Sterling Township (now Sterling Heights).

The city was to be a self-contained, master-planned community that would prevent the usual row-type subdivisions.
When the developer finally decided to withdraw the project, the area that he had proposed—Sterling Township—was growing faster than any other Michigan community and now is nearly completely developed.

- The Kitchen Apartments: "I'll be ready to go on the first apartment in nine months, if you can get the red tap untangled," wealthy Kansas City developer Lewis E. Kitchen told former Mayor Louis Miriani in March, 1959.

Miriani couldn't untangle the red tape and so the 14-acre L-shaped tract east of the present Civic Center in downtown Detroit doesn't have the three 40-story apartment buildings that had been proposed.

- Holiday Park Forum: In February, 1969, officials of Gil Investment Company in Detroit told former Mayor Jerome P. Cavanagh that they wanted to build a $25 million hotel-office complex on a 4.2 acre site near Michigan and Third.

Cavanagh said the project would be "an attractive addition to the expanding downtown skyline, and another significant contribution to our city's continued revitalization."

Latest news is that the project has been shelved.

- Model Cities: It was a beautiful plan—turn the nine-square mile slum area north of downtown into a spanking new town in five years at a cost of $102,500,000 to the federal government.

Schools, housing, health, jobs and other problems were to be touched with the magic of federal funds.

Today, not one house has been built or rehabilitated with Model Cities money, and little impact has been made in the other areas.

- Hotel near Cobo Hall: In July, 1956 a syndicate headed by Conrad Hilton, multimillionaire hotel man, announced plans to erect a $24 million hotel on Jefferson and Washington Boulevard across from Cobo Hall.
Plans went astray a year later, but it was resurrected by a syndicate headed by William, Samuel and Aaron Gersenson and Alfred Glancy and James Wineman who finally built the Pontchartrain Hotel for $12 million.

The recitation of things that got done—and the things that didn't get done—could go on. The failures stretch longer, however, than successes.

The lesson, perhaps, is contained in an old saying:

"If you don't dream something, you won't do nothing."

5.1.4 List of the Recent Public Building Investments

Recently Built in the CBD:

- Cobo Hall and Arena
- First Federal Savings Building
- Michigan Consolidated Gas Co. Building
- Detroit Bank and Trust Co. Building
- Blue Cross-Blue Shield Building
- West Fort Office Building

Recently Built in Good Connection with CBD:

- The Wilding Bell & Howell
- Detroit Federal Employees Credit Union Bldg.
- Graham Mortgage Corporation
- Northland Park Court
- Adams West Building
- Adams East Building
- General Arts Building
- Imperial Office Plaza
- Northland Drive Building
Southfield Office Plaza (National Bank of Southfield)
Northland Park Court
North Eight Building
Seth Walker Building
Michaels (American Way Service) Bldg.
Northland Park Building North
Smith and Garner Architectural Building
Prudential and Aetna Insurance Company
Rutland Building

Public Buildings in CBD -- Under Construction

<table>
<thead>
<tr>
<th>Building</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS (International Revenue Service) Building</td>
<td>10 mil.</td>
</tr>
<tr>
<td>Michigan Bell Telephone Co. Building</td>
<td>35</td>
</tr>
<tr>
<td>Detroit Edison Company Building</td>
<td>26</td>
</tr>
<tr>
<td>Federal Office Building</td>
<td>32</td>
</tr>
<tr>
<td>City-County Building</td>
<td>17</td>
</tr>
<tr>
<td>Office Tower Building</td>
<td>18</td>
</tr>
<tr>
<td>Manufacturers National Bank</td>
<td>12</td>
</tr>
<tr>
<td>Michigan at First</td>
<td>20</td>
</tr>
<tr>
<td>Ford Auditorium</td>
<td>2</td>
</tr>
</tbody>
</table>

172 mil.
Public Buildings in CBD -- Projects Recently Announced

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverfront Stadium</td>
<td>100</td>
</tr>
<tr>
<td>Patrick McNamara Federal Office Building</td>
<td>60</td>
</tr>
<tr>
<td>The Detroit Science Center</td>
<td>46</td>
</tr>
<tr>
<td>Kern Block (Hotel-Office-Retail)</td>
<td>60</td>
</tr>
<tr>
<td>Office Retail Complex</td>
<td>20</td>
</tr>
<tr>
<td>Quick Service Restaurant</td>
<td>1</td>
</tr>
<tr>
<td>Schoenherr and Hall Road Center</td>
<td>2</td>
</tr>
<tr>
<td>Holiday Park Forum</td>
<td>25</td>
</tr>
<tr>
<td>Detroit Trade Center - 21 Story Addition</td>
<td>16</td>
</tr>
<tr>
<td>Twin Tunnel to Windsor</td>
<td>100/430</td>
</tr>
</tbody>
</table>

Projects Failed to be Built

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn Chessi Complex</td>
<td>100</td>
</tr>
<tr>
<td>Marina City Towers</td>
<td>36</td>
</tr>
<tr>
<td>International Village</td>
<td>25</td>
</tr>
<tr>
<td>Chinese Junk</td>
<td>2</td>
</tr>
<tr>
<td>The Kitchen Apartments</td>
<td>80</td>
</tr>
<tr>
<td>Hotel near Cobo Hall</td>
<td>24</td>
</tr>
<tr>
<td>Model City</td>
<td>100/367</td>
</tr>
</tbody>
</table>

The list that shows that in the CBD there are about ten public buildings with total amount of $172 million under construction, about ten recently announced projects with total amount of $430 million and seven projects failed to be built with total amount of $367 million. It is obvious that nearly $800 million
public buildings were to be considered in the first stage of the program for the revitalization of the Inner City. Approximately a billion dollar investment could do a miracle in a successful revitalization program.

5.2 Profile of a Metropolis

About the reasons for the failure of so many projects in Detroit, one can learn—reading the 10 cases book, "Profile of a Metropolis" by Robert J. Mowitz and Deil S. Wright:

- The most conspicuous and most often attacked characteristic of the metropolis is its multiplicity of governmental jurisdictions. The metropolis includes not only cities, villages, townships, counties, and various multi-jurisdictional local units, but also state and federal agencies.

- This pluralistic governmental structure is a real obstacle when demands for highways, water, airports, and other needs that are multi-jurisdictional or metropolitan in scope are to be met. Rivalries among the pluralistic bureaucracies blossom into time consuming battles, while the particular need goes unfulfilled.

- Lacking a comparative evaluation between the economic, social and political costs and benefits of the present pluralistic metropolitan system and a single super-governmental metropolitan system is the reasons that the metropolitan dwellers are reluctant to any changes.

5.3 Conclusions and Recommendations

Does the USA really need planning in its urbanization process and to what extent is this a basic question—if one keeps in mind that the existing type of democracy and the pluralistic governmental system have allowed (or better to say, have created) the most powerful economy and technology in the world.
A good answer to this question might be the successful space program fulfilled because of the national government's powerful, high level.

At present, the existing economical and political structure has proven many positive results, but also there was an obvious weakness in handling the negative processes of urbanization.

It is obvious that without basic changing the juridicial status of the urban planning and urban implementing institutions, giving sufficient power no control of the process of how the process of the urbanization could be achieved.

This will have to involve urban planners, lawyers, politicians in order that a proper workable urban policy, fit to the American democracy, can be created.

There are many proofs that there is a slow process of recognition of the need for a central, single governmental action such as the movement toward a regionalization which is headed by distinguished American professionals, urban planners, businessmen and some progressive politicians. It is a pity to realize that they will be powerless until the central governmental institutions gives priority to the urbanization issues and creates a sound political basis for a regional, single governmental system.

The recommendations toward a strategy for the revitalization of the Inner City of Detroit could be divided into two main groups:

- A maximum program: long-range proposals on the basis of a changed single regional governmental structure aiming toward a national, profit-making urban planning policy, and

- A minimum program: short-range recommendations on the basis of the existing pluralistic governmental system aiming toward improvements and local in scope.
5.3.1 Long-Range Actions

In the first place, as a maximum program are the proposals favoring a national plan for Century III (item 2.6):

a) Scope of Work: A National Urban Affairs Agency is to execute the diverse urban study programs:

- Several years' contracts on population and dwelling data surveys and analyses, transportation, power and water requirements, urban center dynamic analysis, development of metropolitan area population density, dwelling density, zoning equations specifying maximum desirable metropolitan total area limits and urban residential density, urban site surveying, etc.

- Evaluation of the present system and tools of implementation of the urban programs and several alternative "New Regional Systems" fit to the American type of democracy.

- Alternative choices of urban administrations, standards and codes.

b) Strategy, mechanisms and operational principles:

- Establishment of several National Planning Institutes, funded by the central government in cooperation with industry, universities, progressive businessmen and politicians and the regional governments, which could offer before the public, the state legislatures, the congress and the president, a broad spectrum of choices.

- Encouragement and fund (not lip service only) support to all institutions involved in the process of the urbanization and urban planning such as the city planning commissions, the urban educational centers at the universities, the centers for urban studies, the regional government bodies, etc.
5.3.2 Short-Range (First-Stage) Actions

The traditional procedure determined by "secret" development projects very often prepared without conformity of the Master Plan and "unveiled" at the last moment before the city planning commission and the public, should be condemned and should be replaced by a better established and programmed by-law procedure.

In order to meet any shortcoming new investments, many detailed urban designs and studies should be accomplished as a continuation of all plans and projects already achieved.

Some organizational and operational changes toward improvement of the existing urban planning and implementing system should be considered as well:

a) Scope of Work: Policy and program, and process of organization analyses are to be prepared on topics within the following general framework:

- Code enforcement program.
- Housing development program.
- Overall economic development plan.
- General, comprehensive transportation plan (combining all means of transportation).
- Master and detailed comprehensive urban design for the revitalization of the central functions model system including a first-stage investment program.
- Comparative analysis of alternative models for housing neighborhood units, social services and commercial development within the CFA.
- Comparative organizational analysis for an independent and permanently acting urban design institution such as Regional and Town Planning Agency.

b) Strategy and Mechanisms:

- Organizing national and international competitions for urban and architectural comprehensive designs of the central functions system and its major elements such as public buildings, transportation network system, recreation, monuments, etc.

- Large campaign for advertising the CFA revitalization programs and projects—for instance physical models of the different projects could be exhibited in outdoor and indoor public places.

- Public discussions could be arranged for the different programs and projects.

- A permanent exhibition of the history of the city could be arranged including the most important urban and architectural designs.

- The City Planning Commission should be reorganized, reinforced and redeveloped as a major controlling institution focusing on preparation of better code enforcement programs and establishing new standards and urban indices and models. It should subordinate the transportation agency and all lesser urban planning units. It should be given a regional jurisdiction over the metropolitan area.

- A proposal should be prepared for a public control over the most important and sensitive areas such as the riverfront strip area.
6. **INSTEAD OF AN EPILOGUE**

On November 23, 1971, the *Detroit News* published Henry Ford's $500 million Riverfront plan.

The land involved is bounded on the west by the Ford Auditorium, on the east by St. Antoine, on the north by East Jefferson and on the south by the river.

The complex of offices, apartments, shops, restaurants and a hotel has direct access to freeways, easy walking distance to the civic center, cultural areas and major offices of the Central Business District of Detroit, and will have a great impact toward the revitalization of the downtown areas.

Ford, himself, is convinced by Chicago's example that by developing the riverfront area Detroit will achieve total revival of the traditional role of the CBD as a visible focal point of the entire metropolitan area.

I am glad to acknowledge that the immense role of a person in the U.S.A. could sometimes play such a role of a great creator of better life. I still believe, however, that the public responsibilities must be exercised by the public itself.

I can understand that a New Riverfront Corporation is probably the most probable first step which fits the present economic system to be made, but my personal conviction is that a New Detroit Riverfront Development Department subordinated by a Regional Government is a far better step to be made.
The Major Elements of the Detroit Central Functions System

A. The Central Business District
B. The Woodward Corridor
C. The New Center - North
D. The West City
E. The East City
F. The Central Business District - West
G. The Central District - East
H. The Riverfront
I. The Belle Isle
Detroit 1990

An Urban Design Concept for the Inner City

The City Planning Commission, 1970
Evolution Of Physical Decline In The Detroit Central Business District 1916-1969

**YEAR 1916**

Fig. 203

- Built-Up Area - 36%
- Expressways, Streets, Alleys, Parking And Open Spaces - 64%

**YEAR 1950**

Fig. 204

- Built-Up Area - 33%
- Expressways, Streets, Alleys, Parking And Open Spaces - 67%

**YEAR 1960**

Fig. 205

- Built-Up Area - 31%
- Expressways, Streets, Alleys, Parking And Open Spaces - 69%

**YEAR 1969**

Fig. 206

- Built-Up Area - 27%
- Expressways, Streets, Alleys, Parking And Open Spaces - 73%

Source: Galt's, Real Estate Atlas, Surveys of Detroit and Suburbs, 1916, City of
Parking And Vacant Spaces - Central Functions Area - Year 1969