FINDING

MEOWOLF

Improving Access and Mobility through Community-Led Creative Placemaking in West Denver

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2020 Capstone

University of Colorado
Denver
THIS CAPSTONE PROJECT SUBMITTED IN PARTIAL SATISFACTION OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF URBAN AND REGIONAL PLANNING, COLLEGE OF ARCHITECTURE AND PLANNING, UNIVERSITY OF COLORADO DENVER.

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INTRODUCTION & PROJECT OBJECTIVES

Meow Wolf, a world-renowned arts and entertainment company based in Santa Fe, is set to open their newest and largest exhibition space in the Sun Valley neighborhood in Denver in late 2021.

The 90,000-sf building, located at 1338 1st Street just outside of Downtown Denver, will house an immersive, interactive art exhibition and is expected to draw between 7,000 and 7,500 visitors per day, or roughly 2.5 – 2.7 million per year.

Meow Wolf’s challenge is two-fold. First, how to accommodate the traffic flow and parking requirements of their visitors; and two, how to mitigate impacts on the surrounding community.

While Meow Wolf will have some on-site parking, their parking lot is not big enough to accommodate the expected number of visitors. As such, they will need to rely on transportation demand management strategies and to heavily encourage the use of transit, walking, and biking to reduce traffic impacts and parking overflow into the neighboring community.

In addition to traffic impacts on the neighboring communities, Meow Wolf is also concerned about its potential to cause gentrification. When considering where to build their new Denver exhibition, they specifically chose their current site because they believed it to be far from vulnerable neighborhoods.

However, they were not aware at the time of the Sun Valley and La Alma/Lincoln Park neighborhoods, both of which are home to large low-income housing developments owned by Denver Housing Authority.

In addressing these two issues, Meow Wolf Denver is guided by its Corporate Social Responsibility Plan, first published in 2018. The plan lays out four key commitments that inform this report’s approach to addressing these issues:

▶ Strengthening **RESPECT FOR COMMUNITIES** by supporting and creating social impact
▶ Creating pathways and employment opportunities to increase **RESPECT FOR ARTISTS**
▶ Operating an eco-friendly business model that has **RESPECT FOR THE ENVIRONMENT**
▶ **RESPECT AN INCLUSIVE ECONOMY** through responsible and local hiring practices

The goal of this project is to understand how Meow Wolf Denver can reduce traffic and parking impacts on the neighborhood while improving accessibility and connectivity through community-led creative placemaking, wayfinding, and other first/last mile mobility solutions.

To prevent the gentrification that often accompanies investment in the public realm, this project focuses specifically on recommendations that partner with, benefit, and engage the local community.

FIGURE 5. PRIMARY WALKING AND BIKING ROUTES TO MEOW WOLF FROM NEARBY TRANSIT

This report looks specifically at pedestrian and bicycle routes to Meow Wolf Denver, with a specific focus on pedestrian routes between Meow Wolf and the nearest light rail stations and bus stops. All of the light rail stations and transit stations listed on the map above are within 0.6 miles of Meow Wolf Denver, or within a 10-15 minute walk.
MEETING THE NEED FOR ACTIVE TRANSPORTATION

Meow Wolf Denver is well-positioned to take advantage of public transit. The site is within walking distance of three light rail stations - the Empower Field at Mile High Station (0.3 mi), the Auraria West Station (0.3 mi), and the Decatur-Federal Station (0.6 mi). Eleven bus routes also provide access to Meow Wolf, with the closest bus stops located about 0.6 mi away.

Yet proximity to transit does not necessarily make transit a convenient or appealing option for Meow Wolf’s employees and visitors. Urban form and the quality of the pedestrian environment are key factors.

Meow Wolf Denver is located within a web of highway infrastructure, situated between the Colfax viaduct, I-25, and Auraria Parkway. These man-made barriers, as well as the natural barrier of the S Platte River, make the area difficult to navigate.

A lack of wayfinding signage, poor streetscaping, and auto-centric development make walking and biking in the area challenging. Since it is necessary to walk or bike from the nearby transit stations to Meow Wolf Denver’s site, these factors significantly deter transit use in the area.

To make walking, biking, and taking public transit a viable option for their employees and visitors, Meow Wolf should look at transit-oriented creative placemaking strategies, including streetscaping improvements, wayfinding, and public art that will improve the area’s functional mobility, safety, comfort, and appeal.

MEOW WOLF IN THE CONTEXT OF THE CHANGING SUN VALLEY NEIGHBORHOOD

Sun Valley is a West Denver neighborhood that has long been dominated by transportation infrastructure, industrial uses, public housing developments, and the Mile High Stadium. While largely cut off from Downtown Denver by the S Platte River and I-25, the opening of the West Line in 2013 provides the neighborhood with a direct connection to Union Station.

Today, the neighborhood is one of the areas the City is focused on for additional development to accommodate the city’s growing population and demand for housing.

The existing public housing development, Sun Valley Homes, is undergoing a redevelopment that will replace all its existing low-income units, while also adding hundreds more units priced for both moderate incomes and market rate.

Several other major developments are planned for the neighborhood over the coming decades, including the 62-acre River Mile Project, which is set to replace Elitch Gardens Theme and Water Park with a mixed-use neighborhood housing up to 15,000 residents.

With new development and hundreds of millions of dollars in both public and private investment pouring into the community, many in the neighborhood fear gentrification and displacement as well as other disruptions, such as high levels of pass-through traffic that could endanger the large number of children in the neighborhood.

As one of the first of the many new developments to open, Meow Wolf has the power to set an example for how new development can work with the existing community to improve the neighborhood for all.

By working respectfully with the community to manage Meow Wolf’s traffic impacts and encourage the use of transit, walking, and biking, Meow Wolf can serve as a vital partner in the neighborhood’s ongoing development.

METHODOLOGY

The methodology for this study includes four primary methods:

▶ Background research on transit-oriented development, transportation demand management strategies, community-led creative placemaking, relevant case studies, and related Denver area plans

▶ A primary route analysis to determine the extent of the study area and determine the most important streets and trails for walking and biking to Meow Wolf Denver

▶ An existing conditions review and analysis conducted through a combination of street and intersection assessments conducted in the field and online/digital analysis with maps and other GIS data. For the street and intersection assessments, I developed a street assessment tool based on the work of urban planning and transportation systems researcher Reid Ewing, PhD, who has identified five key urban design qualities (imageability, visual/spatial definition, human scale, transparency, and complexity) and their correlated physical features that impact walkability.

▶ Over 20 interviews with community stakeholders and subject matter experts, including Meow Wolf executives, members of the Meow Wolf Community Advisory Committee, Denver city planners, transportation specialists, local developers, Sun Valley residents and employees, representatives of local community groups, pedestrian advocates, and Denver artists
EXISTING CONDITIONS

My existing conditions analysis involved a combination of site visits, field work, and GIS analysis, and looks closely at physical streetscape features and urban design characteristics impacting pedestrian, bicyclist, and transit rider travel behavior. The results of the analysis are summarized below.

LAND USE

Existing land use in the study area is quite varied with industrial, education, recreation, and stadium uses being the most common. Meow Wolf Denver’s immediate neighbors are large institutions and entertainment complexes: the Auraria Higher Education Center, Pepsi Center, Elitch Gardens, and Empower Field – all of which are surrounded with vast quantities of surface parking lots. These parking lots are a primary factor contributing to the lack of walkability in the area.

STREETS AND SIDEWALKS

I assessed the quality of the pedestrian environment by looking at physical streetscape features and specific urban design characteristics found to have an impact on walkability. According to my analysis, the streets with the worst pedestrian environment at Walnut Street, Zuni Street, Decatur Street, Old W Colfax Ave, and 7th Street.

The main factor contributing to low walkability in the study area was poor urban design quality. The area has few buildings or destinations, no cohesive street wall, no pedestrian amenities and very little shade or greenery. A lack of adequate lighting also contributes to the area’s lack of perceived safety at night.

INTERSECTIONS

Many of the intersections in the study area, especially those along Decatur Street, are safe and well-designed. However, there are several key intersections that are confusing and downright dangerous. Several of these are particularly close to Meow Wolf, which could discourage people to walk there.

The worst intersections in the study area are Old W Colfax Avenue / Zuni Street / I-25, Federal Blvd & W Howard Place, and Old W Colfax Avenue & Mile High Stadium Circle.

BICYCLE FACILITIES

Meow Wolf is in a prime location to take advantage of Denver’s extensive off-street trail system. Meow Wolf is located directly along the South Platte River Trail and very close to the Lakewood Gulch Trail, two major regional bike trails. Two other major trails, Weir Gulch Trail and the Cherry Creek Trail, connect to the South Platte River Trail.

Together, these off-road trails provide easy bike access to Meow Wolf to nearly 95,000 people. Depending on what percent of Meow Wolf visitors decide to bike, Meow Wolf could see hundreds of bicyclists per day.

The percentage of daily bike visitor to Meow Wolf will depend heavily on factors such as the availability of secure bike parking, time of year, weather, availability of Meow Wolf promotional materials highlighting bicycling as a convenient way to access the site, and the presence of wayfinding and navigational tools.
BUS SERVICE:
Meow Wolf is served by eleven bus routes with a combined pre-COVID annual ridership of 10,534,444 (RTD Service Performance 2019). However, access to these bus routes is made difficult by the distance from the nearest bus stops to Meow Wolf’s site. The closest bus stops are 0.6 miles away, or approximately a 10-15-minute walk.

LIGHT RAIL SERVICE:
Three light rail lines provide access to Meow Wolf via three nearby light rail stations. Each of the light rail stations has its own advantages and disadvantages.

▶ The Auraria West Station is by far the busiest station and is served by the C, E, and W lines. It is only a 7-minute walk to Meow Wolf but the connection to Walnut Street is somewhat confusing.

▶ The Federal-Decatur Station, which is also a major bus hub, is the furthest away from Meow Wolf, but the surrounding pedestrian environment makes the walk more pleasant than the other options.

▶ The Empower Field at Mile High Station, which is served by the C, E, and W lines, is the closest to Meow Wolf, but is currently the least used and faces a very unappealing surrounding pedestrian environment.

Since every transit rider must also walk or bike from the transit station or stop to their destination, the quality of the urban environment can also have a huge impact on transit use. Without major improvements to the pedestrian environment, many people who might have been able to use transit could choose to drive instead.

WAYFINDING & PUBLIC ART
The lack of wayfinding signage – directional and informational signage that helps guide people through a physical environment and enhances their understanding and experience of the space – is a major barrier to walking and biking in the study area. Few wayfinding signs exist, and many existing signs are faded or hard to read, leaving users with little information to find their way from the station to their destination.

Public art is a key amenity that improves the pedestrian environment by adding visual interest, color, appeal, and strengthening one’s sense of place. My street assessments found that public art in the study area is rare. Most of the public art is located either at one of the three transit stations or at the stadium. The Sun Valley neighborhood is an exception and contains a handful of community-based murals and other art installations.

Both wayfinding and public art were mentioned repeatedly in interviews with numerous stakeholders as crucial solutions to the area’s connectivity problems.

BACKGROUND RESEARCH

RE-IMAGINING TRANSPORTATION & ACCESSIBILITY
For most of the past century, transportation planning has been focused on improving the accessibility and ease of automobile use. However, by designing cities to make driving easier, American transportation planners have made walking, biking, and transit use difficult, inconvenient, and dangerous.

Auto-oriented development not only makes traffic inevitable, it also places a severe burden on those without the means or ability to own and operate a vehicle, creating major equity implications for vulnerable and marginalized populations such as populations with low-incomes; people of color; youth, older adults; and people with disabilities.

Auto-oriented development also has negative consequences for the environment, creating urban sprawl, eating up open space, and producing greenhouse gases that contribute to both air pollution and climate change.

Meow Wolf, as a certified B Corporation, has a responsibility to build a more inclusive and sustainable economy, and work towards reduced inequality, a healthier environment, and a stronger community (About B Corps | Certified B Corporation, 2020). Improving access and mobility through non-automobile-oriented modes is crucial to reducing Meow Wolf’s traffic impacts on the surrounding neighborhoods, meeting their environmental and carbon-reduction goals, and making Meow Wolf accessible to all people regardless of age, income, vehicle ownership, or ability.

TRANSIT-ORIENTED DEVELOPMENT & WALKABILITY
As Meow Wolf looks to increase access and discourage automobile use, it would be helpful for them to understand two interrelated transportation planning concepts: transit-oriented development and community-based creative placemaking.

Transit-oriented development (TOD) is an integrated land use and transportation development strategy aimed at encouraging public transit use through the creation of dense, walkable, mixed-use neighborhoods in proximity and with easy access to transit stations. However, while Denver’s own plans recognize the importance of walkability to the success of transit, most of Denver’s transit stations, including those closest to Meow Wolf Denver, are not located in walkable areas.

Meow Wolf Denver, despite being within a 15-minute walk of three light rail stations and several bus stops, is nearly inaccessible to those without a car due to extreme barriers to walkability including multiple
highways and high-traffic arterials, railroads, and the S Platte River, and a hostile and unappealing pedestrian environment.

Studies have shown that a poor aesthetic environment can negatively impact a pedestrian’s concept of time, making short trips through unappealing and uncomfortable environments feel longer (Appleyard, 2009).

To truly take advantage of their location within a transit-rich area, Meow Wolf must use transit-oriented development principles to bridge the natural and man-made barriers that have kept the Sun Valley neighborhood isolated and disconnected for so long.

**DESIGNING STREETS AS PLACES**

The first step to increasing accessibility and encouraging walking, biking and transit is to re-imagine our public streets not just as sewers for cars, but as vital public spaces for people.

According to the Project for Public Spaces, streets should be venues that celebrate culture, connectivity, and community and they argue that streets have the potential to become thriving destinations.

Great places have several key features in common.

- They encourage social interaction and often serve as a meeting point or gathering place for friends, families, and neighbors.
- When streets are treated as places for people instead of for cars, people are far more inclined to walk, bike, and spend time in the area.

**COMMUNITY-LED CREATIVE PLACEMAKING**

In their quest to transform their immediate surroundings into an inviting place to walk and bike, Meow Wolf should employ creative placemaking strategies.

In contrast to the traditional top-down approach of transportation planning and development, which has historically marginalized communities of color and other already disadvantaged communities, creative placemaking is a collaborative, people-centered approach to the planning and design of public space that uses arts and cultural activities to enhance the physical and social character of an area.

Community-led creative placemaking can have many social, economic, and mobility benefits. The collaborative creative placemaking process helps to build social networks, increasing a community’s collective sense of identity and pride. Creative placemaking efforts can help attract both locals and visitors to an area, creating more foot traffic and benefiting local businesses, which can attract greater business investment in the area.

Placemaking activities can also encourage more walking and biking by slowing down traffic, creating a more comfortable and aesthetically pleasing pedestrian environment, and giving people reasons to get outside and explore.

Creative placemaking is distinct from other community development approaches is its focus on process, partnerships, and public engagement.

**Community-led placemaking is focused on what makes each community unique and strives for authentic community engagement so that the resulting urban design reflects and celebrates the culture, history, and values of the community.**

There are a wide variety of creative placemaking strategies for Meow Wolf and its community partners to consider. Passive interventions include permanent changes to the built environment such as streetscaping features, pedestrian amenities, and public art. Interactive interventions such as interactive art, motion activated lights, or fountains can encourage social interaction and play. Temporal creative placemaking strategies such as pop-up public spaces, events, and seasonal decorations can keep the area activated year-round.

A key benefit of community-led creative placemaking is the use of small-scale and low-cost strategic interventions (also known as “tactical urbanism”) that can be used to expand, remake, and improve public space quickly and more cheaply while calling attention to the need for larger changes and investments.

The “lighter, quicker, cheaper” philosophy of tactical urbanism projects enables creative placemakers to design, implement, and test projects immediately with community involvement while building momentum and community support for long-term changes.

The biggest challenges to the community-led creative placemaking approach is assembling and maintaining community partnerships, overcoming community skepticism, assembling adequate financing, overcoming regulatory hurdles, providing for long-term maintenance, and avoiding the unintended consequences of gentrification.
CASE STUDIES

Several case studies featured in this report highlight a variety of creative placemaking interventions, including wayfinding, underpass and viaduct restoration and revitalization, traffic calming, and pedestrian safety interventions. In each, public outreach and community partnerships were integral to the project’s design and success.

The projects highlighted in this report include:

- **40 WEST ART LINE** - a 4 mile long interactive biking and pedestrian arts experience located in the 40 West Arts District in Lakewood, CO (top left).
- **UNDER.OVER.PASS** - an interactive art installation that has transformed a dangerous underpass into a safe and appealing route into downtown in Greensboro, NC (top right).
- **CHICANO PARK** - a world-renowned park built underneath a highway containing over 80 intensely colorful murals celebrating Chicano and Mexican history in San Diego, CA (center).
- **INTERSECTION REPAIR** - a grass-roots initiative that encourages communities to work together to reclaim streets and transform ordinary intersections into vibrant community spaces in Portland, OR (bottom right).
- **LAKEVIEW LINCOLN HUB** - a temporary creative placemaking and traffic calming project that transformed four blocks of Lincoln Street in Chicago, IL (bottom left).

These projects showcase a variety of approaches that Meow Wolf, in collaboration with their community partners, the City and County of Denver, and the Colorado Department of Transportation could take to improve wayfinding, pedestrian and bicycle access, safety, and public space in the areas between Meow Wolf’s location and the nearby transit stations.

DENVER PLANS

The creative placemaking and active transportation goals proposed in this report align with and support the broader city and community goals for the area.

The Sun Valley neighborhood has been the subject of over a decade of planning documents, each seeking to revitalize the neighborhood through mixed-use, mixed-income, walkable, transit-oriented development.

The various plans show strong support for increasing pedestrian and bicycle infrastructure, improving first/last mile connections to transit, and enhancing public space through art, wayfinding, and creative placemaking.

The recommendations in this plan were informed by the following existing Denver planning documents:

- Sun Valley Neighborhood Decatur-Federal Station Area Plan (2013)
- Stadium District Master Plan (2019)
- Denver Downtown Area Plan Amendment (2018)
- Auraria West Station Area Plan (2009)
- Denver Housing Authority Sun Valley Master Plan (2015)
VISION & GOALS

Through engaged community-led creative placemaking, Meow Wolf and its community partners will transform the functional infrastructure of the street to prioritize pedestrian and bicycle mobility, creating street-level experiences that invite and stimulate visitors and passersby.

Meow Wolf Denver will be a truly connected and accessible place that allows people the choice to walk, bike, scoot, pedicab, ride transit, carpool, taxi, rideshare, or drive.

The recommendations in this report are informed by four key goals:

- **SAFE & ACCESSIBLE** - All people regardless of age, ability, or means of transportation should feel safe and comfortable.
- **UNIQUE & COMMUNITY-BASED** - Existing culture, character, and other distinctive community assets should be respected and celebrated.
- **ACTIVE & INVITING** - An attractive, high-quality urban environment filled with interesting art and activities invites people to play and explore.
- **ENGAGING & IMMERSIVE** - Colorful, interactive, narrative art experiences create an enticing and memorable journey for Meow Wolf visitors and community members alike.

RECOMMENDATIONS

1. NAVIGATION IMPROVEMENTS

Wayfinding and signage are crucial to help visitors find their way to Meow Wolf and other nearby destinations. In addition to a utilitarian use, pedestrian-scaled wayfinding helps bicyclists and pedestrians feel safe and welcome.

1A. Implement a wayfinding & signage program
1B. Create a high-visibility neighborhood arts trail
1C. Wayfinding app & digital communications

2. TARGETED INTERSECTION & STREETSCAPING IMPROVEMENTS

Targeted intersection and streetscaping improvements can help to slow traffic, increase pedestrian visibility to drivers, and create a safer, more comfortable, and more attractive environment for all users.

1A. Support design enhancements at priority Intersections
1B. Implement an intersection repair program
1C. Provide enhanced pedestrian and wheelchair amenities on priority streets

3. PUBLIC ART & BEAUTIFICATION

Community-based art that is well-designed and integrated into the public realm can create a more attractive and inviting pedestrian environment and entice people to get out of their cars and explore.

1A. Support the creation of community-led public art.
1B. Establish an Under the Viaduct Arts program.

4. BICYCLE & MICROMOBILITY ACCOMMODATIONS

Encouraging the use of bicycles and shared micromobility options will help Meow Wolf reduce its carbon footprint, reduce vehicular traffic impacts on the neighborhood, and increase accessibility for those without access to a car.

1A. Provide ample and secure on-site bike parking
1B. Provide dedicated space for shared micromobility options
1C. Support efforts to improve and expand Denver’s bicycle facilities

5. SAFETY & MAINTENANCE

Additional lighting, reduced litter, improved maintenance, and the addition of public safety amenities will make pedestrians feel safer and more comfortable walking around this area, especially at night.

1A. Add additional pedestrian-scaled lighting
1B. Add emergency phone towers along key pedestrian paths
1C. Work to reduce littering & remove trash from pedestrian paths
The goals and recommendations in this report, some of which overlap, will work together to improve the quality of the pedestrian environment, and make the streets around Meow Wolf feel safer and more accessible for all users.

If implemented, the recommendations will result in an attractive, high-quality urban environment filled with interesting art inspired and created by the local community.

The recommendations in this report are complex and interconnected, and implementation will take place in phases over several years.

Achieving the vision for the plan area will take concerted, sustained effort among all stakeholders to tackle the initiatives in this plan and set the course for success.

The implementation of the recommendations included in this report should be championed by Meow Wolf, community leaders, registered neighborhood organizations, property owners, and developers.

Implementation will require coordinated involvement of many different organizations pursuing a variety of funding sources and strategies.

Funding sources that could be used for the recommendations in this plan include:

▶ Meow Wolf Sponsorship
▶ Grants
▶ Parking Benefit District
▶ Other Special Districts
▶ Denver’s 6-Year Capital Improvement Program

Prior to initiating a creative placemaking project, Meow Wolf should carefully consider their project goals and establish a set of metrics for measuring the project’s outcome, with particular emphasis on how the project will impact the existing local community.

Implementation of the plan will be a collaborative effort and will rely heavily on partnerships and coordination between Meow Wolf, community and neighborhood groups, non-profits, local artists and arts organizations, public agencies, and the private sector.

The implementation of the recommendations in this plan must start with authentic and respectful community outreach.

Before making any improvements to the neighborhood, Meow Wolf must reach out to the local community and form partnerships with existing community-based organizations.

Meow Wolf, as one of the first of many new developments to open in the Sun Valley neighborhood, is uniquely positioned to set an example for how new development can work with the existing community to improve the neighborhood for all.

In their 2018 Corporate Social Responsibility Plan, Meow Wolf Denver laid the groundwork for how they would work with the existing community to improving the quality of life for local community members while being an environmental steward.

This plan sets forth a vision for a more interconnected, vibrant, and pedestrian-friendly neighborhood that encourages people to ride transit, walk, and bike, through the addition of fun, stimulating, community-created art, wayfinding, and placemaking elements. Achieving this vision will take concerted, sustained effort from not only Meow Wolf, but a wide range of community partners and stakeholders.
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IMAGE CREDITS

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Cover and Chapter Page Image: Google Earth Pro 7.3.3.7786. (2020). Aerial view of 1338 1st Street, Denver, CO.

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“Today is the Day” installation by Yulia Avgustinovich at 1350 Lamar St. Photograph courtesy of the 40 W Arts District. https://40westarts.org/sculptures-1/uvjnih8q4f9nh9ujsjkkj5c4tdx9g9pj


Example of an Intersection Repair project in Portland, OR. Photograph courtesy of The City Repair Project. https://cityrepair.org/intersection-repair-examples


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Example of an intersection repair in Portland, OR. Photograph courtesy of the City Repair Project. https://www.sitedesign.com/lakeview-lincoln-avenue/