



JOY - SOUTHFIELD



Commercial Corridor Strategic Plan

November 2010

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Joy-Southfield Downtowns of Promise Strategic Plan

November 2010

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Downtowns of Promise

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FIGURES and MAPS

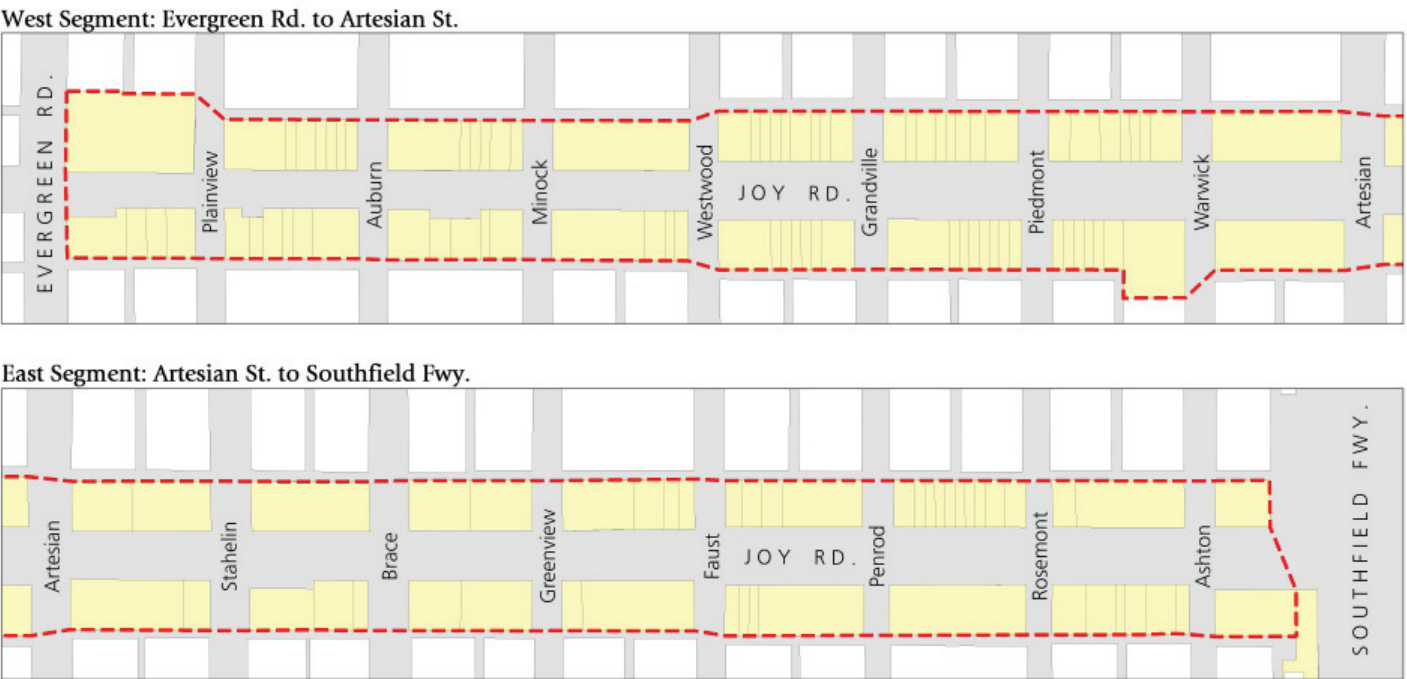
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Figure 1.1
Downtowns of Promise Project Area



JOY RD. CORRIDOR BETWEEN EVERGREEN RD. & SOUTHFIELD FWY.

MSHDA Downtowns of Promise Study Area

- Study Area Boundary
- Parcel Inside Study Area



INTRODUCTION

Located on Detroit's west side, approximately ten miles from downtown Detroit, the Joy-Southfield commercial corridor is one of the city's more viable and promising commercial districts. Surrounded by some of the west side's most stable and organized residential neighborhoods, and bordered by one of the city's true jewels in Rouge Park, the Joy-Southfield corridor has the potential to serve as a regional destination not only for residents of Detroit but for surrounding communities as well. The Joy-Southfield corridor benefits from the hard work of a number of non-profit organizations and neighborhood associations committed to its success, most notably the Joy-Southfield Community Development Corporation (J-SCDC). The stakeholders in the district seek to take full advantage of the Joy-Southfield corridor's regionally-accessible location and motivated population to house and serve the next generation of young professionals, entrepreneurs, and working families.

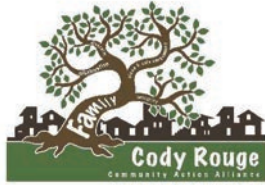
The Michigan State Housing Development Authority (MSHDA) has commissioned Beckett & Raeder, Inc. to develop a three to five-year action-oriented Strategic Plan for the revitalization and economic development of the Joy-Southfield commercial corridor, focused on creating a district that promotes a healthy lifestyle and is mixed-use, densely populated, pedestrian friendly, safe, inviting, vibrant, and diverse. In strengthening Joy-Southfield's commercial core, the many residential neighborhoods that surround it can hope to become an even more attractive place to live, work, raise a family, and start and grow a business.

The project area for the Joy-Southfield Downtowns of Promise initiative is approximately one mile of commercial frontage along both sides of Joy Road from just west of the Southfield Freeway (M-39) to just east of Evergreen Road (Fig. 1.1).

The Strategic Plan Process includes:

- Review of existing plans
- Community stakeholder interviews
- Community involvement session
- Physical assessment of the project area
- Retail market assessment
- Office market assessment
- Housing market assessment
- Institutional/organizational arrangement assessment
- Downtowns of Promise Committee planning session
- Actionable items, including time lines and assignments of responsibility

The Plan includes recommendations for tangible, "actionable" items, i.e. strategies that can be accomplished by local leadership within a 3- to 5-year time frame. This includes steps for implementation, financing and revenue sources, task / project identification and prioritization, and a time line for these action items. The Plan is intended to be incorporated into other municipal plans and programs as they move forward and are updated.



Strategic Plan

Facilitated by
DEXDesign
ASSOCIATES



City of Detroit
Kenneth V. Cockrel, Jr. Mayor
Planning and Development Department
Neighborhood Stabilization Program Plan



Douglass J. Diggs, Director
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City of Detroit NSP rev01.09

*Rec'd 6/29/07
Detroit require
program from
HBO
Rebut*

A RENTAL HOUSING
MARKET STUDY FOR
DETROIT, MICHIGAN
Gardenvue Estates, Phase I

May 15, 2007

Prepared for
Norstar Development USA, L.P.
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Other Plans and Efforts

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Figure 2.1
Cody Rouge Strategic Plan

Cody Rouge Community Action Alliance Strategic 2009-2011 (DEX Design Associates)	Goals and Corresponding Objectives
	Increase the CRCAA's effectiveness and sustainability <ul style="list-style-type: none"> • Apprise CRCAA Board of legal and fiduciary roles and responsibilities • Ensure applicable laws and regulations are upheld • Ensure CRCAA's mission is achieved
	Enhance the CRCAA's ability to provide social services <ul style="list-style-type: none"> • Create program model focused on community education and development as well as workforce development • Create a development and evaluation process for management, staff, and volunteers • Develop, implement, and evaluate CRCAA's media plan
	Expand the CRCAA <ul style="list-style-type: none"> • Target services via community partnerships
	Diversify CRCAA's funding sources <ul style="list-style-type: none"> • Create multi-tier approach to ensure funding support from individuals and corporations
	Create collaborations to better serve those most in need <ul style="list-style-type: none"> • Establish list of partnership projects • Develop partnership agreements with at least two organizations

Figure 2.2
Detroit Works Project

City of Detroit's "The Detroit Works Project" (In progress, to be completed late 2011)	Project Focus Areas
	Land use, zoning, and land development
	Economic recovery
	Neighborhood, housing amenities
	Landscape and ecology
	Environmental sustainability
	Historical and cultural resources
	Services, operations, and fiscal reform
	Transportation / transit
	Green and gray infrastructure

PREVIOUS PLANNING EFFORTS

Compared to the six other Michigan communities participating in the Downtowns of Promise program, the Joy-Southfield commercial corridor is unique in that it is the only study area that is not made up of its community's traditional downtown. As such, the Joy-Southfield commercial corridor has not undergone previous planning efforts with the same scope and detail as other Downtowns of Promise study areas (Downtown Flint). Regardless, it is important to review any previous or pending planning efforts that address the opportunities and challenges in the Joy-Southfield commercial district. In doing so, it can be determined what previous recommendations were acted upon and their success, those that were not acted upon that perhaps should be revisited, and those that may be forthcoming in other planning efforts that can be complimented or facilitated by the recommendations of the Downtowns of Promise Strategic Plan.

"Cody Rouge Community Action Alliance Strategic Plan"

DEX Design Associates (Sept. 2009 to Aug. 2011)

The CRCAA worked with a private consultant to develop a two-year strategy for the organization's support, services, and organization-development activities. The plan includes five over-arching goals developed by the work of seven focus-specific task forces: Youth, Social & Public Policy, Non-Profit, Block Clubs/Associations, Faith-Based, Business, and Education. The planning process resulted in the CRCAA's mission statement, vision statement, and value statement. The CRCAA's Strategic Plan is intended to guide the organization's operations, and is not a traditional land use or urban design plan that might include physical recommendations specific to the Joy-Southfield corridor. However, its five goals are relevant to the residents of the communities that are served by the businesses along that corridor, and therefore relevant to the corridor itself. Figure 2.1 summarizes the five goals of the CRCAA's Strategic Plan.

"The Detroit Works Project"

City of Detroit (In-progress)

The City of Detroit has been receiving national attention for Mayor Dave Bing's initiative to completely re-imagine the City of Detroit in terms of land use, zoning, infrastructure, transportation, housing, and urban design. The plan is in its early stages, as the City has just recently completed the first phase of community input via five "major" community forums. The public input portion will continue through the process, and the timeline calls for the plan to be adopted in late 2011. It has been speculated that the plan will ultimately call for a contraction of the City of Detroit, as the city's 139 square miles once housed a population of nearly two million residents and now houses less than 900,000. Residents remaining in Detroit's sparsely-populated blocks and neighborhoods may be relocated to more stable and viable neighborhoods, and the areas left vacated are anticipated to be utilized for land-intensive uses including urban agriculture, or development-ready green space. What this process will ultimately mean for the Joy-Southfield area is still to be determined, but it seems much more likely that the area would be one where residents would be relocated into rather than one that would be vacated. The City's commitment of NSP1 and NSP2 dollars to the Joy-Southfield area is an indication of the faith the City has in the area's future sustainability. Figure 2.2 summarizes some of the focus areas of the Detroit Works Project.

"A Rental Housing Market Study for Detroit, Michigan: Gardenvue Estates, Phase I"

Community Research Services, LLC (May 2007)

The Phase I study analyzes the market for 96 rental units in a residential development (Gardenvue Estates) that ultimately is planned to include a mix of over 800 residential units, including rental units and for-sale units. The market analysis is intended to demonstrate a demand for the first phase of a three-phase plan totaling 234 rental units. 76 of Phase I's 96 units will be restricted to low-income rental rates. The study finds that there is a strong demand for the type of rental units planned for Phase I, based on area incomes, existing vacancy rates, regional accessibility, and availability of nearby goods and services. Figure 2.3 displays the findings of the market study most relevant to the strategic planning effort for the Joy-Southfield commercial corridor.

Figure 2.3
Gardenview Estates Market Study

Detroit Housing Commission's "A Rental Housing Market Study for Detroit, Michigan - Gardenview Estates, Phase I" (Community Research Services, LLC, May 2007)	Selected Findings
	Of the 96 units in Phase I, 76 will be eligible for low-income housing tax credits (LIHTC) of which 48 will require rental assistance from Detroit Housing Commission
	Income range eligible for low-income housing tax credits is \$14,160 to \$45,300
	46% of the population in the primary market area (PMA) would qualify for LIHTC, and 74% would be eligible for rental assistance
	Demand estimates (as of 2007) support absorption of the rental units
	Rental market in the PMA is stable with 95% of the units occupied (as of 2007)

Figure 2.4
City of Detroit NSP1 Plan

City of Detroit's "Neighborhood Stabilization Program Plan" (Planning and Development Department, Revised January 2009)	Selected Findings
	Housing and Economic Recovery Act of 2008 allocated \$3.92 billion to states, cities, and counties for neighborhood-stabilization projects; City of Detroit received \$47 million
	City identified nine target areas, including the "Herman Gardens" target area that includes the Joy-Southfield corridor
	City's NSP funds divided amongst the following: Acquisition, Administration, Demolition, Disposition, New Construction, Public Improvements, Rehabilitation
	From 2004-2006, 73% of new mortgages issued in Detroit were high-cost loans
	There were 67,000 foreclosures in Detroit from 2005-2007, accounting for 20% of all mortgages in the city
	A foreclosed home can cost a city \$20,000 in unpaid taxes, unpaid utility bills, and maintenance

“Neighborhood Stabilization Program Plan” City of Detroit (Jan. 2009)

The entire Joy-Southfield study area was included in the “Herman Gardens” target area in the city of Detroit’s Neighborhood Stabilization Program (NSP) Plan of 2008/2009. The submittal of this plan to the Dept. of Housing and Urban Development (HUD) was a requirement for the allocation of over \$47 million to the City for the work of acquiring, rehabilitating, demolishing, and/or redeveloping foreclosed abandoned residential properties. The approved plan has a 4-year implementation period, ending in 2013. Nearly 30% of the funds (\$14 million) are to be utilized for demolition of long-vacant and blighted homes or structures in an effort to stabilize the neighborhoods surrounding them. Another 30% is to be used for rehabilitation of viable properties. The Herman Gardens target area was chosen primarily because it surrounds the Detroit Housing Commission’s Gardenvue Estates mixed-income residential project, financed with \$20 million in HOPE VI funds. The intent is to stabilize the neighborhoods surrounding Gardenvue with NSP-funded projects to ensure the long-term success of that project. Figure 2.4 displays some of the more relevant issues addressed in the NSP plan.

“Joy-Southfield Walkability Audit” MSHDA / LISC AmeriCorps (July 2010)

As part of the Joy-Southfield Downtowns of Promise initiative, MSHDA assigned an AmeriCorps member to walk both sides of the Joy-Southfield corridor from the Southfield Freeway to Evergreen. During this “walkability audit”, each block was evaluated to identify concerns for pedestrians with respect to safety, comfort, and convenience of the walking environment. The report of the audit is detailed and block-specific, but certain recurring trends emerged. Nearly every block had maintenance concerns, including cracked/buckled sidewalks, overgrown weeds, missing/damaged street signs, poor building conditions, litter, etc. Non-flattering words like “trashy”, “dirty”, and “unsafe” appear throughout the report. Perhaps the most interesting aspect of the audit was that, for each block, a count was taken of the number of other pedestrians on that block, and what that count shows is that the Joy-Southfield corridor is very much utilized by pedestrians. This is due to a number of factors, most notably the fact that Joy Road is along several DDOT bus routes, Cody High School and Dixon Academy are nearby, and there are destinations like the Edison branch of the Detroit Public Library. Overall, the audit indicates that Joy Road has the capacity to be a very accessible pedestrian corridor, but is very much in need of maintenance (both public and private) and enhancement (lighting, landscaping, street trees, public art, benches, trash receptacles, etc.)



Detroit Fire Dept. Engine 55 / Ladder 27

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Herman Gardens housing development at Joy Road (circa late 1940s)
© Wayne State University 2004

PHYSICAL ASSESSMENT

(Beckett & Raeder, along with representatives from MSHDA and the Joy-Southfield Downtowns of Promise Team, conducted a two-day site assessment of the study area beginning on August 25, 2010. What follows is an overview of that physical assessment, along with a narrative of the history of the Joy-Southfield commercial corridor to provide context to local development patterns.)

INTRODUCTION

The Joy-Southfield commercial corridor is representative of many metropolitan post-war era developments. The majority of commercial buildings fronting on Joy Road and homes in the adjacent Warrendale and Franklin Park neighborhoods were constructed between the mid-1940s and early 1950s. During that period, the Joy-Southfield corridor was a bustling neighborhood retail and commercial district serving the area's growing and increasingly affluent population. From a physical perspective, the neighborhood's prosperity was embodied by the sheer quantity of retail and commercial buildings built to the right-of-way within the corridor. Although development patterns have changed over time, buildings built to the right-of-way and Joy Road's significant right-of-way width remain character defining features today.

Building upon the positive, there are also characteristics that could be improved. Currently, public and private realms along the Joy-Southfield corridor show symptoms of severe disinvestment. This is most visible through vacant buildings, deferred maintenance and poorly planned and/or designed development in the past several decades. Lack of design guidelines and code enforcement exacerbate perceptions of neglect.

The Downtowns of Promise study area and this physical assessment focus on the Joy Road corridor between the Southfield Freeway (M-39) and Evergreen Avenue. This assessment considers many factors that contribute to the functionality and aesthetic of the corridor. These include the district's history, character, approaches and vehicular circulation, non-motorized circulation, and character defining features that provide Joy-Southfield corridor its unique identity.

HISTORY

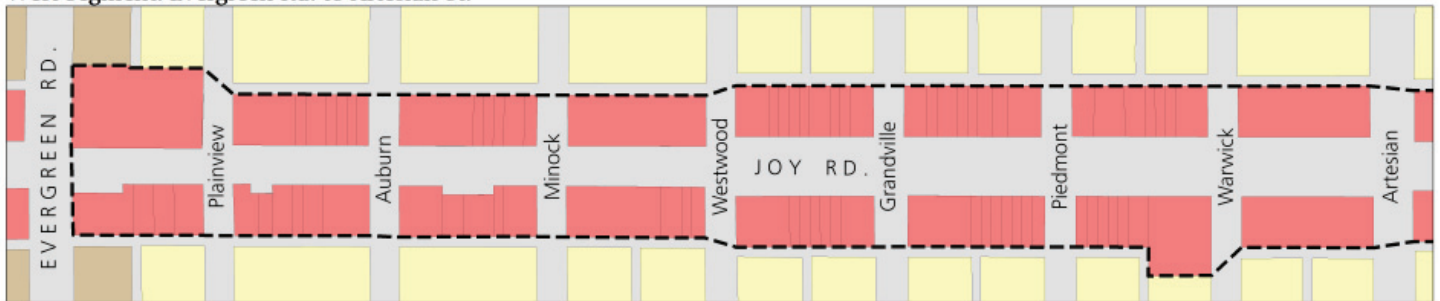
Prior to World War II, the area that would become the Joy-Southfield corridor was much like other areas surrounding major metropolitan areas. It was a slowly developing mix of agriculture, rural residential and limited retail/commercial land uses. It was during this period that River Rouge Park located west of Evergreen was purchased and developed. The City of Detroit purchased land for the park in the early 1920s and opened Rouge Park Golf Course in 1923. In the late 1930s and early 1940s, development of planned housing began in the area. Construction of single-family houses slowly began in the Warrendale and Franklin Park neighborhoods and construction of the Herman Gardens multi-family housing complex east of Southfield Road began in 1943.

With the Allied victory in World War II in 1945, Detroit became the epicenter for post-war consumerism and development. Soldiers returning from war across the country sought to settle into a life consistent with the American Dream with a home, automobile(s), appliances, and other domestic comforts. The Detroit area particularly benefited from this period of post-war economic growth as it fueled automobile and other manufacturing industries in the metropolitan area. The returning soldiers and period of post-war economic growth accelerated construction of housing in the Warrendale and Franklin Park neighborhoods which in turn supported commercial and retail development in the Joy-Southfield corridor. As evidence, the majority of the area's commercial and residential buildings were constructed between the mid-1940s and early 1950s.

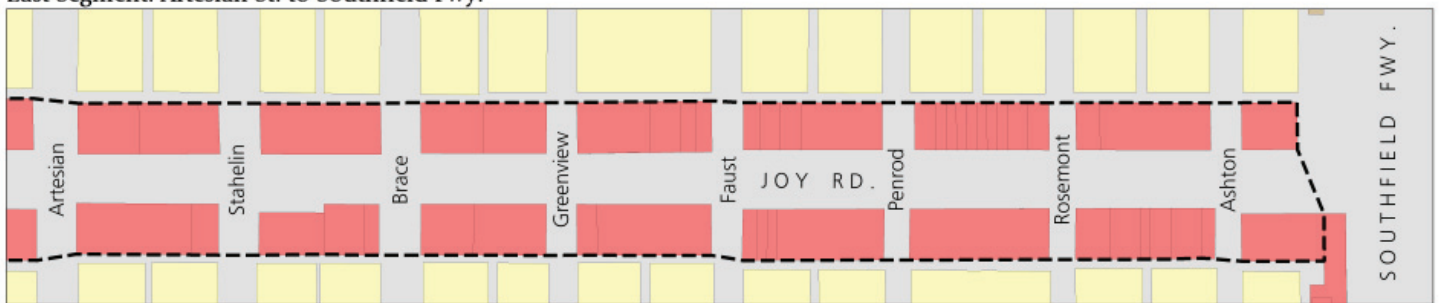
Overall, employment decreased during post-war years and began a steady slide in population that continues today. Through the late 1950s and early 1960s, the area's automobile and manufacturing industries began to undergo some fundamental changes. Manufacturing processes were increasingly mechanized and labor needed to fuel industry began to decline. Over the next several decades, competition in the domestic marketplace increased as foreign manufacturers entered the U.S. market and began to offer more economical products. Finally, the 1973 Oil Crisis reduced demand for vehicles and changed the type of vehicles being produced. The downward employment and population trends continued with the closing of numerous Detroit area manufacturing plants during the 1970s and 1980s. Symbolic of the area's

Figure 3.1
Downtowns of Promise Study Area with Zoning

West Segment: Evergreen Rd. to Artesian St.



East Segment: Artesian St. to Southfield Fwy.



JOY RD. CORRIDOR BETWEEN EVERGREEN RD. & SOUTHFIELD FWY.

Zoning

- R1 (Residential)
- R2 (Residential)
- B4 (Commercial)
- MSHDA Downtowns of Promise Study Area Boundary



economic and resulting social challenges, demolition of the Herman Gardens housing development began in 1997 and the site is currently being redeveloped as the multi-use project, Gardenview Estates. With decreasing employment and population since the 1950s, personal and corporate commerce in the Joy-Southfield corridor decreased exponentially and began a revolving cycle of disinvestment readily visible today.

CORRIDOR CHARACTER

The first impression of the Joy-Southfield corridor is consistent with its reality. Glimpses of the district's rich history and past prosperity exist within its current condition. However, the symptoms of contemporary disinvestment dominate the community's character. A closer study begins to reveal the study area's notable physical qualities and its relationships to adjacent neighborhoods.

Joy-Southfield Commercial Corridor

Land uses in the Joy-Southfield corridor include retail, commercial, and minimal office. Currently, each of the land use activities occur through the corridor with varying levels of success and a high number of vacancies exist. Although the study area consists of the Joy Road corridor between Southfield and Evergreen, the described corridor character is consistent from Southfield to Trinity Street.

The study area contains a mix of historic architecture with traditional storefront character at the right-of-way and more contemporary suburban character buildings set within parking lots. The majority of historic buildings were constructed between mid-1940s and early 1950s during the post-war economic boom. Most of the historic buildings are one story with traditional storefronts at street level. One prominent exception is the Detroit Fire Station located at the northwest corner of Southfield and Joy. The brick and limestone building with bright red truck doors serves as a gateway landmark into the Joy-Southfield corridor. Another well preserved historic building is the Detroit Public Library Edison Branch constructed in 1955.

Unfortunately, only glimpses of historic architecture are visible on most buildings due to inappropriate contemporary façade treatments. Mixed with the historic buildings in the corridor are suburban character developments that are vehicular-focused and detract from the general character of the Joy-Southfield corridor. Buildings are set back from the public right-of-way and

place unscreened parking adjacent to the community's primary public corridor. Historic and contemporary buildings alike suffer from widespread vacancy, underutilization, deferred maintenance, severe disrepair, and abandonment. Specific items that detract from the district's character include historically inappropriate façade treatments and awnings, abundant low-quality signage, marginal businesses, suburban footprint buildings, and severe maintenance issues.

Another challenge in the Joy-Southfield corridor is the visual prominence of parking. On-street and off-street vehicle parking dominates the visual landscape and detracts from the district's character. Unscreened parking lots and vehicle service operations occur frequently throughout the corridor. Parallel on-street parking occurs in oversized lanes on both sides of Joy Road and contributes to the vehicle dominant character.

Vehicular and pedestrian navigation within the Joy-Southfield corridor two-way street grid is generally understandable. However, the vehicular-dominant character created by Joy Road, uninterrupted on-street parking and unscreened parking lots greatly detract from the pedestrian experience and makes crossing Joy Road an unpleasant undertaking. Access between the Joy-Southfield corridor and adjacent Warrendale and Franklin Park neighborhoods is simple via neighborhood sidewalks. In general, all roadways and sidewalks are in poor condition throughout the Joy-Southfield corridor. The poor condition of Joy Road and lack of pavement markings confuse motorists and divert their attention from watching for pedestrians or other vehicles.

Neighborhoods

The Warrendale neighborhood south of Joy Road and Franklin Park neighborhood north of Joy Road contribute greatly to the Joy-Southfield corridor's character. The neighborhood's one-story, single-family homes are visible from Joy Road and provide a sense of the larger community. Some vacant property, abandoned homes and disinvestment occur within the neighborhoods but are much less evident than in the immediate commercial corridor.

APPROACH ZONES

Entering the Joy-Southfield area from regional destinations is relatively simple using the Southfield Freeway (M-39), Jeffries Freeway (I-96), Telegraph Road (US-24), Ford Road (M-153), or Michigan Avenue (US-12). Once in the general area, there are four primary approaches to the Joy-Southfield corridor. Each offers a unique experience and first impression.

Joy Road from the east

Joy Road from the east is a primary entry to the Joy-Southfield corridor for those approaching from north or south on the Southfield Freeway or from local neighborhoods east of the Southfield Freeway. Vehicular access into the Joy-Southfield corridor from this approach is quite simple and straightforward. Non-motorized access is possible using existing sidewalks but is difficult and unpleasant due to the configuration and volume of traffic over the Southfield Freeway overpass. Bike lanes are not present on Joy Road and the speed and volume of vehicular traffic is not comfortable for shared non-motorized use of the roadway.

East of the Southfield Freeway, Joy Road is similar in land use to the study area but contains much more vacant land. The additional vacant land, a few large scale land uses such as St. Martha's Episcopal Church, and more mature trees give the approach a much greener character. However, the four-lane roadway with unused on-street parking competes with that greener character. Once visitors cross Greenfield Road and a double set of railroad tracks, the in-progress Gardenvue Estates development is south of Joy Road and largely vacant commercial buildings are to the north. The next intersection visitors arrive at is Southfield Road and the Southfield Freeway overpass. Once through the intersection, parallel on-street spaces and surface lots offer ample and convenient parking. Any destination in the Joy-Southfield corridor is within a five-minute walk of available parking.

While Joy Road from the east has potential to be a pleasant approach to the Joy-Southfield corridor, its character is currently dominated by unscreened parking, expansive roadway pavements, and vacant or unmaintained land and buildings.



Joy Road near Southfield Freeway

Joy Road from the west

The approach to the study area on Joy Road from the west is likely to be used by local visitors from the adjacent communities of Dearborn Heights, Garden City, and Redford Township. The approach is in many ways quite similar to the Joy-Southfield corridor itself. Vehicular access into the study area from the west is quite simple and straightforward, and non-motorized access is possible and relatively pleasant using existing sidewalks. Bike lanes are not present on Joy Road and the speed and volume of vehicular traffic is not comfortable for shared non-motorized use of the roadway.

Visitors approaching from the west progress through two distinct zones prior to entering the Joy Road commercial corridor at Trinity Street. West of Parkway Street and outside the Detroit city limits, land use is largely single-family residential with limited amounts of neighborhood commercial. Generously sized right-of-ways, lawns and mature trees create a very pleasant neighborhood character. East of Parkway Street, Joy Road passes through River Rouge Park until its intersection with Trinity Street. Visitors have a very real sense of the park and of the Rouge River as the roadway descends into the river valley and rises back into the City. Wooded areas, open fields, ball fields, and the Alex Jefferson Model Airplane Field are all readily visible from Joy Road.

Once visitors pass through the Trinity Street intersection, the commercial-corridor character as previously described becomes dominant. Parallel on-street spaces and surface lots offer ample and convenient parking in the corridor between Trinity and Southfield and any destination in the Joy-Southfield study area is within a five-minute walk of available parking.

Evergreen Road from the north and south

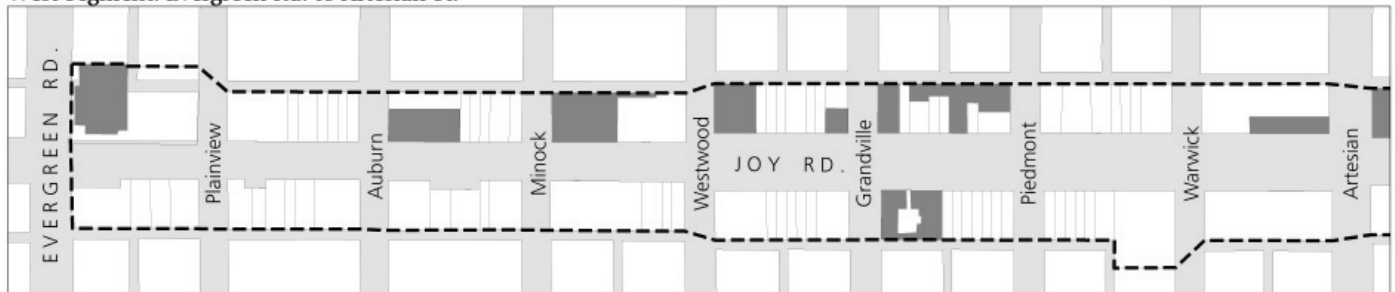
Evergreen Road is a local collector street from neighborhoods north and south of Joy Road in addition to serving as a connection to Ford Road (M-153) and Michigan Avenue (US-12). Evergreen is truly a neighborhood collector in character with a two-lane cross section and on-street parallel parking. Land use is almost entirely one-story, single-family residential with generous front lawns and mature trees. Both the north and south approaches on Evergreen are very pleasant for motorists, bicyclists and pedestrians. Neighborhood sidewalks are available for non-motorized travel and, aside from intersections with other neighborhood collector streets, bicycle use on Evergreen is relatively comfortable due to generous lane sizes and moderate traffic volumes.



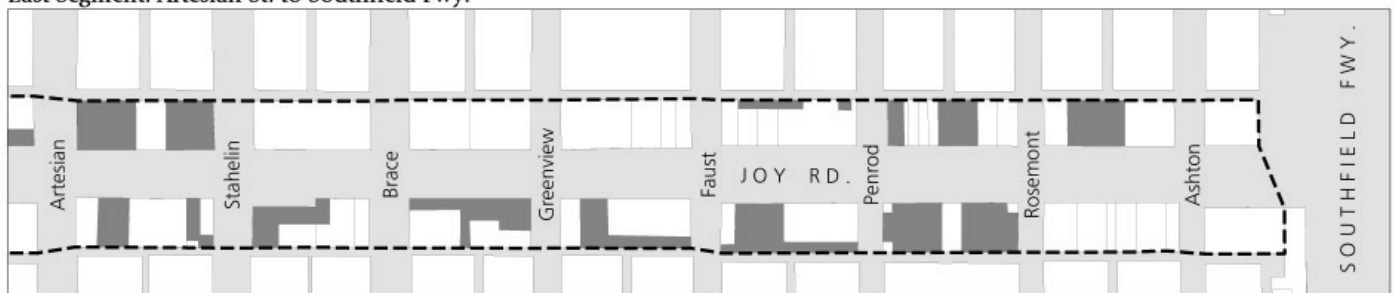
Joy Road near Evergreen

Figure 3.2
Joy-Southfield Parking

West Segment: Evergreen Rd. to Artesian St.



East Segment: Artesian St. to Southfield Fwy.



JOY RD. CORRIDOR BETWEEN EVERGREEN RD. & SOUTHFIELD FWY.

Parking Facilities

- Study Area Boundary
- Parking Area



CIRCULATION AND PARKING

Directional and Identification Signage

Currently, little public directional and identification signage exists. Public signage that does exist is not easily visible among abundant and brightly colored private signs and awnings. Most of the private signage in the Joy-Southfield corridor is inappropriate in general design including size, material and color. Brightly colored awnings and window affixed signage create visual clutter confusing to visitors and generally detrimental to community character.

At a minimum, public signage should clearly identify and direct visitors to significant corridor destinations such as River Rouge Park, Detroit Public Library Edison Branch, Joy-Southfield Health & Education Center, the farmers market, Cody High School, and the in-progress Gardenview Estates.

Vehicular Circulation

The existing road network within the Joy-Southfield corridor is a network of two-way streets that is easily understood by motorists, bicyclists and pedestrians. All streets are bituminous with concrete curbs. All streets are in poor condition with numerous pavement and utility structure failures and inappropriately performed patches.

Parking

There are a variety of parking options within the district. All streets within the district have parallel on-street parking that is readily available within walking distance of any destination in the Joy-Southfield corridor. In addition to its convenience, parking on the street also serves as a natural traffic-calming device acting as a buffer between pedestrians using the sidewalks and cars moving along the street.

Numerous private surface parking lots also exist within the Joy-Southfield corridor (Figure 3.2). Most off-street parking lots in the district are unscreened, poorly maintained and, as a result, detrimental to overall character. Many of the surface lots are in close proximity or actually within the public right-of-way and lack landscape plantings or other screening to lessen visual impacts on the public realm.

Non-motorized Circulation

In principle, the Joy-Southfield corridor is quite accessible by non-motorized means. Sidewalks within the two-way street pattern are adequately scaled and any location within the district is reachable by a five-minute walk or less. However, the reality is much different. The Southfield Freeway and Joy Road serve as physical and perceptual barriers that divide the study area along Joy Road and from neighborhoods east of Southfield. Intersections along Joy only provide minimal non-motorized improvements and are uncomfortable to cross. In addition, sidewalks are generally in poor condition with numerous potholes, uneven patches, pavement failures, crumbling concrete, heaved sidewalks, and other trip hazards.

CHARACTER DEFINING FEATURES

Vehicular Emphasis

Despite being a community with greater than average non-motorized transportation users per capita, the Joy-Southfield study area's infrastructure is vehicular dominant. Roadways are generous in width while elements that enhance non-motorized use and experience are either insufficient or non-existent. Designated bicycle facilities are not present within any of the street corridors. Minimal pedestrian facilities are in place but are in disrepair and are not sufficient for a comfortable and pleasant experience. Elements that could enhance non-motorized usability and experience include appropriately designed, pedestrian-scaled landscape, lighting, paving, signage and street furniture. Minimized roadway dimensions, street trees, pedestrian lighting, well-maintained paving, and street furniture all help to better balance the street corridor to more adequately serve all its users and better support the business environment.

Adjacency

One of the Joy-Southfield corridor's most defining features is its adjacency to other significant community features. The corridor is surrounded on all four sides by major community assets and serves as the primary connection between each of them.

The Joy-Southfield corridor is surrounded by significant residential populations on the north, south and east. The post-war era Franklin Park and Warrendale neighborhoods are located north and south of Joy Road, respectively. The Gardenview Estates multi-use development currently being constructed just east of the study area and Southfield Freeway will include 496 rental units and 337 owner-



The “new” (Subway, left) along the Joy-Southfield corridor and the “old” (Second Grace United Methodist, below).



occupied units. These residential areas are the primary local market for Joy-Southfield's businesses and are all within comfortable walking distance of the corridor.

Equally important is the presence of Rouge Park west of the study area. The park is one of Detroit's most significant green spaces and is approximately 1,200 acres in size. In comparison, the park is nearly as large as the Franklin Park and Warrendale neighborhoods combined. The park offers a golf course, driving range, ball fields, swimming pools, surfaced non-motorized trails, off-road mountain bike trails, model airplane field, picnic facilities, woodlands, restored prairies, and wetlands. With these assets, River Rouge is a major destination park offering many opportunities not available in smaller neighborhood parks such as Stein Playground and Stoepel Park.

Development Patterns and Architecture

Like many primary corridors at Detroit's edges, the Joy-Southfield area was largely post-war era development and much of that character remains today. Consistent with society's change to an automobile culture, the roadway sits within a generously sized right-of-way that is 120-foot wide in many locations along the corridor and the roadway itself is four-lanes plus two parking lanes. As a result, the roadway and adjacent parking pavements dominate the corridor's character.

The Joy-Southfield corridor's architecture is also reflective of the post-war era. Buildings are a mix of historic architecture with traditional storefront character constructed mostly between mid-1940s and early 1950s. Most of the historic buildings are one story with traditional storefronts at street level. As mentioned previously, prominent buildings include the Detroit Fire Station and Detroit Public Library Edison Branch. Other architecture within the Joy-Southfield corridor contributes to character in a less positive way. Many historic buildings have inappropriate contemporary façade treatments or have fallen into severe disrepair. Also, suburban footprint developments scattered through the corridor are vehicular focused and detract from general character.

Maintenance

Maintenance has been mentioned numerous times in this physical assessment. However, its importance justifies repetition. Symptoms of deferred maintenance are quite visible in the Joy-Southfield corridor and are present in both the public and private realms. Buildings, roadways, and streetscapes are all impacted. Although the "bones" of the study area are very good and positive assets, lack of maintenance and code enforcement gives an impression of neglect. A little attention and care could make an exponential difference in the Joy-Southfield corridor's appearance.



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Assessment and Opportunities

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Figure 4.1
Local and Regional Demographics

Geography	2009 Population	2014 Population (Projected)	2009 Median Household Income	2009 Percent Bachelors Degree or Higher	2009 Median Age
Trade Areas					
Joy-Southfield LTA	43,900	41,100	\$33,700	8.4%	26.9 Years
Joy-Southfield RTA	138,310	130,135	\$36,373	12.0%	29.2 Years
City (Jurisdictional Boundary)					
Detroit (City)	819,950	770,020	\$33,752	11.2%	30.7 years
Highland Park	14,160	13,500	\$23,125	6.60%	34.7 Years
Redford	50,720	50,100	\$47,650	15.80%	34.7 Years
Royal Oak	57,050	54,790	\$68,954	41.60%	31.4 Years
Inkster	27,565	26,920	\$36,253	12.30%	25.9 Years
Dearborn	92,700	91,050	\$36,253	27.60%	34.2 Years
Other Regions					
Macomb County	842,875	841,200	\$50,060	18.80%	36.0 Years
Oakland County	1,217,215	1,208,030	\$73,342	39.80%	36.5 Years
Wayne County	1,944,600	1,899,665	\$44,462	18.80%	33.7 Years
Detroit MSA	4,421,110	4,359,620	\$55,878	24.30%	35.2 Years
State of Michigan	10,091,790	9,999,450	\$50,340	23.05%	34.9 Years
United States	307,208,000	321,466,970	\$48,930	25.68%	34.0 Years

Source: Pitney Bowes Business Insights AnySiteOnLine, U.S. Census

INTRODUCTION

A vital component of the strategic plan process for the Joy-Southfield commercial corridor is an assessment of potential retail development between Southfield Freeway and Evergreen Road. This area and its surrounding markets were analyzed to determine the type and quantity of new retail development that would be supportable, and what steps need to be taken to make retail potential more viable.

The following specific issues were addressed as part of the retail assessment:

- Is additional retail development in the Joy-Southfield district viable?
- What type of shopper would additional retail appeal to?
- What type of retail should be attracted? In particular, should the proposed retail component have a neighborhood, community and/or regional feel?
- What types of retail are supportable and where along the Joy Road corridor should they be located?

The results of this analysis are based upon the following assumptions:

- Housing and population growth will occur as projected herein;
- No new retail or commercial development will occur unless mentioned in this report;
- The retail establishments will operate in a manner consistent with successful retailing, including remaining open during business hours that are convenient to potential customers, maintaining clean facilities, and applying visual merchandising.

While several different categories in this retail market assessment were evaluated, certain types of retail were not addressed. These include, but are not limited to, service retail (e.g. banks, financial planners and drycleaners), hotels and motels, and automobile dealerships. These retail types follow different site-location strategies and were beyond the scope of this assessment.

METHODOLOGY

In August 2010, a detailed field evaluation of the Joy-Southfield study area was conducted with an emphasis on the retail component. The retail field assessment evaluated retail within and surrounding the Joy-Southfield

corridor, including major shopping centers, freestanding retail and existing retail collections in various communities.

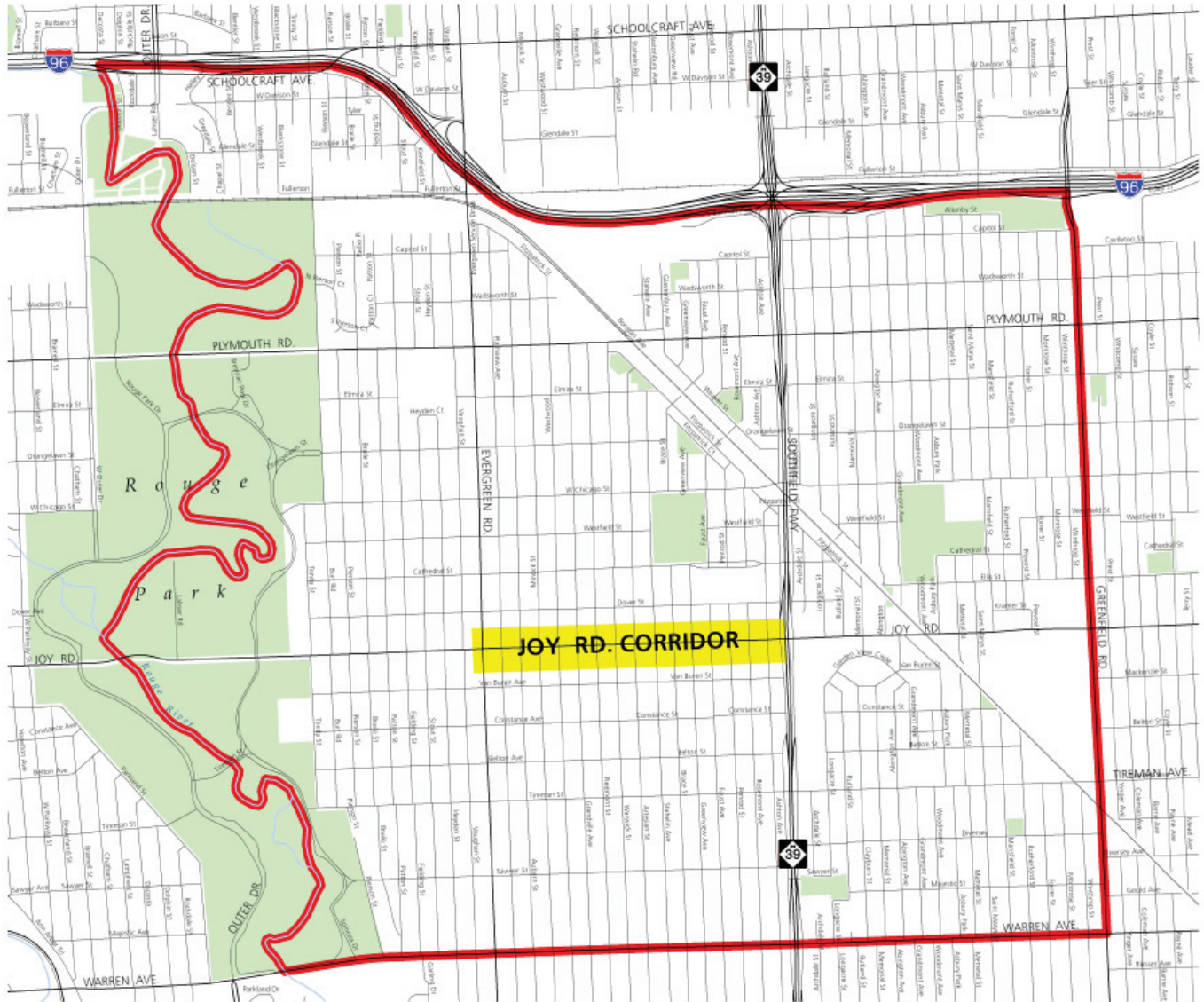
The local and region trade areas (LTA and RTA) for the corridor were defined based upon the findings of the field evaluation (see Figures 4.2 and 4.3). Population and demographic characteristics were gathered by Census tract using Pitney Bowes Business Insight's demographic database. Based upon the population and demographic characteristics of the trade area, known existing retail competition, and traffic and retail gravitational patterns, a quantitative assessment for potential retail development along the Joy-Southfield commercial corridor was developed. To determine which retail categories are under-represented, the retail assessment incorporated the existing retail square footage for a variety of retail categories, the expenditure potential for each category, and the growth of the area.

The expenditure potential refers to the total dollar amount that is expected to be available for each retail category (as published by the U.S. Census Bureau). For any given retail category, expenditure potential will not increase as more competition is introduced into a market; rather, the market share for each unit will be redistributed. Expenditure potential increases as population and household income levels grow. By calculating the proportion of the area's expenditure potential that is already accounted for by existing and planned retail, the retail categories that have sufficient potential remaining can be determined. This methodology assumes that there is no "over-storing" in a market; in other words, each retail category will approach the limits of its expenditure potential but will not go beyond it.

When calculating trade area retail expenditure potential, it is assumed that there are always some sales that originate from beyond the trade area boundaries. Sales that are generated from beyond the trade areas will vary between retail categories and are dependent on the drawing power of the individual retailers.

Neighborhood and convenience-based retail will have a greater proportion of sales coming from within the trade area than will a larger-format destination-oriented retailer that has the ability to attract people from a greater distance. In addition, beyond-sales potential will also vary based upon the community's visitor draw and levels of seasonal population.

Figure 4.2
Joy-Southfield Local Trade Area (LTA)



JOY RD. CORRIDOR BETWEEN EVERGREEN RD. & SOUTHFIELD FWY.

Local Trade Area

- Trade Area Boundary
- Study Area



The majority of retail sales potential will be generated within the local and regional trade areas with a portion coming from outside the trade area boundaries. Sales potential overall is impacted by competition, access patterns and drawing power, housing and population characteristics as well as projected growth.

LOCATIONAL CHARACTERISTICS

The following is a description of the demographic characteristics of the study area and how they compare to surrounding/competing areas, details on the accessibility of the area and a description of the competitive environment. Each of these factors significantly impact the retail viability of the Joy-Southfield study area.

Demographic Characteristics

Several factors contribute to the overall retail supportability within the Joy-Southfield study area, including demographic characteristics, shopping patterns, and history. In terms of new retail development, housing and demographic characteristics are most critical to retail operators.

Figure 4.1 compares selected characteristics that are most commonly used by retailers to compare and evaluate specific cities and regions. Demographic and population figures are provided for the Joy-Southfield corridor's local (LTA) and regional (RTA) trade areas, the jurisdictional boundaries of Detroit, Highland Park, Redford, Royal Oak, Inkster, and Dearborn; Wayne, Oakland and Macomb Counties, the Detroit Metropolitan Statistical Area (MSA), the State of Michigan and the United States.

As the table indicates, the areas within the Joy-Southfield LTA and RTA have lower income and education-attainment levels and a younger population than most of the comparative geographies. The low income and education levels are reflective of the younger population as well as limited secondary-education opportunities for Joy-Southfield area residents.

Age and income levels strongly influence retail spending, as they have an impact on people's lifestyles, including what they can and will buy. The data demonstrates that residents of the neighborhoods surround Joy-Southfield spend the bulk of their income on necessities including food, shelter and clothing. Access to a reliable vehicle also tends to be a challenge for some residents, creating a need for locally-accessible stores selling convenience-based goods (particularly groceries).

Low income and education levels and a young population, such as those found in and around Joy-Southfield, deter retailers and lenders from investing in such areas. Potential retail operators may be concerned about the perception and reality of high crime rates, as well as a perceived lack of available workers able to handle the job and maintain long-term employment.

Data from Pittney Bowes indicates that the Joy-Southfield corridor has a relatively low daytime work population from which it can draw retail business. Not only does this limit employment opportunities for area residents (many of whom have limited mobility), but the minimal work population creates little demand for places where workers can dine and shop both on their lunch break and after work hours. Increasing the job opportunities within the Joy-Southfield corridor would increase sales potential for businesses by creating new customers who require goods and services during business hours.

Local and Regional Access

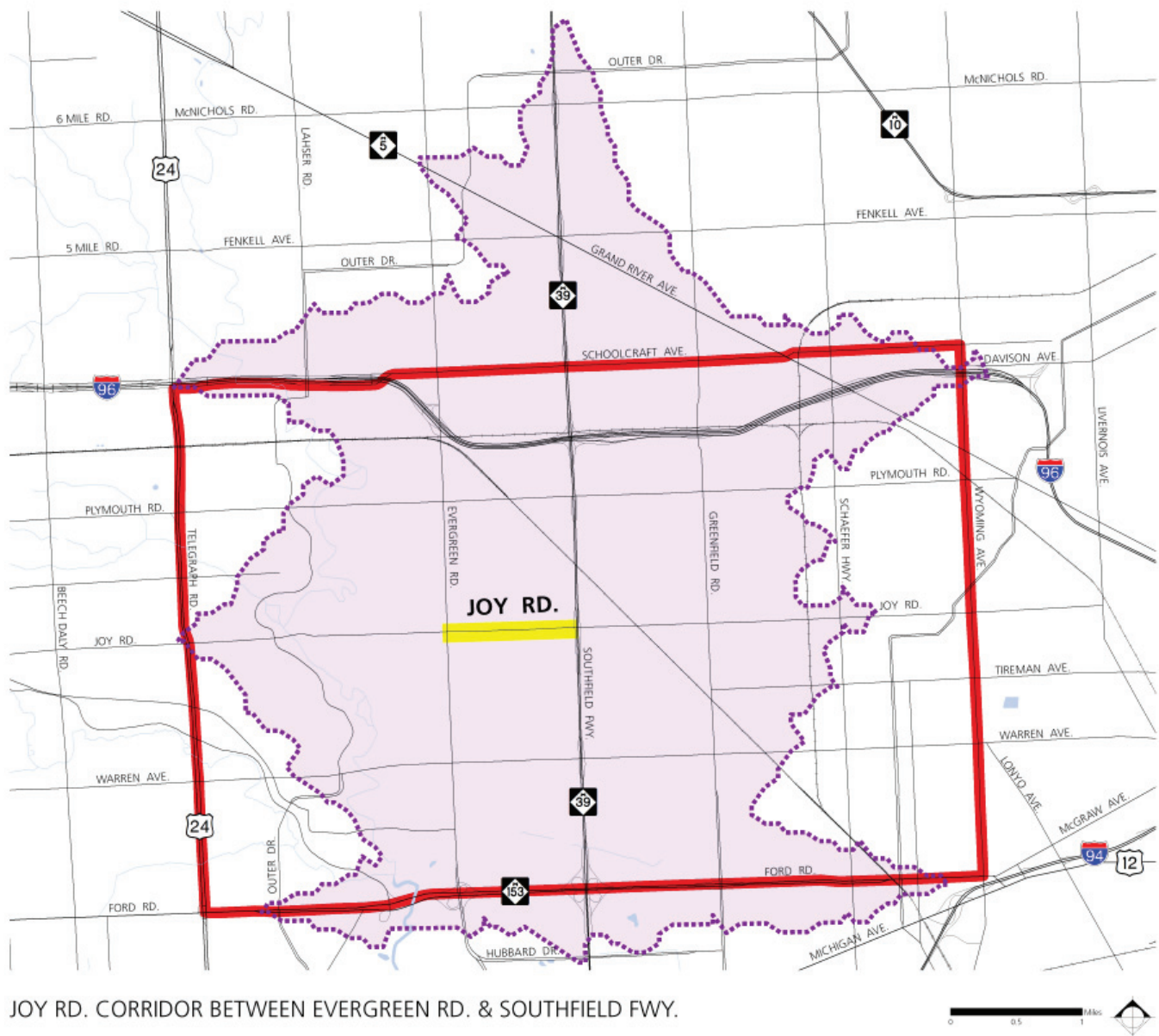
As discussed in the Physical Assessment chapter of this report (Chapter 3), the Joy-Southfield commercial corridor has excellent regional access via the Southfield Freeway (M-39) and Evergreen. The Southfield Freeway provides easy access from Dearborn and Detroit to the south as well as from the region's northern suburbs. East-west interstate access is also provided by I-96, which intersects with the Southfield Freeway just north of Joy Road. Local access is also good, provided primarily by Joy Road to the east and west and Evergreen and Greenfield Roads running north-south.

EXISTING RETAIL ENVIRONMENT

Market competition is relatively weak within the boundaries of the Joy-Southfield corridor but is significant in areas to the south, particularly around the Fairlane Town Center. The abundance of retail offerings in the Dearborn area will limit the options for retail development along Joy Road, except for primarily convenience and neighborhood based retailers. Even though mobility for residents living within the trade area is often limited due to a lack of personal vehicles, the retail offerings at and around Fairlane absorb a substantial amount of the available retail dollars.

The Joy Road corridor itself offers some retail opportunities serving the immediate residents, however there is roughly a 50 percent vacancy rate among storefronts along this corridor, limiting the area's ability to attract customers.

Figure 4.3
Joy-Southfield Regional Trade Area (RTA)



JOY RD. CORRIDOR BETWEEN EVERGREEN RD. & SOUTHFIELD FWY.

Regional Trade Area

- ▭ Trade Area Boundary
- ▭ Study Area
- ⋯ 5-Minute Drive Time From Study Area

The Fairlane Town Center and surrounding retail form a significant regional retail node for this portion of the Detroit metropolitan area. Fairlane Town Center is anchored by Macy's, Sears, JC Penney and Star Theatres. While the center was plagued by gang problems in the late 1990s, strong efforts have created a safer, cleaner environment and the center continues to serve as a retail destination for Dearborn, Dearborn Heights, Redford and western Detroit.

Other strong level of surrounding retail, includes:

- Fairlane North, anchored by Borders, Wal-Mart Supercenter, Garden Ridge, Home Depot, OfficeMax, Sports Authority, and Value City
- Target, Big Lots, Burlington Coat Factory and Best Buy
- Freestanding operators, including English Gardens and various restaurants

The remaining competition within the market is scattered along various corridors, including Warren and Plymouth Roads, and Evergreen and Greenfield Roads. These retailers tend to be more convenience-oriented, including drug stores and quick-service food stores.

Along Plymouth Road to the west is the former Wonderland Mall, which has been re-developed into a Target, Wal-Mart and some assorted small retail shops on pad sites. This development will have some impact on retail sales within the Joy-Southfield corridor, but due to the limited variety of retailers, the impact will not be as significant as Fairlane's.

Figure 4.4 displays a map of the major retail centers in metro Detroit and their proximity to the Joy-Southfield study area. Most notable is the level of retail competition facing the study area from retail centers in nearby communities including Dearborn, Livonia, Allen Park, and Westland.

HOUSEHOLD SEGMENTATION

For the past 30 years, retailers, companies, agencies, and organizations have used segmentation to divide and group their consumer markets to more precisely target their best customers and prospects. This targeting method has proven superior to using "scattershot" methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage, and incorporates a wide range of data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with the same tastes - "like seeks like." These behaviors can be measured, predicted, and targeted. ESRI's Tapestry Segmentation system combines the "who" of lifestyle demography with the "where" of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods with addresses linked to distinct behavioral market segments.

Neighborhoods are classified into 1 of 65 possible lifestyle segments. Each segment is then ranked within the specified geography of the Local Trade Area (LTA) and the Regional Trade Area (RTA). The percentage of households is then compared to the national percentage to determine the index rating. For example, in the Joy-Southfield LTA, 79.4 percent of the households are classified as Metro City Edge as compared to the national percentage of 0.9 percent. An index rating over 100 means that segment is above the national average and more concentrated in that particular market. The Metro City Edge market segment is nearly 85 times more concentrated in the Joy-Southfield LTA and 45 times more concentrated in the RTA than the national average.

The Joy-Southfield RTA's top 15 segments, accounting for nearly 99 percent of the households in the RTA and 100 percent of the households in the LTA, are displayed in Figure 4.5. A description of each of the top 15 segments within the Joy-Southfield RTA and their respective buying preferences are included in the appendix of this report.

TRADE AREAS

The local and regional trade areas for the Joy-Southfield corridor were defined by assessing several elements, including accessibility, existing and planned competition, physical and psychological barriers, and the overall drawing power of the area. To measure competition, a field evaluation of the market was conducted. During this evaluation, the market was driven thoroughly, and the sites of major existing and planned retail competition were visited in order to develop first-hand knowledge of them and their relative strength in the marketplace.

A complete inventory was taken of existing retailers within the market, including Joy-Southfield corridor, Detroit, and Dearborn, as well as surrounding communities as deemed relevant. These inventories were used to determine the level of retail competition, as well as those geographic break points at which customers were still more likely



to shop Joy Road instead of other retail areas. This information was used to develop customized trade areas for the Joy-Southfield corridor.

Based on the factors discussed above, two trade areas have been defined. The local trade area (LTA, Figure 4.2) refers to that area from which the convenience-based retail offerings in the study area will generate approximately 70 percent of their business. These convenience-based businesses include grocery stores, drug stores, quick-serve restaurants and gas stations. This area includes a population base that will shop there on a weekly basis, making it a primary shopping destination.

The regional trade area (RTA, Figure 4.3), represents the area from which larger retailers (including destination retail, quality restaurants, specialty retailers) in the Joy-Southfield study area will draw approximately 70-75 percent of their business. The RTA also represents the area from which the convenience-based retail will draw an additional 10-15 percent of its customer base. This area includes residents who may frequent the Joy-Southfield corridor between one and three times a month but not typically as their primary shopping destination.

Local Trade Area (LTA) Map

The map in Figure 4.2 depicts the LTA. The red line depicts the LTA while the yellow area shows the boundary of the study area.

The LTA is primarily contained within a five-minute drive from the center of the study area, as is normal for convenience and neighborhood based retail operators. The LTA is contained within the city of Detroit and is bounded as follows:

- I-96 to the north
- Greenfield Road to the east
- Warren Road to the south
- Rouge River to the west

Further trade area extension is limited by both the limited mobility of area residents and the strong level of competition found outside the area (Dearborn, Livonia). The convenience-based retailers will draw primarily from the neighborhoods immediately surrounding the Joy-Southfield study area.

Joy-Southfield Local Trade Area (LTA)



Joy-Southfield Regional Trade Area (RTA)



Figure 4.5
Tapestry Segmentation (Joy-Southfield RTA and LTA)

Rank	Tapestry Segment	RTA Percent	RTA Index	LTA Percent	LTA Index
1	51. Metro City Edge	41.9%	4483	79.4%	8484
2	38. Industrious	11.5%	753	--	--
3	34. Family Foundations	11.2%	1331	9.8%	1164
4	32. Rustbelt Traditions	6.6%	236	2.2%	77
5	62. Modest Income Homes	5.2%	515	1.2%	123
6	24. Main Street, USA	4.4%	171	--	--
7	53. Home Town	3.9%	266	1.7%	114
8	18. Cozy and Comfortable	3.6%	129	--	--
9	64. City Commons	1.9%	286	5.6%	828
10	19. Milk and Cookies	1.9%	97	--	--
11	60. City Dimensions	1.9%	219	--	--
12	48. Great Expectations	1.5%	84	0.2%	11
13	29. Rustbelt Retirees	0.9%	65	--	--
14	30. Retirement Communities	0.9%	65	--	--
15	57. Simple Living	0.8%	54	--	--
TOTAL		98.6%	--	100.1%	--

Regional Trade Area (RTA) Map

The map in Figure 4.3 depicts the Joy-Southfield RTA. The red line depicts the RTA, the yellow area shows the boundary of the study area, and the purple area depicts the area within a five-minute drive to/from the center of the study area.

The RTA is limited by three factors: the aforementioned limited mobility of many of Detroit's urban residents, a lack of drawing power to the study area and the strong competition to the south and west. The trade area expands to include portions of Dearborn and Redford, but is defined by Ford Road to the south, Telegraph Road to the west, Schoolcraft Avenue to the north and Wyoming Avenue to the east.

Beyond Trade Area Potential

While the LTA and RTA as described herein account for approximately 80 percent of all sales for Joy-Southfield corridor, there will be sales generated by consumers and visitors from outside these trade areas that will enhance retail viability in the area. These sales may originate from anywhere, but the majority of these sales will likely originate from areas such as Dearborn, Dearborn Heights, Detroit and Redford.

The Joy-Southfield study area currently has limited potential to attract visitors. While the area is gaining some attention, it is primarily for things such as the local farmers market and the Gardenvue Estates development, not for the retail offerings. While the farmers market is an asset with respect to the area's image and vitality, it is seasonal at this time and only helps draw customers when it is open.

RETAIL ASSESSMENT CONCLUSIONS

The Joy-Southfield corridor is poised to see an increased level of vibrancy. The development of Gardenvue Estates and the growing success of the farmer's market are both significant boosts to the area's image and potential. The grass-roots efforts by neighborhood associations and faith-based organizations to restore vitality to the area is a significant advantage to development. The Joy-Southfield community should continue to work to market and promote these factors and use them to their benefit. The farmers market and neighborhood community gardens are definitely something the community can point to proudly as positive achievements.

There are a number of things the Joy-Southfield leadership can and should do to truly improve its potential, including:

- Improve perceptions of safety
- Improve the mobility of area residents
- Encourage entrepreneurship among local residents

Improve Perceptions of Safety


While the study area does not have the reputation of a high crime area compared to other Detroit neighborhoods, concerns over safety and security are prevalent. In conversations with local stakeholders, there have been concerns about groups of young people loitering outside liquor stores, along with sales to minors by some of the owners, and some retailers have experienced vandalism.

All retailers spoken to expressed a need for an increased police presence. In a city hard-hit by the current weak economy, it is unlikely the City of Detroit will be able to provide this in the immediate future. Just as the community has started the grass-roots effort to revitalize, it will need to work to decrease the crime rate itself. There are several options, including:

- *Give area youth activities to participate in so that they will not for example vandalize, out of boredom or frustration* There are currently limited opportunities for any sort of recreation. There needs to be options for after-school activities, such as basketball, baseball, games, arts/crafts, etc. While the school system is strapped for cash to provide services, there may be potential for volunteers to assist in these activities, if the schools are willing to provide their facilities. For summer recreation, the community should work with local charities and seek to get donations, etc to develop some outdoor recreational areas, such as basketball courts or areas for skateboarding. While the community may already feel tapped out in terms of resources, if properly implemented, the effect on reducing some of the crime in the area will make the effort well worth it.
- *Work with retailers to limit and eliminate the sale of alcohol to underage youth and discourage loitering outside businesses.* This may be a difficult process, but this needs to be a part of the effort to improve the area's image. While there may be some resistance at first, the mentality can eventually be changed.
- *Remove all elements that perpetuate the image of an unsafe area.* When visitors see barbed wire, fences, litter, and a crumbling infrastructure, they feel less

Figure 4.6
Retail Market Place Profile (Surplus / Leakage)

Retail Class and NAICS Classification	Trade Area	
	Local	Regional
Motor Vehicle & Parts Dealers (NAICS 441)	\$23,706,855	-\$5,857,434
Furniture & Home Furnishings Stores (NAICS 442)	\$6,669,052	\$17,281,381
• Furniture Stores (NAICS 4421)	\$3,915,009	\$11,855,190
• Home Furnishings Stores (NAICS 4422)	\$2,754,043	\$5,426,191
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$5,844,907	\$19,813,390
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$6,558,354	\$20,384,172
Food & Beverage Stores (NAICS 445)	\$16,689,139	\$39,246,850
• Grocery Stores (NAICS 4451)	\$15,484,330	\$42,667,259
• Specialty Food Stores (NAICS 4452)	\$493,089	-\$3,530,482
• Beer, Wine, and Liquor Stores (NAICS 4453)	\$711,720	\$110,073
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$9,911,539	\$18,344,072
Gasoline Stations (NAICS 447/NAICS 4471)	\$7,330,241	-\$7,647,059
Clothing and Clothing Accessories Stores (NAICS 448)	\$6,961,719	\$22,339,300
• Clothing Stores (NAICS 4481)	\$5,071,143	\$15,390,929
• Shoe Stores (NAICS 4482)	\$1,022,832	\$3,645,368
• Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$867,744	\$3,303,003
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$372,117	\$5,533,267
General Merchandise Stores (NAICS 452)	\$24,825,422	\$61,409,538
• Dept. Stores excluding Leased Depts. (NAICS 4521)	\$16,510,787	\$50,423,623
• Other General Merchandise Stores (NAICS 4529)	\$8,314,635	\$10,985,915
Misc. Store Retailers (NAICS 453)	\$3,754,280	\$8,637,717
Non-Store Retailers (NAICS 454)	\$6,054,389	\$19,982,869
Food Service and Drinking Places (NAICS 722)	\$15,869,937	\$39,684,267
• Full Service Restaurants (NAICS 7221)	\$15,796,207	\$39,139,541
• Limited-Service Eating Places (NAICS 7222)	\$20,929	-\$1,972,048
• Special Food Services (NAICS 7223)	\$1,524,105	\$4,421,494
• Drinking Places - Alcoholic Beverages (NAICS 7224)	-\$1,471,304	-\$1,904,720
Source: ESRI Business Analyst / Beckett & Raeder		

 Potential Sales "Leaking" Outside the Trade Area

obligated to treat the area with care and respect. If they see litter strewn along a street, they are more likely to add their garbage to the litter – but if the area is clean and tidy, they are less inclined to throw their trash on the ground. The same principle applies to graffiti and other forms of vandalism. This will need to be a community-wide effort. It can start with something like a “take back the neighborhood day” where residents chip in to do things like picking up trash and painting a distressed building. It may be possible to get businesses (Home Depot, Garden Ridge, etc.) to donate things such as trash bags, paint and supplies.

- *Work with building owners to remove things like barbed wire and improve the facades.* These elements signal neglect and inspire feelings of blight, abandonment and imprisonment. The community should look into securing grant money to assist in this effort.

Part of the goal of improving perceptions of safety should be to improve the overall appearance of the area. Investment in façade improvement is essential to maintaining a healthy retail area. Ideally, the façade improvements will include a signage and awning standard that will encourage an aesthetically pleasing environment and can be used as a means to unite the area around a common theme. Currently, the awnings and signage have a very random feel, with nothing depicting a common theme. Making this adjustment would give the area a more cohesive feel and create a sense of place, which can also serve as a community-building, crime-reducing development.

If the Joy-Southfield area is to achieve its full potential, it must work to make it a safe place to live, work, shop and dine. Joy Road is not well maintained and people need to feel safe where they are shopping or dining.

In addition, there needs to be an effort to secure funding to replace the broken sidewalks and poor road conditions that plague the area. The roads in the area are in very poor shape with worn lane markings, potholes and other signs of disrepair that damage cars. The sidewalks are crumbling and are not only an eyesore, but a potential source of injury for pedestrians.

Improve the Mobility of Residents

There is a definite concern in the community with regards to the mobility of the residents. Rates of car ownership are low (16.3 percent of households in the local trade area have no vehicle and another 46.7 percent have only one car, compared to a national average of 10.3 percent with no car and 34.3 percent with only one vehicle), meaning people who live in the area have limited opportunities to get the goods and services they need. They must either rely on Detroit’s limited public transportation system, ask friends and family to drive them or limit themselves to only the stores they can walk to. Some even have difficulty making it to something local like the farmers market.

While there is not an easy fix for this concern, there are a number of steps that can be taken to alleviate the issue. As the economic status of the area improves, access to transportation should improve, so a focus on job creation will eventually result in more mobility, but it may take some time. Other approaches will also need to be provided.

The Joy-Southfield CDC and other local organizations, including the local churches, should look into potential funding sources for alternate transportation sources. Services such as weekly mini-van or bus transportation to shopping or assisting residents in covering bus fare are potential programs the community could adopt. However, the long-term goal should be independence for residents (assistance should be viewed as a temporary measure to fill a needed gap), a goal which is in keeping with the spirit of efforts in the study area.

Encourage Entrepreneurship

The retailers most likely to locate within the Joy-Southfield corridor will be locally owned “mom and pop” operators, not national retailers. Not only will the area have a difficult time attracting national tenants, but if local leadership truly wants to create a place that will attract visitors, it must do so with unique retail, not just mall competition. The Joy-Southfield corridor should cultivate its own identity and truly be someplace special. It should focus on neighbors supporting neighbors and center on the immediate community.

In order to accomplish this, local stakeholders will need to continue to make more investments in their community. The community should work in partnership with potential and current business owners, providing information and help obtaining funding for improvements, seminars on business ownership and other resources. The community

Figure 4.7
Supportable Retail by Scenario

Category	2010 Status Quo	2014 Status Quo		2014 Aggressive	
		Increase from 2010 Status Quo	Total	Increase from 2010 Status Quo	Total
Women's Apparel	3,000	1,000	4,000	1,500	4,500
Men's Apparel	0	2,000	2,000	2,250	2,250
Unisex Apparel	3,500	1,000	4,500	1,500	5,000
Shoes/Accessories	1,500	500	2,000	1,000	2,500
Quality Restaurants	0	4,500	4,500	5,500	5,500
Family Restaurants	0	3,000	3,000	3,500	3,500
Quick-Serve Restaurants	0	1,300	1,300	1,750	1,750
Grocery	10,000	5,000	15,000	7,500	17,500
Specialty Foods	1,500	500	2,000	1,000	2,500
Dollar Store/Variety	0	5,000	5,000	8,000	8,000
Home Furnishings	0	1,500	1,500	2,000	2,000
Pet Supply Stores	0	2,000	2,000	2,500	2,500
Total	19,500	27,300	46,800	38,000	57,500

should work with the local branch of the Small Business Administration to educate and assist business owners. It should also seek to secure funding from the City of Detroit and the state to fund locally owned businesses. Since it is located within the city of Detroit, the area should be eligible for funding.

ADDITIONAL SUPPORTABLE RETAIL

Utilizing the geographic boundaries of the LTA and the RTA, a Retail Market Profile was generated through ESRI Business Analyst (Figure 4.6). This analysis determines the amount of retail sales “leaking” outside each respective trade area. Retail categories highlighted in green denote those categories where potential retail sales are being spent or “leaking” outside the trade area.

Based on the retail analysis, the Joy-Southfield corridor under the current conditions can support up to 19,500 square feet of new retail in 2010 and an additional 27,300 square feet in 2014 for a total of 46,800 square feet of new retail. If the Gardenvue Estates project is completed and fully occupied, the regional economy shows steady improvement, and the economic status of residents within the regional trade area is improved so that there is greater mobility and income, the amount of supportable new retail can increase to 38,000 square feet in 2014, for a total of 57,500 square feet of new retail (see Figure 4.7).

Three scenarios have been created for the Joy-Southfield corridor: a 2010 Status Quo scenario, a 2014 Status Quo, and a 2014 Aggressive scenario assuming an increased population and income level greater than currently projected. The 2010 Status Quo scenario assumes the existing retail environment, demographic characteristics and retail demand. The 2014 Status Quo forecast assumes the projected current trends in population and income growth. The 2014 Aggressive scenario assumes that the changes in the existing conditions mentioned above will occur and provide significant levels of retail spending potential within the area.

The types of retailers that can be attracted to the Joy-Southfield corridor will be mostly locally owned and operated units. Most national retailers will not locate in an urban area with the low mobility rate and perception of crime as the Joy-Southfield corridor, particularly in an era of downsizing and store closures among national retailers. Given the fact that many national retailers have scaled back expansion plans and/or closed stores over the last two or three years, it is unlikely they will seek a

new location in the study area. However, locally-owned businesses, if properly operated, can prove very successful under these conditions, as they are often better able to cater to community-specific conditions.

Further, locally-owned businesses can provide a unique atmosphere and flavor to Joy-Southfield that will make people feel they are someplace special, rather than just an outdoor version of the mall. Most regional malls offer the same stores and do not provide any special experience. The “mom and pop” stores will offer a unique experience.

Figure 4.7 summarizes the additional square footage of retail that is supportable within the Joy-Southfield study area. The data was evaluated and retail types were assessed for the downtown based upon demographic characteristics, retail competition and locational characteristics (i.e. accessibility). Categories for supportable retail were also analyzed based upon professional experience with the types of retailers that will succeed in such environments and are based upon the following criteria:

- Community size and characteristics
- Appropriate demographic and lifestyle characteristics and consumer spending patterns
- Access and visibility

While a national retailer is not likely to locate within the Joy-Southfield corridor, this retail assessment has listed the national retailers that may fit the demographic so that the community will know what level of retail is most appropriate (i.e. is the “Women’s Apparel” category more suitable for a store emulating Fashion Bug or Ann Taylor Loft?) This is not meant to imply that these particular retailers can be attracted to the corridor, but rather that the unit should strive for a similar price-point and customer base as the comparable national chain.

Figure 4.8 lists the retail categories, supportable new square footage of each category and comparable chains for each category supportable. The rationale for each category is also discussed. The supportable square footage listed is based upon the three individual scenarios, and describes the most logical deployment for each category.

Figure 4.8
Supportable Retail by Category

Women's Apparel	
Supportable Square Footage	1,000 - 3,000 s.f.
Type of Deployment	1 - 2 storefronts
Comparable Retail Chains	Fashion Bug, Rainbow
Recommendation	This category can fill a void that is lacking for area residents. The primary competition is in the Fairlane retail node to which area residents have limited access.
Men's Apparel	
Supportable Square Footage	2,000 - 2,250 s.f.
Type of Deployment	1 - 2 storefronts
Comparable Retail Chains	None
Recommendation	As with the women's apparel category, this will fill a significant void for area residents.
Unisex Apparel	
Supportable Square Footage	1,000 - 3,500 s.f.
Type of Deployment	1 - 2 storefronts
Comparable Retail Chains	Citi Trends
Recommendation	Any operator in this category will need to be price sensitive and appeal to young people and families. This is a category that can be filled immediately.
Shoes/Accessories	
Supportable Square Footage	500 - 1,000 s.f.
Type of Deployment	1 - 2 storefronts
Comparable Retail Chains	Payless Shoe Store
Recommendation	This category would help complete the void in the apparel categories. This operator should appeal to adults and kids.
Quality Restaurants	
Supportable Square Footage	4,500 - 5,500 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	Applebee's, TGI Friday's
Recommendation	A price-conscious operator with a varied menu will bring in many people from, the community and surrounding areas.
Family Restaurants	
Supportable Square Footage	3,000 - 3,500 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	Pizza King, Nick's Pizza, Leo's Coney Island
Recommendation	The area can support another good sit-down family restaurant such as a coney island or pizza place. Some place with delivery would be an exceptional opportunity.

Figure 4.8 cont'd.
Supportable Retail by Category

Quick-Serve Restaurants	
Supportable Square Footage	1,300 - 1,750 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	White Castle, Popeye's Chicken & Biscuits, KFC
Recommendation	The city can add this category later; it should focus on more anchor level retail first.
Grocery Stores	
Supportable Square Footage	5,000 - 10,000 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	Spartan Stores, IGA, Save-A-Lot
Recommendation	The community should fill this category as quickly as possible. In total, no less than 15,000 square feet will be supportable by 2014, and the area is in significant need of fresh, quality foods. Locally owned Spartan Stores would be the optimal choice.
Specialty Foods	
Supportable Square Footage	5000 - 1,500 s.f.
Type of Deployment	1 - 2 storefronts
Comparable Retail Chains	Dunkin' Donuts, Baskin-Robbins
Recommendation	This category can add one unit now and continue to grow as the area population and traffic increases.
Dollar/Variety Stores	
Supportable Square Footage	0 - 8,000 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	Pamida Hometown Values, Dollar General
Recommendation	This category would help serve the existing residents of the community and can be developed early on in the revitalization efforts.
Home Furnishings Stores	
Supportable Square Footage	0 - 2,000 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	None
Recommendation	This category will do best in the more aggressive scenario when it will have a stronger population base to draw from.
Pet Supplies Stores	
Supportable Square Footage	0 - 2,500 s.f.
Type of Deployment	1 storefront
Comparable Retail Chains	Pet Supplies Plus
Recommendation	This category should appeal to a lower price point and is better supported in a more aggressive scenario.

RETAIL GOALS, INITIATIVES AND GUIDELINES

This following analysis addresses the opportunities and challenges to be expected when developing a strategic retail plan for the Joy-Southfield corridor. Regardless of the path chosen, the overall success of any future retailing in the study area is dependent not only upon the right conditions, but the commitment of stakeholders to the success of any retail ventures.

Existing retailers must be willing to do their part to keep the neighborhood clean, remove graffiti and litter, and most importantly, maintain their facades. This will be necessary for existing and future retailers. Further, every effort will need to be made to bring absentee landlords on board with this initiative. Continually fining owners for non-compliance may eventually lead them to fix up the facades or sell the property.

People will only shop and dine in an area where they feel safe. They will shop and dine more frequently in areas where they feel there is a sense of place and that they are someplace special. Cracked windows, broken sidewalks, peeling paint and other signs of disrepair send a negative message to consumers that the area may not be safe. While correcting these problems alone will not solve the problems directly, they are a contributing factor.

Further, the awnings and signage along the Joy-Southfield corridor are very disjointed and collectively create no cohesive feel. Efforts should be made to begin to develop a common theme, color scheme etc so that the area feels like a community, rather than a loose collection of retailers.

Simply increasing traffic and improving the image of the district is not necessarily a guarantee that the retailers will see improved sales. The retailers will have to follow certain guidelines and there will be some need for assistance from local and state government. While it is understood that local retailers often do not have the financial advantages that national chains experience, there are certainly lessons that can be learned from the larger chain operators. These guidelines include:

- *Maintain clean facilities* - This includes the interior and exterior of the facilities. Doors and windows should be washed at least twice daily to remove fingerprints and smudges. Floors must be swept and counters and shelves dusted. Walls and doors should have clean, attractive paint jobs, with no peeling or cracks.

Simply maintaining appearances makes a substantial difference is a person's propensity to shop in a store. A retail operator that appears unclean will discourage customers from shopping there. This is especially true for food service operators, but applies to virtually all retail operators.

- *Maintain consistent hours of operation that are convenient to the customer* - Businesses should not close at 5 p.m., when they are most likely to get the residential population visits. Stores need to be open when it is convenient for the customers to shop, not when it is convenient for the shop owners to be there. It must be recognized that this can be difficult for locally owned businesses. In many cases they cannot or do not want to hire extra help to work the business on night or weekends and do not want to add extra hours to their workload. One way to address this is to assess when the most business is being generated. If a unit is open from 9 a.m. until 5:30 p.m. and they get one or two customers before noon but thirty customers between 4:00 and 5:30 p.m., they should consider opening later and staying open later. Operating between 11:00 a.m. and 7 p.m. would actually reduce the number of hours they are open slightly but should give them a larger profit.

This is not to say that the retailers alone are responsible for all area maintenance. The City of Detroit must contribute and maintain the street, sidewalks, and other public facilities. The J-SCDC should continue to facilitate matching funds for building and façade improvements through the *ReFresh Detroit!* initiative, and develop design guidelines for the appearance. Only when the City, local leadership (particularly the J-SCDC) and the businesses work together can there be full achievement of the districts' potential.

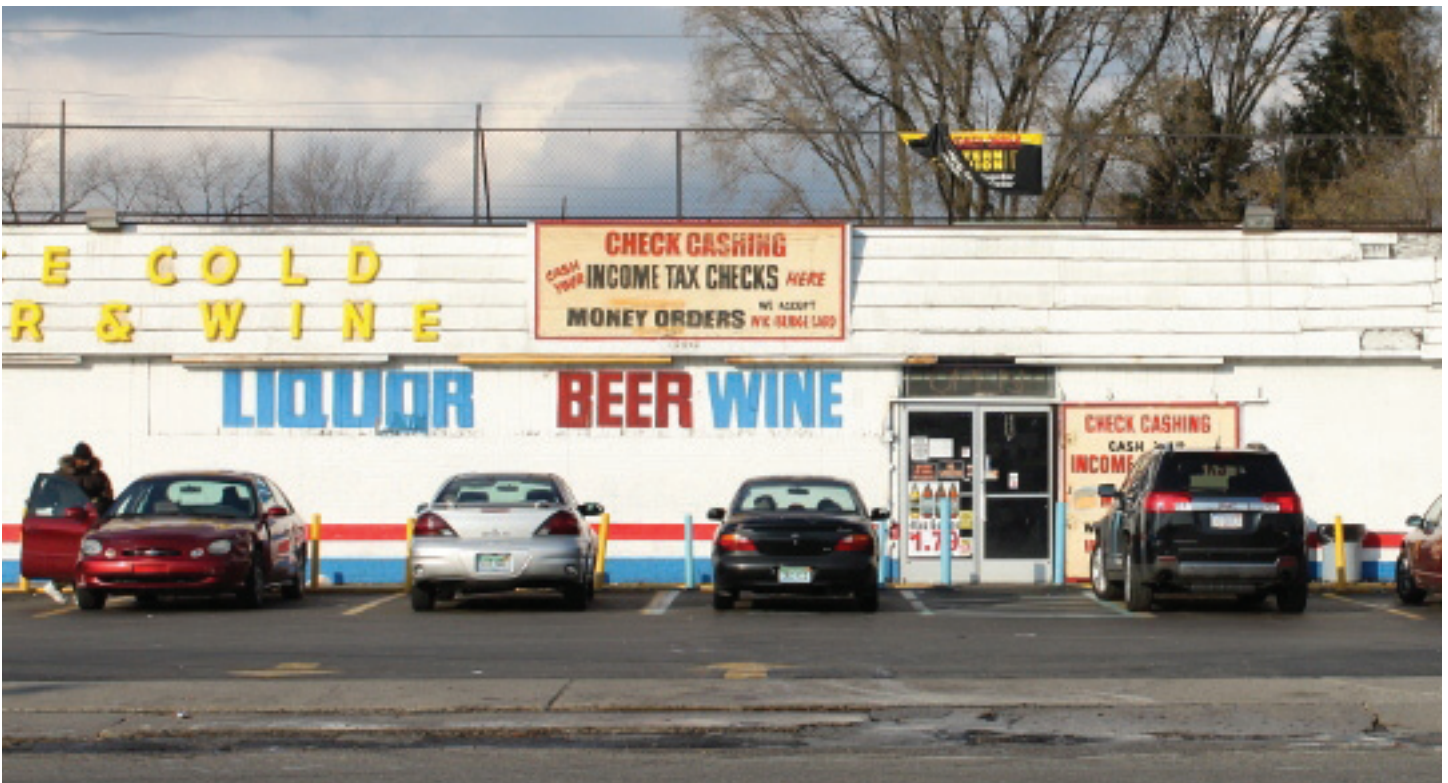
Local retailers will need to be recruited to fulfill the voids in the retail market. Entrepreneurs should be invited to a seminar to discuss the opportunities, developing means to gain funding and a timeline for development. Invitees to the session(s) should include people interested in operating a business, City and County officials, the area chamber of commerce, a representative from the Small Business Administration, and possibly local/regional lending institutions. These sessions would bring together all the parties essential to developing and implementing a reinvestment plan.

If properly implemented and followed through, a plan for retail development, regardless of the size, should allow for the development of additional retail and improve sales performance for existing retailers along the Joy-Southfield corridor.

OFFICE ASSESSMENT

Typically a market assessment of any commercial area would include both the retail component and the office component. The office assessment would include an inventory of the square footage of office space currently on the market for sale or lease, the quality of that office (Class A, Class B, etc), and the range of lease rates (per square foot) for the available office space. Based on this data, a determination can be made of the amount of new office space that is supportable within the study area, what type of space, targeted lease rates, etc.

After reviewing the available data for the Joy-Southfield corridor from several commercial real estate brokers' respective reports, it became apparent that there is little to no market for office space within the boundaries of the Joy-Southfield study area. The business mix within the corridor is almost exclusively retail with a few (approximately three) residential apartment buildings. The lack of office along the corridor is attributable to the fact that all the frontage along Joy Road within the study area is zoned exclusively B-4 Commercial. The implication that at no time did any public or private entity take the initiative to successfully seek a rezoning to an office district is evidence that the market for office within the Joy-Southfield study area does not exist. This conclusion is not unusual for a predominantly retail corridor like the Joy-Southfield study area, nor is it an indictment on the viability of the corridor with respect to commercial development.





Housing along Piedmont Street

Assessment and Opportunities

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Multi-family at Joy Road and Grandville

INTRODUCTION

As the leadership of the Joy-Southfield corridor undertakes strategic planning efforts for the continued economic revitalization of the district, the housing component will be a critical element of that plan. The following chapter discusses the analysis of the study area's housing market, including type and tenure, potential buyers and renters, price points, and absorption.

The process of assessing the Joy-Southfield district included extensive interviews with leaders in neighborhood associations surrounding the study area, residents living in and adjacent to the study area, and for-profit and non-profit housing developers and key public and private stakeholders. Demographic data were reviewed in order to pinpoint a potential residential market.

Several planning and strategic documents were also key inputs to the housing assessment. The *Cody Rouge Strategic Plan 2009 - 2011* is a two year roadmap for support, services and organizational development activities. In June, 2009, Market Analysts Professionals, LLC completed a feasibility analysis for Gardenvue Estates II C for the Michigan State Housing Development Authority. The analysis evaluated the market feasibility following construction of the Gardenvue Apartments II B using Low Income Housing Tax Credits. This strategic document contains recommendations for support of affordable housing.

The Joy-Southfield housing assessment reflects a combination of the information presented in these recent strategic studies, the outcomes that were results from these initiatives and the input gathered from key stakeholder interviews. This report presents a guide to help determine the next phase of housing priorities in the Joy-Southfield Downtowns of Promise study area.

DISTRICT OVERVIEW

The Joy-Southfield corridor is surrounded by neighborhoods that boast post-war bungalow housing that is lined with mature trees, sidewalks, and neighborhood parks, churches and schools. Property values have plummeted drastically in the last three years leaving a landscape of one of the highest foreclosure rates in the state of Michigan. When foreclosure reaches this level of volume, the homeowner loses, the municipality loses and ultimately the community loses. Predatory lending, undisclosed balloon payments and high

unemployment have all played a part in the development of this scenario throughout the study area, the city, and all of metro Detroit.

Typically there is a negative perception of a location that has a high rate of foreclosure. The perception is that the properties are disinvested and that the area is one experiencing high crime rates. However, the neighborhoods in the Joy-Southfield area have structurally sound housing and a strong community of non-profits who work tirelessly to provide outreach. This outreach includes home foreclosure prevention, homeownership education, free or low-cost home repairs for low-income and single family homeowners. There are also ongoing projects focused on acquisition, rehabilitation and resale of affordable vacant homes.

These efforts to mitigate additional foreclosures, low property values and absentee landlords play a large role in the successful economic development efforts to improve the Joy-Southfield corridor. Vacant properties not only depress market values, they discourage economic development. A strong residential base in the surrounding neighborhoods is an important factor to any successful retail district. Creating cleaner, safer neighborhoods is a priority for the Joy-Southfield Community Development Corporation (J-SCDC) and the many neighborhood alliances in Joy-Southfield.

MARKET INVENTORY

General Overview

The United States in general and Detroit in particular suffered from a critical housing shortage after World War II, as sixteen million GI's returned from the war ready to marry and raise families. Throughout Detroit, those GI's often found that the homes they had left behind were occupied by workers that had migrated to the city from southern states to fill the employment void in the city's industrial facilities. To address this immediate housing need, the US government offered low-interest Federally-insured GI loans for housing which made reality the American Dream of homeownership and a middle class lifestyle. Housing construction in Detroit and other cities concentrated on single-family, owner-occupied homes. The Joy-Southfield neighborhoods are indicative of this post-war scenario as there is a rich supply of post-war bungalows that are structurally sound.

Housing Overview

Adjustable-rate mortgages, interest-only loans and other expanded underwriting rules targeted low-income buyers throughout the 1990s and early 2000s. These lending products created situations where it was more advantageous to purchase rather than rent. However, when the national and regional economies took a downward turn, those who utilized these types of loans experienced a high rate of foreclosure.

Historically, there were high homeownership rates in the neighborhoods surrounding the Joy-Southfield study area, but over the past year the are has led the city of Detroit in home foreclosure rates.

As a general rule, there are significant negative impacts on communities when foreclosure rates are high. Municipalities experience losses in tax revenue at a time when there is an increased need for police and fire services due to increased crime generated from the abandoned homes, as well as an increased need for social services as people become homeless. Joy-Southfield is no exception; the economic downturn and negative housing market has taken a toll on this community. Community leaders are well aware that once foreclosure rates reach an epidemic level, banks and other lending institutions do not want to invest in these neighborhoods and housing loans are hard to acquire.

Another issue in the Joy-Southfield neighborhoods is the high level of absentee landlords. Banks sold blocks of multiple houses for pennies on the dollar instead of mitigating homeowner foreclosures. Rental properties owned by irresponsible landlords have a higher rate of abandonment and vacancies.

Figure 5.1

Joy-Southfield (48228) Foreclosure Comparison

	Percent of Foreclosed Units by Geography
48228 ZIP Code	1.02%
Wayne	0.72%
Michigan	0.48%
National	0.27%
Source: Realty Trac (www.realtytrac.com)	

Community Commitment and Collaboration

A concerted effort must come from community involvement on the grass-root level in order to make the necessary impact that is needed for long term change to happen.

Joy-Southfield Community Development Corporation

The Joy-Southfield Community Development Corporation (J-SCDC) provides local residents the opportunity to connect with their community and help rebuild it from the ground up. JSCDC has been successful with housing and neighborhood clean-up projects by enlisting volunteers from a multitude of church organizations and reports over 300 volunteers with 10,000 in-kind volunteer hours. These volunteers have removed garbage, cleared over grown brush, and mowed approximately 100 abandoned properties in the Joy-Southfield neighborhoods this year. Other efforts included housing rehabilitation on 25 homes. This collaboration has renewed ties to the community and is a catalyst for public and private partnerships which mutually benefits residents and businesses. The community is working together to prevent further blight by encouraging and fostering housing revitalization.

"The housing repair volunteer program has been fabulous. This summer we were able to leverage approximately \$44,000 in retail cost repairs for just over \$10,000 in materials due to volunteer labor. In addition over 100 vacant homes and properties were mowed, trees trimmed, trash picked up and homes secured in this neighborhood. Approximately 50 percent of these cleared properties have been maintained by residents in the neighborhood. Vacant block club positions have been filled and volunteerism in these neighborhoods are up."

~ Rodney Gasaway

Director of Community Development
JSCDC

"In today's world where no one has to do anything for anyone; we believe we are blessed to have had your assistance. You all not only came into our home and were respectful, but the quality of work and attitude were unforgettable."

~ Bill & Shirley Rankin
Recipient of Volunteerism

Block Clubs

The Warrick Winner Circle Block Club is just one of several block clubs that partners with churches, residents, businesses, and the J-SCDC to solve problems and find solutions to revitalizing all the neighborhoods in the Joy-Southfield area. Bringing resources to residents and working with local organizations to build a stronger neighborhood is one of the main goals of the block clubs in the Joy-Southfield district.

"The Warrick Winner Circle Block Club has focused on neighborhood awareness by observing unidentified parked cars, vacant houses, shut-ins, street light outages and reporting to the police when appropriate. We also provide information to the neighborhood about community opportunities such as housing repairs, food shelters and community meetings. Our goal is to collaborate with other block clubs and to increase involvement of men and younger people living in the neighborhoods. It is important for the people living here to have control of their neighborhood and promote a higher quality of life for everyone."

*~ Ronald Wainwright
Warrick Winner Circle Block Club President
Neighborhood Alliances*

The Cody Rouge Strategic Plan is a product that was the result of another outstanding community collaboration. This strategic plan included work from the Skillman Good Neighbors Program and focused on "shared delivery" with Brightmoor and Cody Rouge communities. The following is a summary of key affordable housing development goals outlined in this strategic plan:

- Senior Living (age 55 and above) - Despite the population of retirees and seniors in the area there is limited senior housing. A multi-unit senior living development for the Joy-Southfield area would be ideal. Seniors with limited transportation would have access of services in a walkable community.
- Singles (age 25 – 54) - This region has singles that need affordable housing, including 59.6 percent classified as "Labor Force" housing. Also, there are young adults aging out from foster care that need housing.
- Single-Family Housing - The need for housing rehabilitation funding is great. This would slow down the decline and disinvestment of the existing bungalow structures.

Figure 5.2

Residential Sales Last 365 days (Joy-Southfield, MI)

	Single Family	Multi-Family
Sold properties	247	33
Max. Sale Price	\$87,500	\$39,900
Min. Sale Price	\$900	\$1,900
Avg. List Price	\$8,291	\$11,425
Avg. Sale Price	\$7,693	\$10,949
Avg. DOM	84	72
Avg. Discount	7%	4%
Avg. s.f.	1,040 s.f.	1,829 s.f.
Avg. price per s.f.	\$7.00	\$6.00

Figure 5.3

Current Residential Listings (Joy-Southfield, MI)

	Single Family	Multi-Family
Active properties	104	12
Max. List Price	\$102,000	\$59,900
Min. List Price	\$3,000	\$4,450
Avg. List Price	\$26,578	\$22,868
Avg. DOM	175	152
Avg. s.f.	1,018 s.f.	1,669 s.f.
Avg. price per s.f.	\$27.00	\$14.00

"The greater Cody Rouge area is poised for revitalization both economic and residential. Much work has been completed given the engagement of a variety of partnerships. These collaboratives include neighborhood alliances, faith alliances/churches, educational/social service centers, businesses, etc. The faith community is a great source for marketing, promotion and referrals regarding the mainstreet rebirth of Joy Road. Many residents and youth participate in church based program services within the area. Expansion of JSCDC housing services will help Cody Rouge accomplish its mission as Trailblazers for Transformation."

*~ Donna Harris, Church Administrator
Grace Community Church of Detroit*

Housing Inventory

Based on sales over the past year, the Joy-Southfield neighborhood district has approximately one year of housing inventory available, with houses averaging 138 days on the market before selling.

Currently, there are few residential rental units in the Downtown of Promise area. Two multi-family residential complexes are in foreclosure and tenants are being evicted because of this process. This leaves a void along the Joy-Southfield corridor for safe, decent and affordable residential housing rental units. Housing in this area is 29 percent renter occupied and 18 percent of properties are vacant.

"The majority of renters (four out of five) prefer to own a home in this neighborhood at some point in the future. This means that only one in five prefer to rent. The loss of jobs is the number one reason for home foreclosures in this market area today, compared to the foreclosures because of upside down mortgages one year ago. Also, over sixty percent of buyers in this neighborhood say that now is a good time to buy a home, and the lack of jobs and job security continue to be the primary obstacle to home ownership and market recovery."

*~Lewis Moore Sr.
Realtor; Motion Realty Group*

Figure 5.4
Joy-Southfield Population by Ages

Age Range	Total Population (Percent of Total)		Change 2010-2015 (Percent Change of Total)
	2010	2015	
0-4	2,127 (8.8%)	2,057 (8.9%)	- 70 (+0.1%)
5-9	2,315 (9.6%)	2,209 (9.5%)	-106 (-0.1%)
10-14	2,067 (8.5%)	2,078 (9.0%)	+11 (+0.5%)
15-19	2,322 (9.6%)	1,749 (7.5%)	-573 (-2.1%)
20-24	1,886 (7.8%)	1,972 (8.5%)	+86 (+0.7%)
25-34	3,360 (13.9%)	3,437 (14.8%)	+77 (+0.9%)
35-44	3,245 (13.4%)	2,796 (12.1%)	-449 (-1.3%)
45-54	3,278 (13.5%)	2,847 (12.3%)	- 431 (-1.2%)
55-64	2,166 (8.9%)	2,360 (10.2%)	+194 (+1.3%)
65-74	804 (3.3%)	1,089 (4.7%)	+285 (+1.4%)
75-84	458 (1.9%)	408 (1.8%)	-50 (-0.1%)
85+	199 (0.8%)	165 (0.7%)	-34 (-0.1%)

Source: ESRI Business Analyst

Currently under construction, Gardenview Estates is a 139 acre, mixed-use and mixed-income development located at the southeast corner of Joy Road and Southfield Freeway on the site of the former Herman Gardens public housing built during World War II. The complex will be built in three phases and will ultimately provide 833 market rate and affordable apartments, single family dwellings, and senior housing. Phase I is complete and offers 96 affordable residential rental units with 100 percent occupancy. The first group of 66 single family dwellings is targeted for completion by spring of 2011. The goal of Gardenview Estate is to create a strong healthy diverse family neighborhood with quality affordable housing and public/private schools and parks nearby.

MARKET OPPORTUNITIES

Local Market Composition & Trends

In order to determine specific market opportunities for Joy-Southfield, it is important to examine the current and projected population and household demographics. Figure 5.4 shows that the Joy-Southfield area's population growth is projected to grow in the 25 to 34 year old range and the 55 to 74 year old range. This reflects significant growth in the young professional age group and the "empty nester"/retiree age group; the target market for urban, downtown residents.

Figure 5.5 shows that 83 percent of the households within the Joy-Southfield area have an annual household income of \$74,000 or less. Only 35 percent of a household's combined gross income should be consumed by housing expenses, so Joy-Southfield households will typically be seeking housing (rental or ownership) options with monthly expenses in the range of \$730 to \$2,160.

Figure 5.5
2010 Households by Income

Household Income Range	Number of Households (Percent of Total Households)
Less than \$15K	1,415 (17.5%)
\$15K-\$24K	740 (9.2%)
\$25K-\$34K	1,106 (13.7%)
\$35K-\$49K	1,510 (18.7%)
\$50K-\$74K	2,009 (24.9%)
\$75K-\$99K	815 (10.1%)
\$100K-\$149K	356 (4.4%)
\$150K-\$199K	73 (0.9%)
\$200K+	45 (0.6%)
Total	8,069 (100%)

Source: ESRI Business Analyst

Outbound Migration Trends

Population trends, and more specifically household trends, are important indicators of potential housing demands with households being the direct consumers of housing units. Both of these demographic trends show that population and households within Joy-Southfield have been decreasing and are projected to continue decreasing. Figures 5.6 and 5.7 provide a detailed look at household trends within the Joy-Southfield area neighborhoods.

In addition to demonstrating a decrease in overall population and households, Figure 5.7 indicates that traditional family households are declining at an even greater rate. The outbound migration trend is driving a decline in the housing occupancy rate, resulting in an increase in vacant houses in Joy-Southfield's neighborhoods. Figure 5.8 reflects current and projected declines in both homeownership and rental occupancy, and these declines have resulted in a substantial increase in vacant houses in the district. If no actions are taken to counter this trend, by 2015 there will likely be an additional 226 vacant houses in the Joy-Southfield area.

Stable neighborhoods naturally encourage residents to beautify and upgrade their homes, and these neighborhoods are the locations most sought after by those who are considering a move into an area. In turn,

Figure 5.6
Household Trends 2000 - 2015

Year 2000	Year 2010	Difference 2000-2010	Year 2015	Difference 2000-2015
8,889	8,068	-821	7,691	-1,198

Source: ESRI Business Analyst

Figure 5.7
Population Trends 2000-2015

Annual Rate	Joy-Southfield	State	USA
Population	-0.89%	-0.13%	0.76%
Households	-0.95%	-0.07%	0.78%
Families	-1.06%	0.17%	0.64%
Owner Occupied Households	-1.08%	-0.05%	0.82%
Median Household Income	3.47%	2.19%	2.36%

Source: ESRI Business Analyst

sound housing stock creates a stable neighborhood. Joy-Southfield's housing market must be stabilized, preserving and expanding homeownership, thereby minimizing the increase in the number of vacant properties.

ABSORPTION RATE

Household data for the Joy-Southfield was analyzed for year 2010 and projections for year 2015. Figure 5.9 shows that non-market rate households and the lowest range of market rate households will decline from 2010 to 2015, while the mid-to-higher market rate households will increase in number.

The average rental rates in the area ranged from \$475 to \$1,200 per month. Since 35 percent of a household's combined gross income should be consumed by their housing expenses, \$25,000 was the lower threshold used when considering those eligible for market rate housing. The below data is also presented in the range of those earning less than \$25,000 annually, those earning between \$25,000 and \$49,999, those earning between \$50,000 and \$99,999, and those earning over \$100,000. The \$25,000 to \$49,999 bracket are most likely to consider housing units in the \$650 per month range, while those earning above \$50,000 are better able to afford the higher priced housing units.

Figure 5.8
Housing Units by Occupancy Status and Tenure

	2000	2010	2015
Owner	5,530 (58.3%)	4,887 (50.0%)	4,629 (47.8%)
Renter	3,359 (35.4%)	3,181 (32.6%)	3,062 (31.6%)
Vacant	598 (6.3%)	1,700 (17.4%)	1,998 (20.6%)

Source: ESRI Business Analyst

Figure 5.9
Households by Income Range 2000 - 2015

Household Income Range	Households			
	2000	2010	2015	Change from 2000-2015
Less than \$25,000	3,314	2,165	1,700	-1,614
\$0 - \$14,999	1,955	1,415	1,145	-810
\$15,000 - \$24,999	1,359	750	555	-804
\$25,000 to \$99,999	3,082	2,616	2,085	-997
\$25,000 - \$34,999	1,425	1,106	902	-523
\$35,000 - \$49,999	1,657	1,510	1,183	-474
\$50,000 to \$99,999	2,160	2,824	3,229	+1,069
\$50,000 - \$74,999	1,579	2,009	2,282	+703
\$75,000 - \$99,999	581	815	947	+366
More than \$100,000	352	474	679	+327
\$100,000 - \$149,000	271	356	507	+236
\$150,000 - \$199,999	47	73	107	+60
\$200,000 or greater	34	45	65	+31

Source: ESRI Business Analyst

HOUSING ASSESSMENT CONCLUSION

Community-based, collaborative neighborhood revitalization efforts are a unique strength Joy-Southfield. This commitment and capacity needs to be further led, nurtured and developed by the J-SCDC. The J-SCDC has the capacity to receive and administrate a variety of housing programs. This organization has a successful history of working collaboratively with the City of Detroit, State and Federal agencies and a multitude of faith-based organizations.

There is a strong commitment by faith-based organizations and these organizations are community assets that should be further leveraged for the Joy-Southfield neighborhood revitalization efforts. There is a concerted effort to build a stronger neighborhood through block clubs. The block clubs in the Joy-Southfield neighborhoods are focused on improving the physical environment, reducing crime, increasing social interaction between neighbors, and are working well with City officials and the J-SCDC.

The J-SCDC has been a part of the Cody Rouge Strategic Plan 2009-2011 along with the Skillman Foundation Good Neighborhood Program. Strategic planning done through the Skillman Foundation identified high unemployment, increased crime and safety concerns, and a need for rehabilitation of the housing stock.

The J-SCDC has participated as a central hub for stimulating, supporting and coordinating neighborhood revitalization in the Joy-Southfield district. It is strongly recommended that the J-SCDC expand their housing program and aggressively seek, secure and implement Federal, State and local funding opportunities for housing rehabilitation, housing demolition, housing deconstruction, homeownership counseling and homeownership subsidies.

With increased focus on strengthening the surrounding neighborhoods of the Joy-Southfield corridor, the area will experience a resurgence of the healthy, safe, attractive and vibrant environment from which it originated.



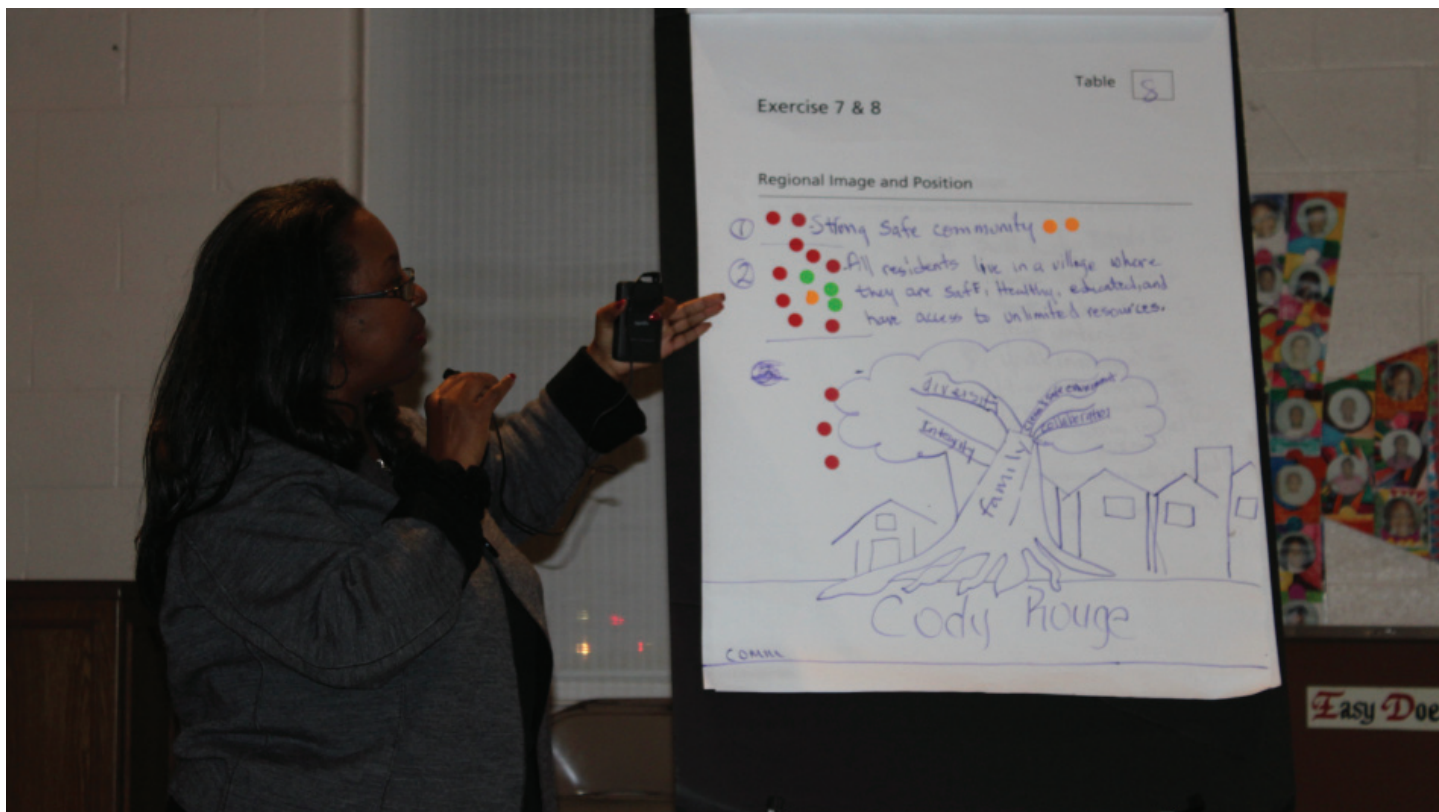


Community Input Session group; Oct. 12, 2010

Summary of Stakeholder, Community and Consultant Observations

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COMMUNITY VISION SESSION

The Joy-Southfield Community Development Corporation (J-SCDC), MSHDA, and Beckett & Raeder, Inc. facilitated a Community Involvement Session for the Downtowns of Promise Strategic Plan at the Second Grace United Methodist Church on October 12, 2010. The purpose of the session was to gain perspective on the strengths, weaknesses, opportunities, and threats for the Joy-Southfield corridor from the officials, individuals, and groups actively working within the Downtowns of Promise study area. The session served to establish basic attitudes and priorities relative to the project and to identify the data required to conduct the study. The session was attended by approximately forty individuals, including Detroit City Council staff, a Wayne County Commissioner, the administration of the J-SCDC, Joy Road business owners, representatives from various block clubs and neighborhood associations, involved residents, and other civic leaders.

During the Community Involvement Session, the facilitators asked the attendees to participate in a series of group brainstorming activities. Each group was asked to collectively discuss a certain topic, and then vote as individuals for the items they deemed most relevant. The results of those exercises are summarized as follows:

What Have We Done Well in the Joy-Southfield District in the Last Five Years?

The participants were asked as groups to list the projects, programs, events, etc. that have been successful in the Joy-Southfield district. Once those “done wells” were identified, each individual participant was asked to vote for the ONE greatest “done well” in their opinion. Results are summarized in Figure 6.1, with the highest vote-getters shaded. Facade improvements to businesses along the corridor received the most votes, along with the Joy-Southfield clinic and Don Bosco community center. Several groups discussed the new farmers’ market, as well as the work of the Cody Rouge Community Action Alliance (CRCAA).

Figure 6.1

“Done Well”	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
After-school programs for youth	1	0
Building community collaborations	1	1
Summer employment for youth (14-24)	1	0
Family Fun Days for residents	1	0
Creating a community center (Don Bosco Hall) as a place where residents can get information	1, 2, 8	4
Engaging residents for creation of a governance board and their participation	1	0
Engaging youth participation in all aspects of community events and programs	1	0
Summer reading program	2	1
Community Fair at Clinic, Community Resource Fair and Art Project	2, 3, 6	3
Health Center, Joy-Southfield Clinic	2, 3, 6, 8	4
More public computers	2	3
More visible patrols	2	1
Community clean-ups	2, 6	1
Business beautification and renovation (U-Haul facade improvements, liquor store facade improvements); ReFresh Detroit facade program	3, 4, 6	6
New daycare center at Rosemont	3	1
Re-opened Dairy Queen	3	0
Re-opened Family Dollar at Evergreen	3, 6	0
Opened Farmers Market at Artesian	3, 6, 8	1
Garden at Stahelin	3	0
Renaissance Head Start	3	0
Street curb repair	4	0
Formation of Cody Rouge Action Alliance	4, 6, 8	3
Strategic Plan	8	3
Demolition of unsafe buildings	8	1
Public community events	8	0

What Could We Have Done Better in the Last Five Years?

Similar to the “Done Well” exercise, the groups were then asked to list the projects, programs, events, etc. in Joy-Southfield that could have been “done better”. Results are summarized in Figure 6.2, with the highest vote-getters shaded. The highest vote-getter by far included the generally poor condition of Joy Road itself, which creates an overall image of neglect and disinvestment. The need for better planning and better coordination of resources also received multiple votes. Most groups discussed the need to re-use or demolish the vacant and/or abandoned buildings along Joy Road.

What are the Barriers which Impede Joy-Southfield's Revitalization?

The two highest vote-getters for this exercise were a lack of leadership and a lack of funding and services from the City and Wayne County. Similar to the “Could’ve Done Better” exercise, the condition of Joy Road (including pavement, right-of-way, streetlights, and sidewalks) was a point of discussion. Several groups mentioned a lack of financial resources and access to capital, as well as the lack of a major employer in the area. Results of this exercise are summarized in Figure 6.3, with the highest vote-getters shaded.

Who are the Major Players (individuals or organizations, public or private) in Joy-Southfield's Revitalization Efforts?

The “players” in Joy-Southfield could include investors, landlords, business-owners, property-owners, activists, public organizations of agencies, community leaders, faith-based organizations, and anyone else who plays a major role (positive or negative) in the study area. The top vote getters were the Joy-Southfield CDC and the city of Detroit, particularly the Office of Neighborhood Commercial Revitalization. Right behind in terms of votes received were the various community organizations (Cody-Rouge, Joy Community, Warrendale, etc.) Nearly every group discussed the churches and faith-based organizations, and the Skillman Foundations was mentioned several times. Results of this exercise are summarized in Figure 6.4, with the highest vote-getters shaded.

Figure 6.2
“Could’ve Done Better”

“Could’ve Done Better”	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
Improving strong family development, resources, and programs	1	0
Election process could’ve increased voter participation	1	0
Aligning resources to improve outcomes of long-term projects	1	3
More diversified funding	1	0
More Board training	1	0
A visual displaying how planning projects will improve the look of Cody Rouge	1	2
Better publicity (newsletters), marketing	2, 8	0
Abandoned / vacant / blighted buildings on Joy Road need to be demolished (old McDonald’s)	2, 3, 4, 6	2
More support for Health Center	2	2
Skilled trade programs	2	2
Better streets, pave roads, street repairs	2, 3, 4	9
Better lighting, poor public lighting	2, 4	1
Dog control	2	1
Have more businesses do “face-lifts”	3	0
Beautification	4	0
Support and use library on Joy Road	6	0
Support local businesses more	6	0
More public art (on trash cans, benches, abandoned bldgs, etc)	6	1
More participation in Radio Patrol	6	1
More community centers w/ activities for kids and seniors	6	3
Transportation for kids and seniors to get to activities	6	1
Better public safety	8	0
Better communication	8	1
Abandoned homes and neighborhood blight	8	1
Need a plan for community revitalization	8	3
Better collaboration with businesses	8	1
Limited business development	8	0
Need to find a draw for public meetings	8	0

Figure 6.3
Barriers to Revitalization

Barriers to Revitalization	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
Housing redevelopment as incentive to reinvest and move families into homeownership	1	1
Safe routes throughout the community, sense of safety	1, 4	0
Lack of adequate employment, lack of a major employer	1, 3, 6	3
Creation of stable, local businesses; absence of the types of businesses that will attract a diversity of consumers	1, 3	1
Transportation to community events	1	1
Lack of accountability of adults in the community; community indifference	1, 4, 6	0
Business involvement in community initiatives; "giving back"	1	0
Strong family development to encourage involvement, resources, and outcomes	1	1
Absentee owners	2	1
Lack of financial support, access to private capital; lack of funding and development partners	2, 3, 4, 8	2
Bad roads and lane striping / pavement markings	2	1
Bureacracy	2	0
Bad lighting	2	0
Street flooding	2	1
Leadership (lack of)	2	4
Crime (drugs, prostitution, gangs, dumping, stripping buildings)	2, 6	2
Lack of public City/County funding for infrastructure (roads, lighting, sidewalks); lack of City services	3, 6	4
Abandoned homes, fewer residents to support local businesses	3	1
Lack of distinguishing features in the corridor or neighborhoods	3	0
Lack of business associations, business collaboration	4, 8	3
Lack of a strategic overall plan	4	2
No sense of community identity; no "focal point"	4, 6	0
Lack of public trust	4, 8	3
Lack of a tax base, high taxes	6	0
Lack of income	6	0

Figure 6.3 cont'd
Barriers to Revitalization

Barriers to Revitalization	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
Physical restraints	6	2
Redlining	6	0
Racism	6	0
Poor communication between organizers and residents	6	2
Poor access	8	0
Need for better education	8	0

What Do We Want Joy-Southfield's Regional Image and Position To Be?

In the spirit of "perception often becomes reality", the groups were asked "What do you want people to envision when they think about the Joy-Southfield district?" These may be visions of what the participants want the district to become, or what it already offers but people from outside the neighborhood are unaware of. Results are summarized in Figure 6.5, with the highest vote-getters shaded. This exercise really brought out the discussion of safety; safe neighborhoods, safe schools, and a safe business district combined to received the most votes by far. Related to safety was the issue of a "clean," attractive, and well-maintained district, which received the next highest number of votes. Access to employment and quality education also received a large number of votes, and many tables discussed the image of committed, stable, and tight-knit residential community.



Figure 6.4
Joy-Southfield "Players"

Joy-Southfield District "Players"	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
Families	1	4
Youth, Youth Council	1, 8	1
Schools (Cody HS)	1, 3, 8	0
Businesses, business-owners	1, 2, 4	1
Non-profits and service providers	1	0
Churches, faith organizations (2nd Grace, St. Luke's, Calvary, Word of Life, United Methodist)	1, 2, 3, 6	4
Community centers	1	0
Universities' and colleges' collaborations w/ local schools	1	0
City of Detroit (Neighborhood Opportunity Fund, ONCR)	1, 3, 4, 6, 8	7
Residents	2	2
Community associations (Cody Rouge Action Alliance, Joy Community Assoc., Warrendale); Block clubs	2, 3, 4, 6, 8	6
Elected officials, local politicians	2, 3	1
Landlords, property-owners	2	0
J-SCDC	3, 4, 6, 8	7
Library (Edison branch)	3	0
U-Haul	3	0
Family Dollar	3	0
Fire Station	3	0
McDonalds	3	0
Skillman Foundation	3, 6, 8	4
MSHDA	4, 8	0
Friends of Rouge Park	6	0
Arab Chamber of Commerce	6	0
Franklin Park Radio Patrol	6	0
Joy Road Business Association	6	0
Don Bosco Hall	6	0
State of Michigan	6	0
Garden View Estates	8	0
HUD	8	0
LIST	8	0
Southwest Solution	8	0
Kressge	8	0
Ford Foundation	8	0
MDOT	8	0

Figure 6.4 cont'd
Joy-Southfield "Players"

Joy-Southfield District "Players"	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
U of M	8	0
Peep	8	0
Wayne State	8	1
Faith Alliance	8	0

Figure 6.5
Regional Image and Position

Regional Image and Position	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
Community where children and families are safe; a safe place to raise children; low crime	1, 2, 3, 4, 6, 8	28
Access to high-quality education; trade schools, early childhood development, lifelong learning; good schools	1, 2, 3, 8	10
Access to quality health care; physically fit and mentally strong; healthy	1, 2, 3, 8	4
Revitalized housing	1	3
Optimal place to invest in a business	1	3
Diverse mix of vibrant businesses; "shop-able"	1, 3, 6	6
Engaged block clubs and community organizations	1	0
Residents anchored and committed to their neighborhoods; stable families; "tight-knit", "strong" community	1, 3, 6, 8	1
"Alive", "vital", "cool"	2, 3	2
Clean, attractive, beautiful	2, 3, 4, 6, 8	13
Innovative, creative	2, 4	1
A "working" community; jobs (especially for the youth)	2	7
Friendly, welcoming, strong moral values, integrity	2, 6, 8	1
Diverse	2, 6, 8	3
Jobs training for youth	2	1
Well lit	3	1
Quiet	3	0
Active; a center of family activity	3, 4	3
Self-sufficient; provides needed businesses	4, 6	7

Figure 6.5
Regional Image and Position

Regional Image and Position	Times Mentioned (Tables 1-4, 6, 8)	Votes Received
Great place to live and play; fun	4, 6	6
Destination / attraction	4	0
Public art and culture; entertainment	6	3
Walkable, bikeable	6	5
"Green," greenscapes (trees, flowers)	6	5
Neighborhood center	6	0

Collective Prioritization

Based on the voting summarized in Figure 6.5, each of the six groups presented their top three items for Regional Image and Position to the other groups. Some of the groups' visions were the same as or very similar to those of the other groups. By combining these overlapping visions, a total of TWELVE top visions for Regional Image and Position were created, representing the entire group of participants. As a final exercise, every participant was asked to vote for their own THREE most important of the twelve visions. The results of this voting are presented in Figure 6.6, with the highest vote-getters shaded.

Figure 6.6
Collective Prioritization

Collective Prioritization	Percent of Total Votes
Community that is working	6.6%
Safe community / clean	17.1%
Excellent educational opportunities	17.1%
Unlimited resources	0.0%
Revitalized housing	6.6%
Access to adequate health care centers	3.9%
Vibrant community	2.6%
Self-sufficient community w/ needed businesses	14.5%
Great place to live & play	6.6%
Public art and culture venue	6.6%
Walkable	10.5%
Greenspace	7.9%

STAKEHOLDER INTERVIEWS

As part of the research for the Downtowns of Promise program, Beckett & Raeder staff conducted interviews with stakeholders from the Joy-Southfield community in Detroit. These stakeholders included members of organizations representing this community (e.g., Joy-Southfield Community Development Corporation), area residents, and downtown business owners. Each interview provided important and valuable insight into the opportunities and challenges associated with the revitalization of Joy Road and the surrounding neighborhood, and this report summarizes the themes that emerged from the interviews.

Assets/Opportunities

All interviewees cited several assets of the Joy-Southfield community that a revitalization plan could build upon.

Community Support - Nearly all interviewees cited the promising amount of support from neighborhood organizations and individual residents for revitalization of the community. This support and enthusiasm will be essential to rely upon as redevelopment projects are initiated. Specifically, residents mentioned the success of the Joy-Southfield Community Development Corporation (CDC) in obtaining grants and starting programs (e.g. the farmers' market and other health initiatives) to improve the neighborhood's quality of life, as well as efforts of the Cody Rouge Action Alliance. Additionally, the neighborhood's faith community was also mentioned as a strong positive influence.

Geography - Many stakeholders also mentioned that the proximity of Joy-Southfield to highways (specifically, Southfield Freeway and I-96), as well as its proximity to other Detroit metro areas, such as Dearborn, is also an asset. The neighborhood could, if revitalized, be an additional residential and business market for those surrounding areas. Also, stakeholders mentioned the public uses located in the neighborhood, for example, the Edison Branch Public Library, the fire station at the Southfield Rd/Joy Rd intersection, and nearby River Rouge Park as assets for community members.

Businesses - Finally, interviewees stated that the large number of businesses on Joy Road is a positive characteristic of the community. However, they stated that they would like to see more diverse businesses (e.g., fewer car repair businesses and more restaurants). Additionally, they emphasized the importance of organizing business owners and having them work together to improve the

community, which will be discussed in more detail in a moment.

Barriers/Challenges to Revitalization

Roads - Nearly all stakeholders mentioned the poor quality of the roads – e.g, Joy Road and neighborhood streets – as a major and perhaps the most important barrier to the neighborhood’s revitalization. The roads in this community have not been resurfaced or experienced other improvements since 1988 – over the course of those 22 years, they have deteriorated. It will be very difficult to attract new businesses, new patrons of existing businesses, and additional investment in the area with the poor physical appearance and public safety issues associated with its current transportation infrastructure.

Blight, physical appearance, and code enforcement - Many stakeholders stated that some businesses along Joy Road are not well-maintained. For example, there is trash in front of the business, the business might use hand-made signs rather than professional signs, or there are portions of the business structure that are not maintained. Additionally, stakeholders were concerned about vacant buildings and properties that have been neglected over time. Stakeholders believe that this lack of maintenance and upkeep once again gives a negative impression of the neighborhood and inhibits interest from potential entrepreneurs and residents.

Crime - Stakeholders also stated that crime rates in the community must be reduced in order to create a viable market for new businesses and residents. They stated that response times by the City of Detroit Police Department were slow for crimes that the department considered to be less urgent (e.g, property crime as opposed to a violent crime). Slow response times (or the perception of lack of interest in addressing certain crimes) by the police can be a major detriment to making the Joy-Southfield community an attractive place to live or to open a business.

Lack of Identity - A few stakeholders mentioned that the Joy-Southfield community does not have a strong identity or sense of place. When asked specifically if there was a unique cultural and/or historical aspect of the community that could be built upon or enhanced in the revitalization process, most struggled to answer this question. This lack of identity may result in Joy-Southfield being “lost” amid the larger Detroit metro area, with little to define it as a unique place for entrepreneurs or visitors. Some interviewees stated that they would like to see an effort be made to encourage consistent design of businesses,

banners on street lights, etc. to identify the area as a distinct community.

Needs of Joy-Southfield

Residents were also asked to list and describe the particular needs of this community, in other words, businesses, services, infrastructure, etc. that are lacking but will be an important component of revitalization’s success and improving the community’s quality of life.

Addressing Blight - Stakeholders mentioned that the appearance of worn-down, vacant commercial and residential structures in the neighborhood will be an impediment to revitalization. Specifically, interviewees brought up the former McDonald’s site on Joy Road as an example of this issue. This site has been vacant for several years, and is in decline. It is an eyesore in the neighborhood, and as it is near an entrance to the neighborhood, it does not give visitors a good first impression. Residents expressed that they would like to explore opportunities for funding or programs that could be used to tear down (or improve, where appropriate) vacant properties, and/or working with property owners to create incentives for maintaining properties.

Roadway Improvements - As described previously, stakeholders emphasized the importance of improving the roads and sidewalks in the Joy-Southfield neighborhood. This is considered a major need in the community because the poor infrastructure contributes to visitors’ and residents’ perceptions of the neighborhood, as well as the viability of the Joy Road businesses – people do not want to patronize a business if it is located on a road that is poorly maintained and potentially hazardous.

Gathering Places for Residents - Stakeholders also mentioned the need for a social place where residents can gather and meet with each other. This could be in the form of a community center filling one of the existing empty buildings on Joy Road, or as a sit-down restaurant. Many stakeholders mentioned the need for a restaurant in the neighborhood, especially one that caters to families. This restaurant could also be a draw for city residents outside of the Joy-Southfield neighborhood.

Redevelopment Priorities

Roadway Improvements - Once again, improving Joy Road was the most-frequently cited priority for the neighborhood, for the reasons listed previously. As of the writing of this report, the Joy Southfield CDC is communicating with Wayne County officials to explore when roadway improvements could occur. Stakeholders stated that a strong effort should be made to work with Wayne County, the City of Detroit, and any other applicable parties to identify funding sources and ensure the road maintenance occurs very soon.

Involvement and Support of Property & Business Owners

Interviewees stated that the community would greatly benefit if Joy Road business owners were organized and working together to improve the business district. They would like to see some assistance or facilitation in encouraging this organization, providing incentives for business/property owners to maintain their properties, and to enforce a higher standard for the visual appearance of properties.

Improved Relations with the City of Detroit - This redevelopment priority encompasses several of the themes that stakeholders mentioned as barriers or challenges to revitalization, as well as major needs in the community. As stated before, crime and the perception of crime is a major hindrance to a community's attractiveness to potential residents, business owners, and visitors. Stakeholders want to see improved coordination with the City to respond to all crimes quickly and attentively, and to eventually bring crime rates down. Additionally, stakeholders want to see improved relations with the City in coordinating with property owners that let their structures and properties decline. Stakeholders mentioned the City's infrequent (once a year) fines for derelict properties and property owners' means for "getting around the system" for maintaining their structures. As a result, interviewees were concerned about the poorly-maintained properties and buildings along Joy Road that do not give a positive impression of the neighborhood and business district.

Major "Players" in the Community

All interviewees cited the efforts of the Joy-Southfield CDC, the Skillman Foundation, and the Cody Rouge Action Alliance to improve the quality of life in the neighborhood. They also included the many churches in the community as active participants in neighborhood issues. The City of Detroit is a major player, and it was discussed that it can be both a positive and negative player in the neighborhood's quality of life.

Summary

Overall, Joy-Southfield stakeholders interviewed for this report were proud of the many positive changes occurring in their community in recent years (for example, the farmers' market). However, they recognize that certain challenges (for example, physical improvements to the roads) must be overcome in order for Joy Road to be a diverse and thriving business district that serves both the surrounding neighborhood and also attracts outside residents.



Strategic Board Planning Session, November 17, 2010

Direction and Priorities

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Figure 7.1
Joy-Southfield Performance Benchmarking

Building Character	Most of the buildings in the project area are stand-alone, single-use buildings built around 1950 or later. Most are single story, with a few multi-story apartment buildings. There are a few examples of suburban-style, multi-tenant, strip retail developments.
Building Condition	Other than the U-Haul building renovation and a few other examples, many buildings are in need of renovation or maintenance and are not particularly historically significant. Despite vacancies, most buildings appear to be in viable condition.
Parking Lots	Most parking lots in the district are privately owned. Many parking and outdoor storage areas are fenced with chain link and - too often - barb wire.
Approach and Entrances into Joy-Southfield	Joy-Southfield has excellent local and regional access from the Southfield Freeway (M-39) to the east and Evergreen to the west, along with the easily-navigable local street grid. There are few if any visual cues that you are entering the district (wayfinding signs, a recognizable streetscape or design pattern).
Circulation and Signage	The Joy-Southfield corridor is linear in nature. Dense single-family neighborhoods surround the corridor in a traditional urban grid pattern. Traffic volumes could be accommodated with one lane of traffic in either direction. There is no identifying signage to the project area. Business signs have no consistent design nor does there appear to be any enforcement of any sign ordinance.
Maintenance	The condition of Joy Road itself gives visitors the impression of deferred maintenance and neglect. The road surface is very much in need of a pavement overlay or a complete reconstruction. Public right-of-way between buildings and the road is in poor condition, and in many instances is used for non-compliant uses (parking, storage, etc.) Many segments of sidewalk are cracked, broken, and/or overgrown.
Supportable Retail	2010 Status Quo is estimated at 19,500 square feet; Women's apparel, unisex apparel, shoes and accessories, grocery store (10,000 sq.ft.), specialty foods.
Supportable Retail – 2014	2014 supportable retail is estimated at an additional 27,300 square feet. Categories include Men and Women's apparel, quality, family and quick serve restaurants, grocery store, home furnishings, pet supplies, and variety store.
Type of Businesses	Locally owned business; Most national retailers will not locate in an urban area with a perception of crime and low mobility rate. Locally owned businesses, if operated properly, can prove very successful and are often better able to cater to community-specific conditions.
Overview	Neighborhoods in the Joy-Southfield area have structurally sound housing and a strong community of non-profits who work tirelessly to provide outreach. There is a high rate of foreclosure, and high rate of absentee landlords.
Inventory	Based on sales over the past year, the Joy-Southfield neighborhood district has approximately one year of housing inventory available, with houses averaging 138 days on the market before selling.
Availability / Occupancy	There are few residential rental units in the Downtowns of Promise area. Housing in this area is 29% renter occupied and 18% of properties are vacant.
Price Points	Average rental rates in the area range from \$475 to \$1200 per month.
Supportable Market	Households that serve incomes less than \$50,000 will decline by 986 units; households that serve income levels over \$50,000 will increase by 610. The net decline will be 376 units.
Board	Joy-Southfield Community Development Corporation
Funding	Grants, NSP1 and NSP2

BOARD STRATEGIC PLANNING SESSION

Overview

On November 17, 2010, the Joy-Southfield Downtowns of Promise (DOP) Committee convened to prepare the Action Plan component for the Joy-Southfield Corridor Strategic Plan. This process is known as the Board Strategic Planning Session. In addition to the Downtowns of Promise Committee members, representatives from the City's Planning and Development Department and MSHDA were in attendance. The session was kicked off with a summation of the work completed to date plus the findings from other components of the plan. The presentation highlighted the following:

- Physical Assessment Summary
- Housing Market Assessment
- Retail Market Assessment
- Summary of the Community Involvement Session and its resulting priorities.

Joy-Southfield Performance Benchmarking

The process leading up to the Board Strategic Planning session included several physical and economic-development related assessments. Information obtained from these assessments was used to establish a benchmark for the Joy-Southfield corridor that, in turn, can be used in the near future to evaluate overall performance based on the projects and programs outlined in the Action Plan. Figure 7.1 categorizes by assessment topic, various factors, trends, and observations compiled during the study.

Institutional Overview

The Joy-Southfield corridor is located within the city of Detroit, although Joy Road itself is maintained by the Wayne County Road Commission through a maintenance agreement with the City. The City of Detroit provides all other essential public services (police, fire, water, sewer, trash pickup, etc.) The Joy-Southfield corridor is not within the boundaries of any quasi-public taxing/assessing authority, such as a Downtown Development Authority, a Corridor Improvement Authority, a Tax Increment Financing district, or a Business Improvement District.

The Joy-Southfield corridor is located within the Herman Gardens target area, one of eight such target areas in the city that are eligible to receive Neighborhood Stabilization Program (NSP) funds. The first phase of these funds, known as NSP1, are eligible for communities to use for the

purchase and redevelopment of foreclosed, abandoned, vacant, and/or blighted properties. Detroit received approximately \$47 million in NSP1 funds. The City also received another \$41 million in NSP2 funds, although it is not yet clear how those funds will be allocated.

The primary champion for economic development in the Joy-Southfield district is the Joy-Southfield Community Development Corporation (J-SCDC). The services they offer with respect to economic development are primarily related to technical assistance, as they have no financing authority with which to fund district-wide improvements. The neighborhoods surrounding the Joy-Southfield corridor benefit from a network of dedicated non-profit organizations, including neighborhood associations, block clubs, and faith-based groups. Similar to the J-SCDC, those groups tend to be long on dedication but short on funding sources, and would benefit from a cohesive plan with a vision for the Joy-Southfield corridor that all can coordinate their efforts toward. Attempts have been made in the past to organize a merchants association for the businesses along the Joy Road corridor, but gaining the cooperation of more than a handful of business-owners proved difficult.

One of the themes that came up repeatedly in the Community Input Session was the perception of a lack of adequate services from the City of Detroit. The involvement of staff from the City's Planning and Development Department in the Downtowns of Promise initiative is evidence that the City is willing to support the effort, but the City's budget shortfalls likely preclude it from providing any significant and/or sustained sources of funding.

In summary, the Joy-Southfield corridor has a strong network of institutions and non-profits striving toward economic revitalization for the corridor, but funding at the local level for any significant projects is minimal.

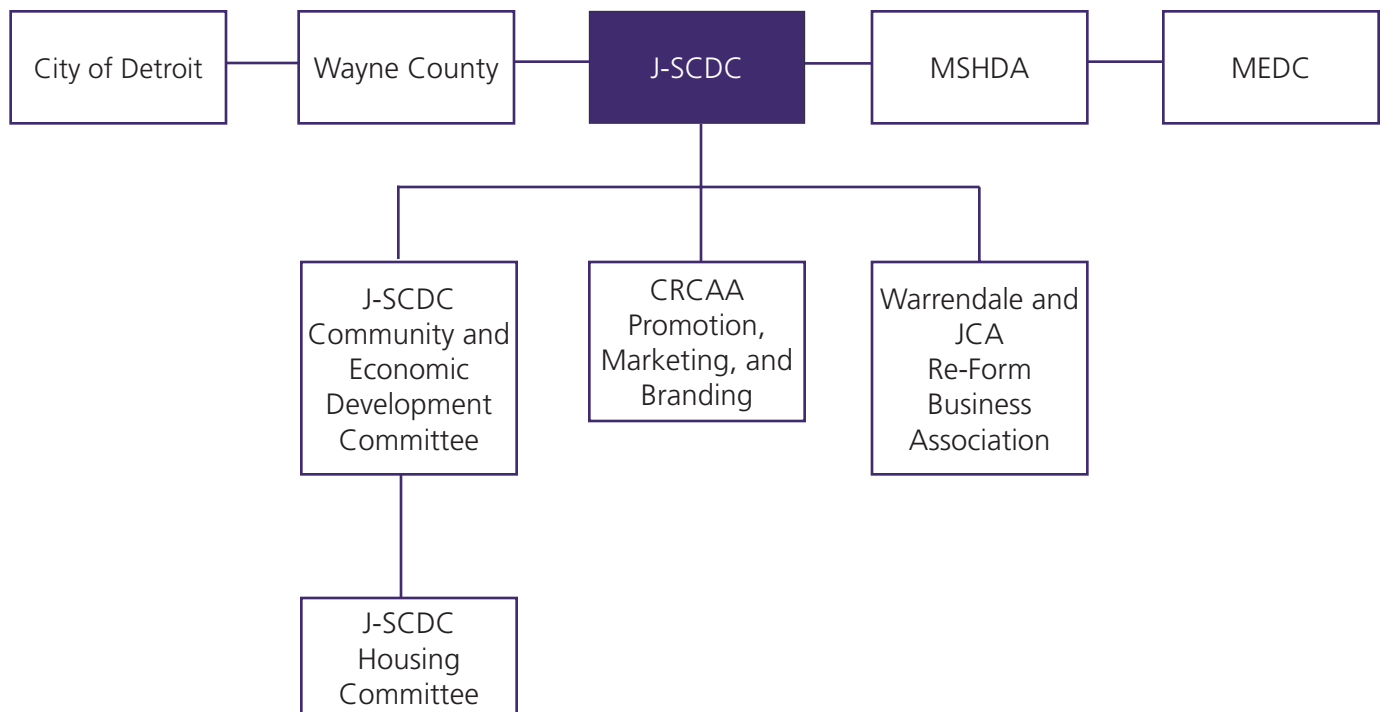
Board Planning Summary

During the November 17 Board Strategic Planning meeting, the members of the DOP Committee were asked to brainstorm potential projects and programs that could be realistically accomplished in the next three to five years that would significantly address the issues outlined in the Performance Benchmarking process. Beckett & Raeder asked the question, "If we come back here in five years, what are we going to see that's different?" Based on that discussion, two significant products emerged. The first was a list of twelve priorities identified by the Committee

Figure 7.2
Strategic Board Planning Session Priorities

Priority	Votes	Percent of Total Votes
Road improvements / streetscape	9	20.5%
Commercial facade program	4	9.1%
Farmers Market	1	2.3%
Resident survey	3	6.8%
Selective demolition	2	4.5%
Branding / signage	8	18.2%
Complete streets / connections	5	11.4%
Code enforcement	4	9.1%
Reform business association	4	9.1%
Database of properties and occupancy status	1	2.3%
Training through MEDA, MSHDA, MEDC	2	4.5%
Vocational opportunities	1	2.3%

Figure 7.3
Proposed Organizational Chart



members. The second was a potential organizational chart, with the roles to be played by the various stakeholder groups in the study area. Before the end of the discussion, each member of the Committee was asked to vote for their top four priorities for the Joy-Southfield corridor. The twelve priorities identified by the Committee and the results of the voting exercise are summarized in Figure 7.2. The proposed organization chart is displayed in Figure 7.3.

TOP PRIORITIES

The top priorities identified by the Committee during the Nov. 17, 2010 Strategic Board Planning Session are discussed in detail below.

1. Joy Road improvement / streetscape

The surface of Joy Road is in disrepair, which creates an image of disinvestment and neglect for the entire corridor. The public right-of-way on either side of the road, the public sidewalks, and the streetlighting are all also need in significant improvement and/or maintenance. Most of the members of the DOP Committee agreed that existing property-owners and potential developers are reluctant to make any significant investment on the private properties along Joy Road when the public infrastructure is in such a condition.

2. Branding / signage

There are currently no visual cues to motorists or pedestrians that they have entered the Joy-Southfield district. There is no gateway or wayfinding signage, no consistent lighting or landscaping program, no consistent pattern of building facades. It simply appears to be another one-mile stretch of Joy Road. The Committee discussed the fact that the Joy-Southfield district needs to agree on a vision for what it wants to be, and then needs to develop a brand and a program for visually promoting that vision to visitors.

3. Complete streets / connections

One of the J-SCDC's missions is to promote a healthy lifestyle and a healthy environment for the residents of the neighborhoods surrounding the Joy-Southfield corridor. Creating a pedestrian-friendly, safe and accessible Joy Road corridor would certainly be consistent with that mission. The complete streets concept includes a series of non-motorized amenities, including bike lanes, sidewalks, mid-block crossings, pedestrian-refuge islands, curb

extensions, traffic-calming features, and buffers between vehicular and non-motorized traffic.

4. Commercial facade program

The J-SCDC has successfully worked with some businesses along the Joy Road corridor to significantly improve their building facades, most notably the U-Haul dealer and J&S Liquor. The J-SCDC's Commercial Property Facade Improvement program, currently funded through the *ReFresh Detroit!* initiative, could certainly benefit from additional sources of funding, awareness, and technical assistance.

5 (tie). Code enforcement

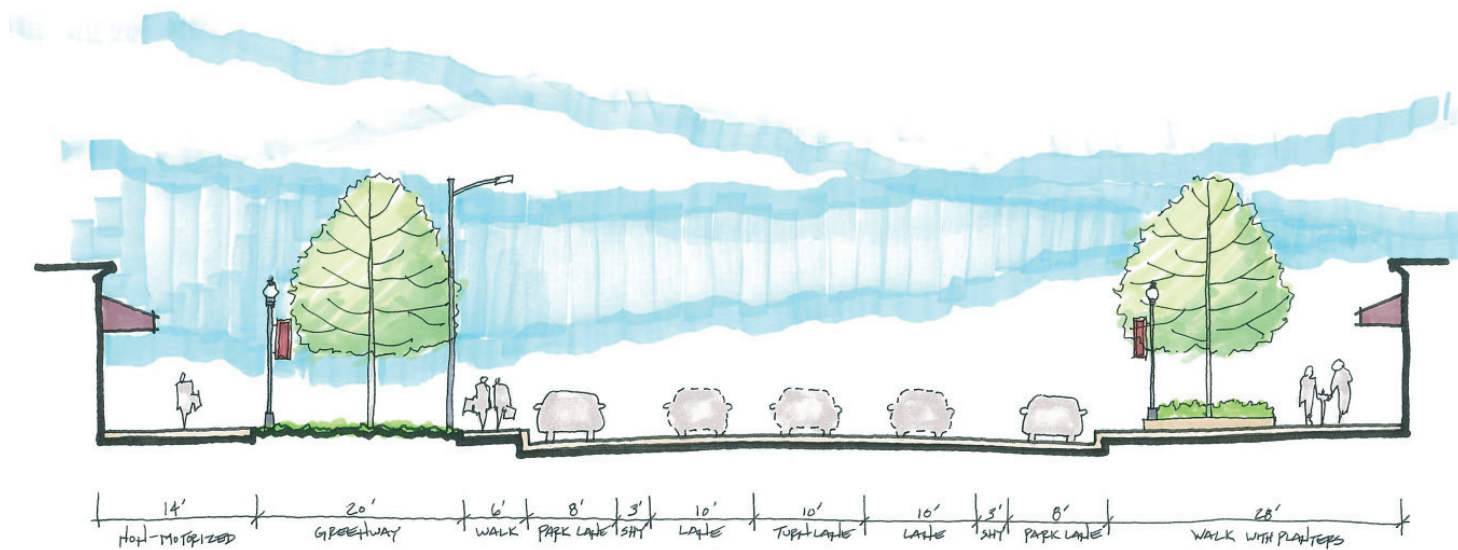
There are many examples of non-conforming and/or inappropriate land uses and structures along the Joy Road corridor, and the Committee recognized that creating a mechanism for better enforcement could greatly enhance the corridor as a whole. Examples include parking in the public right-of-way, unscreened parking lots, unscreened outdoor storage and storage in the right-of-way, chain link/barb wire fences along the front lot line, excess and/or non-compliant signage, non-conforming construction materials, and unsafe and/or blighted buildings.

5 (tie). Re-form the merchants association

Attempts have been made in the past to create a Joy Road merchants association, but have been met with minimal interest from the all but a few of the business and property owners along the Joy-Southfield corridor. Creating an association would not only create a mechanism for building communication and consensus among the business-owners, but could also create a funding mechanism by which certain maintenance activities could be financed.

Proposed Institutional Organization

Figure 7.3 displays the ideal institutional organization discussed by the DOP Committee to accomplish the priorities established in Figure 7.2. The chart shows a linear relationship between the J-SCDC and the City, County, MEDC, and MSHDA, meaning all those entities are equals with respect to institutional hierarchy. Working under the umbrella of the J-SCDC are the Community and Economic Development Committee, the Cody-Rouge Community Action Alliance (who will manage promotion, branding, and marketing), and the Warrendale and Joy Community Assoc. neighborhood associations (who will be tasked with re-forming and managing the merchants' association). Working under the CEDC will be the J-SCDC Housing Committee.



POTENTIAL 3-LANE CROSS-SECTION ~ B

Joy Road Corridor - Joy Southfield Commercial Corridor

19 November 2010
MSHDA Downtowns of Promise

DWG BY BECKETT & PARTNER

Conceptual cross-section of Joy Road

Action Plan, Responsible Parties, and Funding

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Figure 8.1
Comparison of Business District Improvement Funding Mechanisms

	Business Improvement District (BID) - PREFERRED	Principal Shopping District (PSD)	Business Improvement Zone (BIZ)
Process and Responsible Party			
City Council Approval	Yes	Yes – Must have 10 participating businesses	No – majority vote of 60% property owners within proposed zone
Board Composition	Mayor appoints 1 member with City Council Approval balance selected by Property Owners within the District	Mayor Appoints entire Board with City Council Approval. 1 member comes from adjacent neighborhood and 1 member represents the City.	No less than 5 or more than 15 members. Mayor appoints 1 member with City Council approval.
Recommended in Community Master Plan	No	Yes	No
Board Approved Plan identifying projects and expenses	Yes	Yes	Yes – referred to as a Zone Plan
How Many in Community	Multiple	Only One	Multiple
Annual Assessment	Yes	Yes	Yes
Limitation on Annual Assessment	N.A.	\$10,000	N.A.
Other Funds	Grants and donations; local government funds; and GO Bonds	Grants and donations; local government funds; and GO Bonds	N.A.
Eligible Expenses			
Road Construction	Yes	Yes	No
Sidewalk Repair	Yes	Yes	Yes
Streetscape	Yes	Yes	Yes
Parking Lots	Yes	Yes	Yes
Public Spaces (parks and plazas)	Yes	Yes	Yes
Marketing and Promotion	Yes	Yes	Yes
Business Retention	Yes	Yes	Yes
Contract Services for maintenance and security	Yes	Yes	Yes
Acquire and Maintain Real Estate	Yes	Yes	Yes
Acquire and Maintain Personal Property	Yes	Yes	Yes

ACTION PROGRAM

Overview

The Action Plan for the Joy-Southfield corridor is a road map for the actions needed to improve the study area within the next three to five years. The Action Plan defines the priority, the action(s) needed, the components needed to effectuate that action, and the timeline and party responsible. Based on discussions with key stakeholders, the Downtowns of Promise Committee, and the attendees of the Community Involvement Session, a total of eight Action Items have been created for the Joy-Southfield study area that can be reasonably accomplished within five years. These actions are tempered by the district's lack of a taxing or assessing authority (e.g. a Downtown Development Authority or Corridor Improvement Authority) in place to provide financing and/or leverage revenues as debt service on potential bonds.

The intent of the Downtowns of Promise strategic plan is to assess, evaluate and exploit opportunities within Joy-Southfield's retail and housing markets, evaluate the physical framework of the study area, and isolate, based on input gathered through community sessions and stakeholder interviews, short term actionable programs and projects. There is an underlying assumption that the Joy-Southfield Community Development Corporation (J-SCDC) has an understanding of best practices regarding business retention, marketing and promotional activities for a commercial corridor like Joy Road.

The Action Program is a straightforward plan of those actions necessary to accomplish the priorities outlined at the Board Planning Session and those developed throughout the planning process.

Immediate Action items

The thrust of the Action Program is to accomplish the priorities within a three to five year timeframe. However, in the case of the Joy-Southfield study area, the *immediate* accomplishment of several critical actions is recommended:



The Joy-Southfield Community Development Corporation (J-SCDC) needs to maintain an active dialog with the City of Detroit and the Wayne County Road Commission to ensure that planning of the pending re-construction of Joy Road is consistent with the recommendations of this Action Plan.



The J-SCDC and the CITY need to actively seek State and Federal Transportation Enhancement grants to fund streetscape improvements and non-motorized enhancements to Joy Road as part of the pending reconstruction project.



The CITY needs to work with MSHDA and the State of Michigan to allow NSP1 and NSP2 funds to be used to acquire, rehab, demolish, and/or assemble commercial properties to facilitate new development and investment.



The CITY must remain transparent in their pending findings and recommendations as part of the ongoing Detroit Works Project.

Three to Five-Year Action Items

The following eight action items are intended to address the priorities established by the Downtowns of Promise Committee and can be reasonably accomplished within the next three to five years:

1. Joy Road Contraction (Priority Action Item)

The condition of Joy Road, including its pavement, striping, sidewalks, public right-of-way, street lighting, and lack of pedestrian amenities, was repeatedly cited by the Joy-Southfield stakeholders as the most significant barrier to revitalization of the corridor. The roadway creates an image of neglect that deters existing and potential property owners from investing in the private properties along the roadway. In order to create an environment for potential economic revitalization of the Joy Road corridor, the road and the right-of-way along either side of it require significant improvements.

The opportunity to make those improvements will occur when the City of Detroit and the Wayne County Road Commission begin work on a multi-phase water main replacement and roadway reconstruction project along Joy Road beginning in 2011. The Joy-Southfield study area's portion of Joy Road (Southfield Freeway to Evergreen) is tentatively scheduled for reconstruction in 2014. While that date can not come soon enough for those desperate to see improvements to Joy Road, it may be just enough time to undertake the planning process for Joy Road to be reconstructed in a manner appropriate for its current daily traffic volumes and for its potential as a non-motorized link between Rouge Park to the west and the Gardenview Estates development to the east.

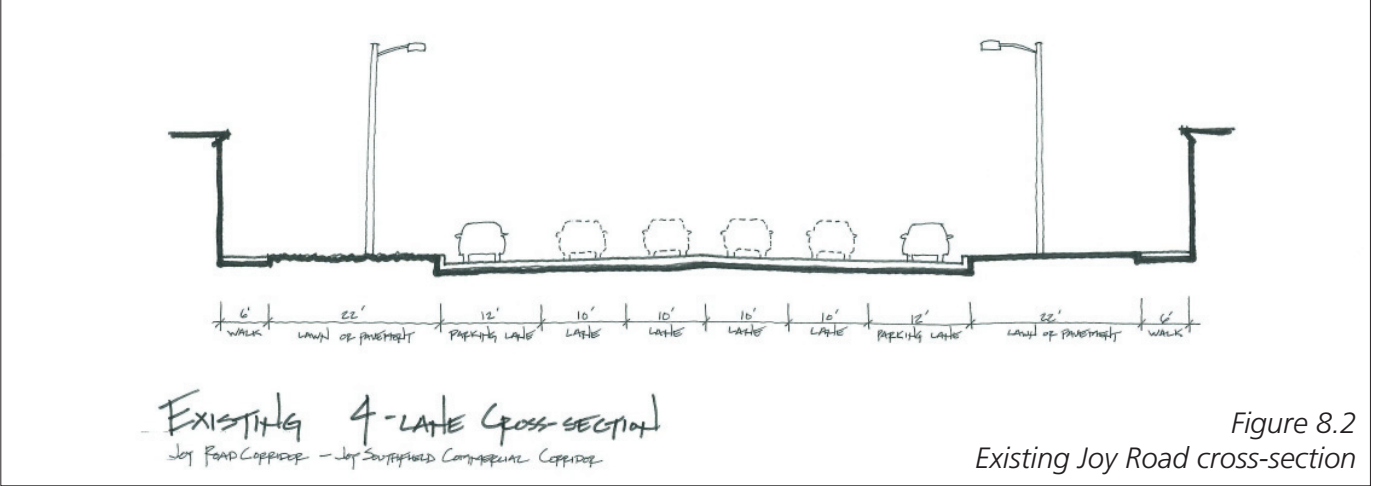


Figure 8.2
Existing Joy Road cross-section



Figure 8.3
Potential 3-Lane cross section (A)

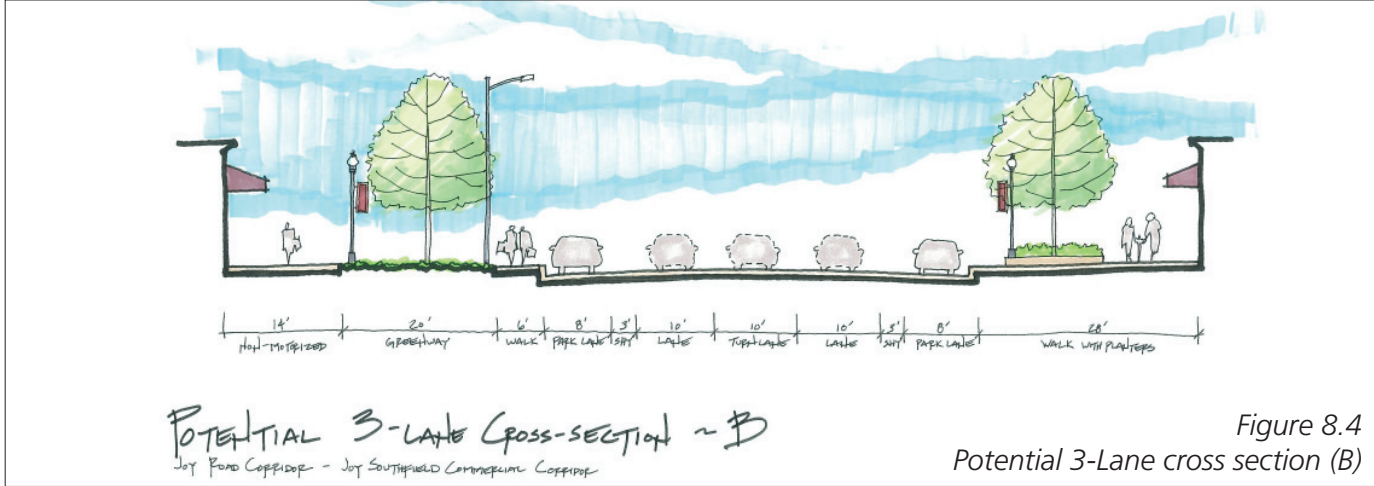


Figure 8.4
Potential 3-Lane cross section (B)

As shown in the road cross-section in Figure 8.2, Joy Road is currently four lanes wide with two 12-foot parking lanes on either side for a 64-foot road width (curb-to-curb). The public right-of-way, including the road, sidewalks, and the buffer area in-between, totals 120 feet in width. Traffic counts indicate Joy Road currently carries approximately 20,000 vehicles daily, which is far less than what the road was originally designed for. That level of daily traffic could be reasonably accommodated by a three-lane roadway - one lane in each direction and a designated center-turn lane. This contraction or "road diet" would potentially bring the road width to 52 feet. The twelve feet gained could be used for an expansion of non-motorized amenities and greenspace, as rendered in Figures 8.3 and 8.4.

The primary difference between the concepts in Figures 8.3 and 8.4 is that, in Figure 8.3 the northern curb of Joy Road has been moved north by six feet, while in Figure 8.4 the northern curb remains in its original location. (Note that in the conceptual renderings, the viewer is "looking" toward the west, so the right side of the rendering is the north side of Joy Road). While Figure 8.3 allows for greater flexibility and utilization of the proposed greenway on the south side of Joy Road, Figure 8.4 would be less cost-prohibitive because the existing curb, storm sewer, and other below-ground infrastructure would remain in place.

Along with the road diet concept should be a corresponding access management plan, which would consolidate and eliminate driveways along this portion of Joy Road. Research shows that eliminating excess points of access onto a roadway significantly reduces crashes and makes the road more efficient for vehicular traffic as well as safer for drivers and pedestrians. An access management plan would include recommendations including shared driveways and parking lots, internal connections between parking lots, side-street driveways, and connections via alleys and/or "backage roads." The plan would be implemented in large part when driveway curb-cuts are re-installed as part of the road's reconstruction, but also over the long term as sites are developed and redeveloped.

2a. Joy Road Enhancement - Public Realm (Priority Action Item)

Both three-lane concepts for Joy Road provide the potential for a non-motorized greenway connecting Rouge Park with Gardenvue Estates, which will be a densely-populated residential development upon its completion. The greenway would be a linear park featuring non-motorized facilities (e.g. a paved pathway), trees, and native low-maintenance plantings. Between Rouge Park and Gardenvue Estates are several public destinations that would benefit from non-motorized accessibility including Cody High School, the Edison Branch of the Detroit Public Library, Dixon Academy, and the Joy-Southfield farmers market. This greenway can be enhanced with urban streetscape amenities such as street trees, decorative pedestrian-scale street lights with seasonal banners, street furniture (benches and trash receptacles), bus shelters, and areas for landscape planters.

While the greenway and corresponding amenities would be outside of the actual roadway, Joy Road itself could include several non-motorized facilities consistent with the State of Michigan's newly-adopted "Complete Streets" initiative. This could include designated bike lanes (particularly on the north side of Joy Road, opposite the greenway on the south side), curb extensions (aka "bump-outs"), signalized pedestrian crosswalks, pedestrian refuge islands, mid-block crossings, etc. The entire Joy-Road corridor would benefit from a professionally-planned wayfinding signage program that would include gateway signs at either end of the district along with directional and identification signs that incorporate the Joy-Southfield "brand".

Collectively, all of these features will enhance the Joy-Southfield corridor as a whole, creating a unique district with a "sense of place" and potentially attracting new investment. Figure 8.6 shows how some of the amenities discussed have the ability to transform a barren commercial corridor into a more walkable, desirable, marketable district. The greenway concept and its pedestrian-oriented amenities are consistent with the J-SCDC's mission of creating a healthier and active community.

If Joy Road is to be re-built with a design consistent with this Action Program, the planning for that work must begin as soon as possible. Identifying the means for funding such a significant re-design of the road will be critical, and the J-SCDC (in partnership with the City of Detroit) must take a leadership role securing funding

Figure 8.5

Procedure to Establish a Business Improvement District (BID)

STEP 1:	A person submits a petition to the clerk of the city or village in which the proposed district is located.
	Petition includes:
	a. The boundaries of the district area
	b. The signatures of property owners representing not less than 30% of the property owners within the zone area, weighted in proportion to the amount that the taxable value of their respective real property for the preceding calendar year bears to the taxable value of all assessable property in the district area
	c. A listing, by parcel identification number, of all parcels within the district area, separately identifying assessable property
STEP 2:	Clerk notifies all property owners within the proposed district area of a public meeting to be held 45 -60 days after the filing of the petition.
STEP 3:	At the public meeting, property owners adopt a district plan for submission to and approval by the governing body of the city or village.
	District Plan includes:
	a. A description of the district's boundaries
	b. The proposed initial board of directors, except for a director of the board who may be appointed by the City
	c. The method for removal, appointment, and replacement of the board
	d. A description of projects planned during the 7-year period, including the scope, nature, and duration of the projects
	e. The proposed source(s) of financing for the projects
	f. If the proposed financing includes assessments, the projected amount or rate of the assessments for each year and the basis upon which the assessments are to be imposed on assessable property
	g. A listing, by tax parcel identification number, of all parcels within the district area, separately identifying assessable property
	h. A plan of dissolution for the business improvement district
STEP 4:	The district plan adopted by the property owners is reviewed by the governing body of the city or village at a public hearing. Public comments are taken into consideration.
STEP 5:	The governing body of the city or village votes on the district plan. Upon approval of the district plan by the governing body of the city or village, the clerk sets an election. The election is limited to the property owners of the proposed district and is conducted by mail.
STEP 6:	The election is conducted. The question to be voted on by the property owners is the adoption of the district plan and the establishment of the business improvement district, including the identity of the initial board. Votes of property owners shall be weighted according to provisions set forth in PA 120 of 1961, Section 10f. The district is considered adopted upon the approval of more than 60% of the property owners voting in the election.



Figure 8.6
Before and after enhancements of a commercial corridor, including burying overhead utilities, street trees,
angled on-street parking, decorative lighting, and landscaping
From UrbanAdvantage

wherever possible. In addition to seeking Transportation Enhancement and Safe Routes to School grants, the J-SCDC and the Joy-Southfield business and property owners could evaluate the feasibility of instituting a Business Improvement District (BID) to procure some of the funding necessary for the long-term maintenance of the amenities (emptying trash receptacles, pruning trees, planting annual flowers, etc.), seasonal lighting programs, and future enhancements.

Figure 8.1 provides a summary of the BID mechanism along with two others (a Principal Shopping District - PSD and a Business Improvement Zone - BIZ) for the sake of comparison. The table includes information on how each mechanism is established and managed. Figure 8.5 details the procedure for forming a BID. Creation of a BID could potentially be the focus of a re-formed Joy-Southfield merchants association (discussed further below) with the Board of the merchants association serving as the Board of the Business Improvement District. The BID is likely a goal that will not be realized within five years, but should be included as a priority goal in the merchants association's strategic plan.

2b. Joy Road Enhancement - Private Realm

All the enhancements within the public right-of-way discussed above will only address half the image of the Joy-Southfield business district. The other half will be addressed as the buildings and private properties along the Joy Road corridor are improved, occupied, developed, and re-developed. Once the public realm of Joy Road has been improved, property values will increase and building owners, property owners, and developers will have an incentive to invest in the private realm comprised of the commercial frontage along either side of the road. Before that happens, there should be a framework in place to direct that investment toward buildings and storefronts that convey an image consistent with the "brand" the Joy-Southfield district wishes to establish. This can be accomplished by creating a Design Guidelines Manual for the Joy-Southfield district that addresses considerations such as building and site design, construction materials, lighting and landscaping, parking lot design (where applicable) sign/awning design and placement, and window displays. These guidelines could include visual examples of "do's" and "do-not's", such as using decorative wrought-iron fencing to secure a parking or storage area rather than chain-link and/or barb wire. The J-SCDC's existing Property Facade Improvement program

could act as an incentive for property-owners to adhere to the guidelines by requiring that any projects receiving funds through that program must follow the standards included in the manual. The program could potentially be expanded to financially assist new developments in adhering to the design guidelines.

3. Joy Road Merchants Association

There have been attempts in the past to create a Joy Road merchants association but they have struggled to generate "buy-in" from business owners. Once the planning for the Joy Road contraction and enhancement project is in progress, that will be the time to incorporate the re-formed merchants association as a non-profit organization. The Joy-Southfield merchants association will have a board of directors, a revenue stream (funded initially through memberships), an annual budget, a staffed office, a mission statement with goals, objectives, and strategies, a business plan, and a fee schedule for membership. This organization will work with the J-SCDC as a champion for promoting business within the district. A mid-term goal of merchants association, once established and viable, should be to work toward the creation of a Business Improvement District (Figures 8.1 and 8.5), which would generate revenue for projects through its authority to levy property assessments rather than strictly collect fees for business memberships.

4. Create a Joy-Southfield branding and marketing program

Enhancements to the public and private realms of Joy Road (discussed above) are a critical first step to re-creating the Joy-Southfield corridor into a unique district. In coordination with these enhancement efforts, the district will benefit from a comprehensive branding and marketing program to promote the district and the neighborhoods surrounding it. This program will be a collective effort on the part of Joy-Southfield's community stakeholders, ideally with professional assistance from a firm specializing in community branding. The goal of such a branding effort is to present a distinctive and positive image for Joy-Southfield, and to attract and retain visitors, shoppers, businesses, and residents. Promoting and marketing the district will be the responsibility of a Promotions Committee, made up of representatives from the Cody Rouge Community Action Alliance (CRCAA) and merchants association with technical assistance from the J-SCDC.

5. Code Enforcement

The Joy-Southfield district is a commercial and residential district the City of Detroit has targeted for stabilization with financing including NSP funds and ONCR funds. It stands to reason that the City recognizes the value of the area, and if provided with certain resources, would be willing to focus its code enforcement authority there. The J-SCDC and the City's Planning Department could create a checklist that the J-SCDC could use to inventory blighted properties in the district by address. The J-SCDC could create a monthly report, and the City's Buildings, Safety Engineering, and Environmental Department (BSE&ED) could use this report to inspect and enforce code violations on a regular schedule.

6. Expand size and scope of Joy-Southfield farmers market

The Joy-Southfield farmers market currently operates in a parking lot across from the Joy-Southfield offices. The market has the potential to be expanded significantly, both in terms of its size and the scope of services it provides. The market could benefit from a larger site, permanent shelters for vendors, an indoor year-round facility that could also provide gardening and cooking classes, and additional marketing and promotion as part of a branding and wayfinding initiative with the entire Joy-Southfield commercial district.

7. Expand awareness and opportunities of Joy-Southfield Property Facade Improvement program

The J-SCDC is currently the local liaison to the City of Detroit Mayor's Office of Neighborhood Commercial Revitalization (ONCR) *ReFresh Detroit!* program, which offers matching grants to business owners within eligible districts for facade improvements to their businesses. This program could be supplemented by a program of no- or low-interest loans from local lending institutions through the J-SCDC to property-owners for facade and property improvements. Both programs would benefit from better awareness and promotion, which could be accomplished through the network created by a merchants association (discussed above). Any financial assistance for property improvements provided by the J-SCDC, whether it be loans or matching grants, should be contingent upon the improvements being consistent with the Design Guidelines Manual (discussed above).

Figure 8.7 details the eight Action Items within the Action Program for the Joy-Southfield corridor. For each Action Item, the entities responsible for that particular task have been identified, along with a timeline for implementation within three to five years.

Figure 8.7
Action Program

1. Joy Road Contraction (aka "Road Diet") - PRIORITY		
Action	Components	Entity & Timeline
Secure funding	Secure funding via State and Federal Transportation Enhancement grants	J-SCDC, City P&D Dept. Completion: Jan. 2012
Gain Wayne County Road Commission's Buy-In	Establish a regular meeting schedule between J-SCDC, WCRC, Detroit DPW, and Joy Road property owners	J-SCDC Completion: Ongoing, beginning immediately
	Secure a professional engineering and design firm to create a conceptual design and a corresponding access management plan that can be integrated into WCRC's engineering and construction plans	J-SCDC, City P&D Dept. Completion: July 2011
Gain Joy Road Business and Property Owners' Buy-In	Create a public relations campaign including an informational website explaining the process and notifying interested parties of upcoming meetings	J-SCDC, Warrendale, JCA, Merchants Association Completion: March 2011
2a. Joy Road Enhancement, Public Realm - PRIORITY		
Action	Components	Entity & Timeline
Secure funding	Seek funding via State and Federal Transportation Enhancement grants	J-SCDC, City P&D Dept. Completion: Jan. 2012
	Joy Road is a pedestrian link to Cody High School and Dixon Academy, making it eligible for funding for pedestrian improvements via the Michigan <i>Safe Routes 2 School</i> program	J-SCDC, City P&D Dept. Completion: Jan. 2012
Complete streets project	Secure a professional engineering and design firm to create a conceptual plan for a "complete streets" plan for Joy Road, including amenities such as designated bike lanes, pedestrian refuge islands, curb extensions (aka "bump-outs"), pedestrian signals, etc. Coordinate these plans with WCRC's engineering and construction plans	J-SCDC, City P&D Dept. Completion: July 2011 (in conjunction with #1)
Greenway project	Secure a professional engineering and design firm to create a conceptual plan for a linear greenway along the south side of Joy Road between Evergreen and M-39 within the public right-of-way	J-SCDC, City P&D Dept. Completion: July 2011 (in conjunction with #1)
Streetscape project	Secure a professional engineering and design firm to create a conceptual plan for the design and location of streetscape amenities including decorative lighting, street trees, bus shelters, benches, trash receptacles, etc.	J-SCDC, City P&D Dept. Completion: July 2011
Wayfinding program	Secure a design and planning firm specializing in wayfinding to create a plan that incorporates the branding program developed for the Joy-Southfield district (discussed below). This wayfinding plan would likely include gateway signs, directional signs, and signs identifying public amenities and destinations such as parking, bus stops, the Farmers Market, Edison Library, Cody High School, Stein Park, Rouge Park, etc.	J-SCDC, CRRCA, JCA, Merchants Assoc., Promotions Committee Completion: July 2013

Figure 8.7
Action Program - Continued

2b. Joy Road Enhancement - Private Realm		
Action	Components	Entity & Timeline
Design guidelines	With professional assistance, create a Joy-Southfield Design Guidelines manual to assist business and property owners as they make improvements to existing building or construct new ones. Guidelines would address components such as building and site design, construction materials, lighting and landscaping, parking lot design (where applicable) sign/awning design and placement, and window displays.	J-SCDC, City P&D Dept., ONCR, Merchants Assoc. Completion: Jan. 2013
Incentives	Incentivize compliance with the Design Guidelines manual by requiring that improvements funded through the facade enhancement program (discussed below) be consistent with the design standards in the manual	J-SCDC, ONCR Completion: July 2013
3. Re-form Joy-Southfield Merchants' Association		
Action	Components	Entity & Timeline
Incorporate	Incorporate as a 501(c)(3) non-profit, establish a Board of Directors, establish an annual budget, create and staff an office, establish a membership fee schedule, etc.	J-SCDC, Warrendale, JCA, Business Owners Completion: July 2011
Establish vision, goals, and strategies	Determine the vision and goals of the association (education, beautification, events, promotion)	J-SCDC, Warrendale, JCA, City P&D Dept. Completion: Jan. 2012
Create awareness	Create a campaign to inform business owners of the reformed association and recruit them to join; door-to-door, web-based, newsletter, etc.	Warrendale, JCA, Merchants Assoc. Completion: July 2012
Explore creation of a Business Improvement District (BID)	Once Merchants Association is established, consider evolving it into a BID which would have the authority to levy assessments for district-wide improvements	Merchants Assoc. Board Completion: Jan. 2014
4. Create a Joy-Southfield Branding and Marketing Program		
Action	Components	Entity & Timeline
Establish a community vision	Gather input from the local stakeholders (neighborhood associations, block clubs, faith-based groups, schools, etc.) for the elements to be included in a branding and marketing campaign	CRCAA, Warrendale, JCA, J-SCDC, Merchants Assoc. Completion: Jan. 2012
Develop a professional branding program	Secure a professional consultant that can take the input from the community and incorporate that into a branding campaign (logo, slogan, promotional materials, etc.)	CRCAA, Warrendale, JCA, J-SCDC, Merchants Assoc. Completion: Jan. 2013

Figure 8.7
Action Program - Continued

4. (cont'd) Create a Joy-Southfield Branding and Marketing Program		
Action	Components	Entity & Timeline
Develop marketing and promotions program	Establish a Promotions Committee to engage business owners, neighborhood associations, churches, schools	CRCAA, Merchants Assoc. Completion: July 2013
	Create a social media framework (facebook, Twitter, Flickr, Google Community Walk, YouTube, e-mail blasts, etc.) to create a low-cost communication strategy	CRCAA, Merchants Assoc. Completion: July 2013
	Create holiday lighting programs, seasonal festivals, business open-houses, etc.	CRCAA, JCA, Warrendale, Merchants Assoc. Completion: Jan. 2014
5. Code Enforcement		
Action	Components	Entity & Timeline
Inventory blighted properties	Using the City of Detroit Property Maintenance Code as a guideline, prepare a simple checklist of common code enforcement issues (i.e. broken windows, doors, signs, cracked or missing sidewalks, weeds, etc.)	J-SCDC, City BSE&ED, City Planning & Development Dept. Completion: Jan. 2012
	Conduct a corridor-wide walk-through and identify code compliance issues based on the checklist and record information by street address and property owner.	J-SCDC, Merchants Assoc. Completion: July 2012
	Prepare a monthly report for the City's Buildings, Safety Engineering and Environmental Dept. (BSE&ED) and follow up on progress. Include monthly report as an agenda item for Joy-Southfield Merchants' Association meetings	J-SCDC and City BSE&ED Completion: Ongoing, beginning July 2012
6. Expand Size and Scope of Farmers Market		
Action	Components	Entity & Timeline
Create a year-round facility	Install/ construct permanent shelters, an enclosed building with cooking facilities for classes, incubator for restaurant entrepreneurs and home-based businesses	J-SCDC Completion: Spring 2014
Promotion	Utilize the promotions and marketing capacities of the merchants association and the promotions committee to include the farmers market in all marketing materials	J-SCDC, CRCAA, Promotions Committee, Merchants Assoc. Completion: July 2012
Outreach	Work with local schools, community groups, neighborhood associations, block clubs, and other groups to encourage their participation in the farmer's market and engage them in the process	J-SCDC, CRCAA, Promotions Committee, Merchants Assoc. Completion: July 2012
Collaboration	Continue and expand collaboration with Eastern Market, GlobalMed, churches, and other organizations	J-SCDC Completion: Ongoing, beginning immediately

Figure 8.7
Action Program - Continued

7. Expand Awareness and Opportunities of Facade Enhancement Program		
Action	Components	Entity & Timeline
Funding	Continue to work with the City of Detroit's Office of Neighborhood Commercial Revitalization (ONCR) in securing funding for the Joy-Southfield <i>ReFresh Detroit!</i> district	J-SCDC, ONCR, City P&D Dept. Completion: Ongoing
	Create a no or low-interest loan program through the J-SCDC with local lending institutions for facade improvements	J-SCDC, Local lenders Completion: Jan. 2013
Awareness	Continue to promote and expand awareness of the program (door-to-door, through the re-formed merchants association, though the J-SCDC's website, via the mail, etc.)	J-SCDC, Merchants Assoc. Completion: Ongoing, beginning immediately
Technical assistance	Create Design Guidelines manual as discussed above and make funding assistance contingent upon improvements that are consistent with those guidelines	J-SCDC, Merchants Assoc. Completion: Ongoing, beginning Jan. 2013

LONG TERM ACTION ITEMS FOR THE JOY-SOUTHFIELD STUDY AREA

The Downtowns of Promise Action plan is geared for a short-term timeframe in order to address urgent problems and maximize apparent and readily-achievable projects and programs. However, the Joy-Southfield district should also have a longer-term overview of where it needs to be in 10 to 15 years, and this process begins with incremental small steps leading to larger accomplishments.

1. Creation of a Corridor Improvement Authority

The stakeholders in the Joy-Southfield district should work to create a Joy Road Corridor Improvement Authority extending from Evergreen to Greenfield and perhaps beyond, including across jurisdictions (Redford Township) and in cooperation with Rouge Park. This would create the assessment authority to fund major improvements along the Joy Road corridor, rather than having to wait on the Wayne County Road Commission to undertake a road construction project.

2. Education sessions for local officials regarding the economic development process

The Joy-Southfield Community Development Corporation and the local business community would benefit from a local economic development program. Initial sessions should be with the J-SCDC Board and Community Development Director to review best practices that spawn strong economic development success; how

city authorities and commissions, such as a Business Improvement District, a Corridor Improvement Authority, and the City's Planning Commission function; and how State and Federal incentives can be utilized to accelerate economic development. A follow-up to these sessions would be a joint session with the J-SCDC and City's Planning Commission to discuss common ground and potential joint initiatives.

3. Ongoing enhancement of the Joy Road streetscape and greenway

Once Joy Road is rebuilt in 2014 with all the enhancements recommended in the three to five-year Action Plan, the enhancements and improvements to the corridor do not have to end there. Joy Road can and should be continually improved and maintained - more trees, better landscaping, better lighting, etc. What will be critical in the near term is having the foresight to plan the infrastructure for future improvements (underground utilities, irrigation systems, etc.) to allow these future improvements without negatively impacting the function of the road when they are installed. In other words, get those utilities in place in during the 2014 reconstruction project so that the road is not being torn apart again five years later.

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Acknowledgements

The following individuals should be recognized for contributing their time and effort to assist in creating the *Joy-Southfield Corridor Strategic Plan*:

Stakeholder Interviews

Mia Carswell, Joy-Southfield Resident & Owner, Granny's After Care
Joseph Ellison, Board Chair, Joy-Southfield Community Development Corporation
Rodney Gasaway, Community Development Director, J-SCDC
Julie Hales Smith, Michigan State Housing Development Authority
Donna Harris, Administrator - Grace Community Church of Detroit
Teresa Hunter, Cody Rouge Community Action Alliance
David Law, Executive Director, Joy-Southfield Community Development Corporation
Lewis Moore, Motion Realty Group
Kenyetta Peoples, Executive Director, Cody Rouge Community Action Alliance
Ebony Roberts, Downtown Farm in River Rouge Park
Harvey Santana, Warrendale Community Organization
Frank Spadafora, Owner - V&F Collision
Terri Thompson, Branch Manager - Edison Public Library
Chris Vance, Market Analyst Professionals, LLC
Ronald Wainwright, President - Warrick Winner Circle Block Club
Angy Webb, Joy Community Association
Nathan at UHaul Moving and Storage
Mike at Pine Lake Market
Keith at Family Dollar

Community Involvement Session Participants

Gabe Leland	Nikki Branch	Ken Adams
Deacon Alex Jones	Alisha Bell	Carla Thomas
Sally Petrella	Elaine H. Wilson	Kendall LeSure
Paul Stark	Isaiah Lawson	Trish Hopkins
Terri Thompson	Khadijah Shabazz	Rodney Gasaway
Charles Boayue, Jr.	Teresa Hunter	
Mia Carswell	Arthur Edge	
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Cheryl Minniefield	Bill Sledge	
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Toney Hark	Ebony Roberts	
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Larry Halbert	Donna Harris	
Kenyatta M. Campbell	Dave Law	
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Angy Webb	Alisha Bell	
Jehan Crump-Ceibsun	Gregory A Bethal	

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Observations and Supplemental Recommendations

The Action Program contained within this Strategic Plan describes the most critical initiatives that should be pursued by local leadership within the next three to five years, as prioritized by the Joy-Southfield Downtowns of Promise Committee. It bears repeating that the Physical, Retail, and Housing Assessment chapters each included a series of additional observations and recommendations specific to their respective areas of focus. The assessment-specific observations and recommendations contained in the Strategic Plan are outlined below:

Physical

All issues are part of the Action Plan.

Retail

- The community should work to truly celebrate the cultural diversity of the area and use it to their benefit.
- To improve retail potential, the Joy-Southfield corridor should:
 - Reduce the crime rate. All retailers spoken to expressed a need for increased police presence. Several grass-roots options include:
 - Give area youth activities to participate in so they will not, for example vandalize out of boredom or frustration. This includes after-school activities and development of outdoor recreational areas.
 - Work with retailers to limit and eliminate the sale of alcohol to underage youth and discourage loitering outside businesses.
 - Remove all elements that perpetuate the image of an unsafe area. When people see barbed wire, fences, litter, and a crumbling infrastructure, they feel less obligated to treat the area with care and respect.
 - Begin a “take back the neighborhood day” where residents chip in to do things like picking up the trash and painting ugly buildings.
 - Increase the mobility of residents:
 - The Joy-Southfield CDC and other local organizations, including the local churches, should look into potential funding sources for alternate transportation sources. Services such as weekly mini-van or bus transportation to shopping or assisting residents in covering bus fare, are potential programs the community could adopt.
 - Encourage entrepreneurship:
 - Local stakeholders will need to make an investment in their community. The City should work in partnership with potential and current business owners, providing information and help obtaining funding for improvements, seminars on business ownership and other resources.
 - The City should work with the local branch of the Small Business Administration to educate and assist business owners.
 - Joy-Southfield should also seek to secure funding from the City of Detroit and the state to fund locally owned businesses. Since it is located within the City of Detroit, the area should be eligible for funding.
- Entrepreneurs should be invited to a seminar to discuss the opportunities, developing means to gain funding and a timeline for development. Invitees to the session(s) should include:
 - People interested in operating a business,
 - City and county officials,
 - Area chamber of commerce,
 - A representative from the Small Business Administration, and
 - Possibly local/regional lending institutions.
- Current retail owners can benefit from business model lessons from larger chain operators:

- Maintain clean facilities, and
- Maintain consistent and customer-convenient hours of operation.

Housing

- Target markets for downtowns are comprised of two groups:
 - Young professionals, and
 - “Empty nesters”/retirees.
- Joy-Southfield’s housing market must be stabilized.
- There is a strong commitment by faith-based organizations and these organizations are community assets that should be further leveraged for the Joy-Southfield neighborhood revitalization efforts.
- It is strongly recommended that the JSCDC expand their housing program and aggressively seek, secure and implement federal, state and local funding opportunities for housing rehabilitation, housing demolition, housing deconstruction, homeownership counseling and homeownership subsidies.

51 Metro City Edge

Segment Code.....51
Segment Name *Metro City Edge*
LifeMode Summary GroupL3 *Metropolis*
Urbanization Summary Group...U6 *Urban Outskirts II*



Demographic

Married couples, single parents, and multigenerational families are the household types found in *Metro City Edge* neighborhoods. Grandparents are caregivers in 4 percent of these households, twice the U.S. rate. The median age of this segment is 29.3 years because of the children, including adult children who still live at home. The average family size of 3.5 is slightly higher than the U.S. average. Seventy-four percent of the residents are black; 16 percent are white; and 4 percent are American Indian—four times the U.S. level.

Socioeconomic

The median household income for this segment is \$32,275; the median net worth is \$14,682. Although 78 percent of households derive income from wages and salaries, 9 percent receive public assistance and 9 percent receive Supplemental Security Income. Nearly half of employed residents work in service industries. Unemployment is more than double the U.S. level. One in ten residents aged 25 years or older have a bachelor's or graduate degree; four in ten have attended college.

Residential

Metro City Edge residents live in older suburban neighborhoods of large metropolitan cities, primarily in the Midwest and South. Sixty-eight percent live in single-family homes; 14 percent live in buildings with two to four units. The homeownership rate is 53 percent; the median home value is \$71,710. Although home prices are relatively inexpensive, many families are young, unsettled, and still renting. Seventy percent of the housing units were built before 1970.

Preferences

Metro City Edge residents must spend their money wisely to ensure the welfare of their children. They tend to shop for groceries at Piggly-Wiggly, Kroger, and Aldi but will go to superstores and wholesalers for bulk purchases of household and children's items. Some will have their vehicles serviced at auto parts chains. They eat at fast-food or family-style restaurants such as Old Country Buffet or Ryan's.

They watch sitcoms, movies, news programs, courtroom shows, and sports such as pro wrestling on TV. Accessing the Internet at home isn't important. They go to the movies and professional football games and play basketball. They read music and baby magazines and listen to urban and contemporary hit radio.



38 Industrious Urban Fringe

Segment Code.....38
Segment Name *Industrious Urban Fringe*
LifeMode Summary Group L8 *Global Roots*
Urbanization Summary Group... U5 *Urban Outskirts I*



Demographic

Family is central to residents of *Industrious Urban Fringe* neighborhoods; slightly more than half of the households have children. Fifty-four percent are married-couple families; 17 percent are single parents. Multigenerational households are relatively common. The high proportion of children contributes to the relatively low median age of 28.8 years. Sixty percent of the residents are Hispanic. More than one-fourth are foreign born, bringing rich, diverse cultures to these urban outskirts neighborhoods.

Socioeconomic

The median household income is \$43,378; the median net worth is \$42,147. The large average household size of 3.44 lowers the discretionary income available compared to segments with similar income. Residents take advantage of job opportunities offered in nearby cities; most work in the manufacturing, construction, retail trade, and service industries. The unemployment rate is higher than the U.S. level, and education attainment is lower.

Residential

These neighborhoods are located in the West and South; the highest concentrations are in California, Texas, and Florida. Homeownership is at 64 percent; the median home value is \$114,923. Single-family housing is dominant in these areas. To find more affordable housing, many live farther out from the city.

Preferences

Industrious Urban Fringe households balance their budgets carefully. Mortgage payments take priority. They shop at Wal-Mart, Kmart, Target, and other major discount stores for baby and children's products. They dine out less often than average households. Many have no financial investments or retirement savings other than their homes and are less likely than average to carry health insurance.

Keeping in touch is important to these residents; they often have a second phone line at home. They watch movies at home and will also see multiple movies at the theater each month. Television and radio are better than newspapers and magazines to reach these residents. They watch TV as much as the average U.S. household, but subscribe to cable less often. They listen frequently to Hispanic, contemporary hit, and urban radio.



34 Family Foundations

Segment Code.....34
Segment Name*Family Foundations*
LifeMode Summary GroupL10 *Traditional Living*
Urbanization Summary Group...U4 *Metro Cities II*



Demographic

Family is the cornerstone of life in these neighborhoods that are a mix of married couples, single parents, grandparents, and young and adult children. The average family size is 3.3. The median age is 39.1 years, slightly older than the U.S. median; 7 in 10 are aged 45 or older. Diversity is low; 85 percent of the population is black.

Socioeconomic

The median household income is \$46,504. Because workers are beginning to retire, the 59 percent labor force participation is below average. More than 20 percent of the employed residents work for the government. Approximately one-third of the households are on Social Security or public assistance. Their median net worth is \$83,004. Although education attainment levels are below the U.S. level, a slightly higher proportion of residents aged 25 or older have graduated from high school.

Residential

These small urban communities are located in large metropolitan areas, primarily in the South and Midwest. Because these residents tend to stay put, very little household growth has occurred since 2000. More than 75 percent own their homes; the median home value is \$93,819. Most of their houses are single-family, built before 1970.

Preferences

Active in their communities, *Family Foundations* residents attend church, serve on church boards, help with fund-raising projects, and participate in civic activities. They spend money on their families and home maintenance projects. Careful consumers, they watch their budgets. They eat at home, shop at discount stores such as Marshalls and T.J. Maxx, and take advantage of savings at Sam's Club.

They're big TV fans; they watch courtroom shows, sports, and news programs. Viewership rates are very high; cable subscriptions are near the U.S. level. Many households own multiple sets so they won't miss anything. They listen to gospel, urban, and jazz radio and read newspapers, *Entertainment Weekly*, and general editorial and newsmagazines. Basketball is a favorite sport; they play, attend professional games, watch games on TV, and listen to games on the radio.



32 Rustbelt Traditions

Segment Code.....32
Segment Name *Rustbelt Traditions*
LifeMode Summary GroupL10 *Traditional Living*
Urbanization Summary Group...U5 *Urban Outskirts I*



Demographic

These neighborhoods are primarily a mix of married-couple families, single parents, and singles who live alone. With a population of 8.4 million, this segment is one of Tapestry's largest. The median age is 36.5 years, just below the U.S. median. There is little diversity in these communities.

Socioeconomic

The median household income is \$51,545, slightly below that of the U.S. median. Half of the employed residents work in white-collar jobs. For years, these residents sustained the manufacturing industry that drove local economies. Now, the service industry predominates, followed by manufacturing and retail trade. The median net worth is \$83,418. Their education attainment is improving; more than 84 percent of residents aged 25 years and older have graduated from high school, 15 percent hold a bachelor's or graduate degree, and 44 percent have attended college.

Residential

The backbone of older industrial cities in the Great Lakes border states, residents of these neighborhoods live in modest, single-family homes. Homeownership is 73 percent. The relatively low median home value of \$95,443 is because nearly two-thirds of the housing was built before 1960.

Preferences

These residents stick close to home; for years, they've lived, worked, shopped, and played in the same area. Not tempted by fads, they stick to familiar products and services. They drive domestic cars. They will spend money on their families, yard maintenance, and home improvements. They will hire contractors for special projects such as the installation of roofing, carpet, and flooring.

These financially conservative residents prefer to bank at a credit union and have personal savings. They might carry a personal loan and hold low-value life and homeowner's insurance policies. They're frugal and shop for bargains at Sam's Club, J.C. Penney, and Kmart. They go online weekly to play games and shop.

They go bowling, fishing, and hunting and attend car races, country music shows, and ice hockey games. They're big TV fans; they watch sitcoms and sports events. They also subscribe to cable and watch it regularly. Favorite channels are truTV, the Game Show Network, and the Disney Channel.



62 Modest Income Homes

Segment Code.....62
Segment Name *Modest Income Homes*
LifeMode Summary GroupL3 *Metropolis*
Urbanization Summary Group...U6 *Urban Outskirts II*



Demographic

Eighty-four percent of the residents in *Modest Income Homes* neighborhoods are black. Single-person and single-parent household types are predominant; however, a higher-than-average proportion of other family households is also present. The median age of 35.7 years is slightly younger than the national median of 36.8 years. Many adult children still live at home. More than one-fourth are aged 65 years or older and have retired. Many are caregivers for their grandchildren, demonstrating strong family ties in these neighborhoods.

Socioeconomic

Most of the retirees in *Modest Income Homes* rely on Social Security benefits for support. Slightly more employed residents work part-time than full-time, mainly in service and blue-collar occupations. The median household income is \$21,374; the median net worth is \$13,098. The unemployment rate is 23.1 percent. Thirteen percent of households receive Supplemental Security Income, and 10 percent receive public assistance. With little savings, home equity contributes the lion's share to a household's net worth in these neighborhoods. More than 60 percent of residents aged 25 years and older have graduated from high school. Eight percent hold a bachelor's or graduate degree, and 28 percent have attended college.

Residential

Most *Modest Income Homes* neighborhoods are in older suburbs of Southern metropolitan areas, with a smaller concentration in the Midwest. More than two-thirds of the housing is single-family dwellings; 15 percent are duplexes. Homeowners and renters are almost evenly divided. Seventy-one percent of the households own at least one vehicle. Because demand for housing is low, home prices are very moderate; the median home value is \$53,765.

Preferences

Residents are big fans of daytime and primetime TV. They go to the movies occasionally and also like to watch movies on TV channels such as the Lifetime Movie Network and The Movie Channel. They also watch football and basketball games on TV. They listen to urban radio. The Internet is the least effective way to reach these folks.

To save money, they shop at discount stores, limit their long-distance telephone calls, and restrict nonessential services such as Internet access and fitness center memberships. When they participate in physical activities, they might play basketball. Most drive used, domestic sedans.



24 Main Street, USA

Segment Code.....24
Segment Name *Main Street, USA*
LifeMode Summary Group L10 *Traditional Living*
Urbanization Summary Group ... U5 *Urban Outskirts I*



Demographic

Main Street, USA neighborhoods are a mix of household types, similar to the U.S. distribution. Approximately half of the households are composed of married-couple families, nearly one-third are single-person or shared households, and the rest are single-parent or other family households. The median age of 36.7 years matches the U.S. median. These residents are less diverse than the U.S. population.

Socioeconomic

The median household income is \$57,082, derived from wages, interest, dividends, or rental property. Their median net worth is \$86,618. More than one in five residents aged 25 years and older hold a bachelor's or graduate degree; half of the residents have attended college. Occupation and industry distributions are similar to those of the U.S.

Residential

A mix of single-family homes and multiunit buildings, these neighborhoods are located in the suburbs of smaller cities in the Northeast, West, and Midwest. Nearly two-thirds of the housing was built before 1970. The homeownership rate is 63; the median home value is \$181,600.

Preferences

Family-oriented and frugal, these residents may occasionally go to the movies or eat out at a family restaurant, such as Friendly's or Red Robin, but are most likely to stay home and watch a rental movie or play games with their children. They own pet cats. They play baseball and basketball and go swimming. They listen to classic hits and rock radio and watch cartoons and courtroom shows on TV. They go to the beach and theme parks or take domestic vacations to visit with family or see national parks.

They go online periodically to look for jobs, research real estate, and play games and are beginning to shop online. Those who do not have Internet access at home will go online at school or the public library. They use the Yellow Pages to find veterinarians or stores. They will invest in small home improvement and remodeling projects, usually doing the work themselves instead of hiring a contractor. They buy the tools and supplies for these projects from Home Depot or Ace Hardware. They keep up their lawns and gardens by planting bulbs, fertilizing, and applying lawn care products regularly.



53 Home Town

Segment Code.....53
Segment Name *Home Town*
LifeMode Summary Group L11 *Factories and Farms*
Urbanization Summary Group... U8 *Suburban Periphery II*



Demographic

Home Town households are a mix of married-couple families, singles who live alone, and single-parent families. With a median age of 34.3 years, this is a slightly younger market than the U.S. as a whole. However, one in three is aged 65 years or older. Many families encompass two generations who have lived and worked in the community; their children plan to do the same. Seventy percent of the residents are white; 16 percent are black.

Socioeconomic

The median household income is \$33,319; the median net worth is \$20,078. Although 73 percent of households derive income from wages and salaries, some rely on Supplemental Security Income and public assistance for support. The manufacturing, retail trade, and service industry sectors are the primary sources of employment for these residents. Unemployment in this segment is slightly higher than the U.S. level. Overall, educational attainment is lower for *Home Town* than for the U.S. Only 8 percent hold a bachelor's or graduate degree; 31 percent have attended college.

Residential

Change is rare in these low-density, settled neighborhoods, located primarily in the Midwest and South. *Home Town* residents may move from one house to another, but they seldom cross the county line. Seventy-three percent of homes are single-family dwellings, and 11 percent are two- to four-unit structures. Homeownership is at 58 percent; the median home value is \$63,878. The average gross rent is two-thirds of the U.S. average. Because the population in these neighborhoods hardly grows, new construction is scarce. Most of the housing was built before 1970.

Preferences

Home Town residents savor their quasi-country lifestyle by spending time outdoors fishing and playing football. Indoors, they play video games or watch TV favorites such as courtroom programs, wrestling, or reality shows. Internet access and cell phone use are less important here than in other markets.

They shop for groceries at Kroger, Aldi, and Wal-Mart Supercenters. They buy clothes at discount department stores such as Wal-Mart and Kmart, typically located in small local malls. When they eat out, they go to Bob Evans and Ryan's family restaurants or fast-food places.



18 Cozy and Comfortable

Segment Code..... 18
Segment Name *Cozy and Comfortable*
LifeMode Summary Group L2 *Upscale Avenues*
Urbanization Summary Group ... U8 *Suburban Periphery II*



Demographic

Cozy and Comfortable residents are middle-aged married couples who are comfortably settled in their single-family homes in older neighborhoods. The median age of 42 years is five years older than the U.S. median of 36.9 years. Most residents are married without children or married couples with school-aged or adult children. With 8.7 million people, this is a relatively large segment that is growing moderately by 0.6 percent annually since 2000. Most of these residents are white.

Socioeconomic

Although the labor force is older, they are in no hurry to retire. The labor force participation rate is 67 percent; the unemployment figure is 9 percent. Employed residents work in professional, managerial, and service occupations in a variety of industry sectors. Occupation distributions are similar to U.S. values. The median household income is \$66,327. Income for 80 percent of the households is earned from wages and salaries. Forty-six percent of households receive investment income. Their median net worth is \$187,640.

Residential

Cozy and Comfortable neighborhoods are located in suburban areas, primarily in the Midwest, Northeast, and South. Many residents are still living in the homes in which they raised their children. Single-family structures make up 88 percent of the household inventory. The median home value is \$158,486. Sixty-two percent of the housing units were built before 1970. Homeownership is at 85 percent.

Preferences

Cozy and Comfortable residents prefer to own certificates of deposit and consult a financial planner. They typically hold a second mortgage, a new car loan, a home equity line of credit, and a universal life insurance policy. Home improvement and remodeling projects are important to them. Although they will contract for some work, they attempt many projects, especially painting and lawn care. Depending on the season, they play golf or ice skate for exercise. They attend ice hockey games, watch science fiction movies on DVD, and take domestic vacations. They eat at family restaurants such as Friendly's, Bob Evans Farms, and Big Boy.

Going online isn't a priority, so they own older home computers. Television is very important; many households own four or more sets so they won't miss any of their favorite shows. They watch sports, particularly football, and news programs. Reading the Sunday newspaper is part of the routine for many.

64 City Commons

Segment Code.....64
Segment Name *City Commons*
LifeMode Summary GroupL9 *Family Portrait*
Urbanization Summary Group ...U2 *Principal Urban Centers II*



Demographic

Single-parent families or singles who live alone comprise most of these very young households. With a median age of 24.5 years, *City Commons* is one of Tapestry's youngest segments. Approximately half of the households have children; some households are multigenerational, with adults still living at home or grandparents who provide child care. The average household size of 2.8 is higher than the national average. Since 2000, population in these areas has declined at 0.4 percent per year. These neighborhoods are not ethnically diverse; 83 percent of the population is black.

Socioeconomic

Thirty-one percent of the residents who work are employed in service occupations (twice the national level). Nineteen percent of the households are on public assistance; 13 percent receive Supplemental Social Security income. Overall, more than 60 percent of the residents aged 25 years and older have graduated from high school. Six percent hold a bachelor's or graduate degree; 27 percent have attended college. Because they have limited employment options, more residents work part-time than full-time. Unemployment is at 29.5 percent, the highest rate among the Tapestry segments, and almost four times that of the national level. The median household income is \$16,937, and the median net worth is \$10,004.

Residential

City Commons neighborhoods are found in large metropolitan areas, mainly in the South and Midwest. More than three-fourths of the households rent. Sixty-three percent rent apartments in multiunit buildings, primarily with fewer than 20 units. One-fourth of the housing is single-family dwellings. The median home value is \$69,576. Typical of a young renters' market, these residents are movers; nearly 50 percent have relocated within the last five years.

Preferences

City Commons residents buy baby and children's products, food, and clothing most frequently. They shop primarily at discount stores and occasionally at department stores. Most families enjoy eating at fast-food restaurants several times a month. For exercise, they take their children to nearby city parks and playgrounds. Occasionally, they go to basketball games. An annual travel destination is probably to a theme park. They watch daytime courtroom and talk show programs and primetime TV shows. They would rather go to the movies than rent films to watch at home. They buy game systems for their children and listen to urban radio.



19 Milk and Cookies

Segment Code..... 19
Segment Name *Milk and Cookies*
LifeMode Summary Group L9 *Family Portrait*
Urbanization Summary Group... U3 *Metro Cities I*



Demographic

Upscale living on a family allowance, *Milk and Cookies* represents young, affluent married couples who are starting their families or already have young children. The median age of 33.7 years represents the presence of kids; nearly half of the households include children. One in four householders is between the ages of 45 and 54. The population diversity is comparable to that of the U.S., and the proportions of the population by race approximate the U.S. distributions with slightly above-average ratios of black and Hispanic residents.

Socioeconomic

Ninety percent of *Milk and Cookies* households earn income from wages. The labor force participation rate of 71 percent is above average. The median household income is \$64,527, and the median net worth is \$135,891. Fifty-eight percent have attended college; more than 20 percent hold bachelor's or graduate degrees.

Residential

Milk and Cookies residents prefer single-family homes in suburban neighborhoods of cities, largely in the South, particularly in Texas. Smaller concentrations of households are located in the West and Midwest. The median home value is \$132,494. Housing units are generally 20–30 years old. Given the concentration of dual-income families, 71 percent of households have at least two vehicles. A family with two or more workers, more than one child, and two or more vehicles is the norm for these neighborhoods.

Preferences

As *Milk and Cookies* residents settle into their family-oriented lifestyle, they focus on family and the future. They are properly insured, carrying life and accidental death and dismemberment policies. They use a credit union, have overdraft protection, and usually have a new car loan. Although they may still own a motorcycle or small car, they prefer larger vehicles. When they move, they rent a U-Haul and move their own belongings. Many households own a dog. The presence of children in *Milk and Cookies* households drives their large purchases of baby and children's products including baby food, baby equipment, clothes, shoes, medicine, vitamins, board games, bicycles, toys, video games, and children's DVDs. Most households own one of the latest video game systems and a large-screen TV.

To save time in their busy lives, they frequently buy prepared dinners from the grocery store and fast food. They play video games, go bowling, and visit theme parks such as Six Flags and Sea World. They watch professional football and basketball games. Favorite cable channels include Cartoon Network, Discovery Channel, National Geographic Channel, and BET. They also work on their lawns, tackle interior painting projects, or do minor maintenance on their vehicles.



60 City Dimensions

Segment Code.....60
 Segment Name *City Dimensions*
 LifeMode Summary Group L8 *Global Roots*
 Urbanization Summary Group... U4 *Metro Cities II*



Demographic

Diversity in household type and ethnicity characterizes *City Dimensions* neighborhoods. Most of these residents are young, with a median age of 29.1 years. Households are a mix of types; most are singles who live alone (31 percent), married-couple families (30 percent), and single-parent families (23 percent). Ethnic diversity is high. Nearly half of the residents are white and one-fourth are black; however, higher-than-average proportions of other race populations are also represented. Three in ten residents are of Hispanic origin.

Socioeconomic

The median household income is \$28,440; the median net worth is \$12,273. Ten percent of the households receive Supplemental Security Income; 11 percent receive public assistance. Employed residents work full-time or part-time, primarily in the service, manufacturing, and retail trade industry sectors. At 16 percent, unemployment is high. Overall, 65 percent of residents aged 25 years and older have graduated from high school; 9 percent hold a bachelor's or graduate degree.

Residential

Although *City Dimensions* neighborhoods have a mix of housing types, more than half of the residents rent apartments in multiunit buildings. Most of the real estate is older; approximately 70 percent of the housing units were built before 1960; 42 percent are pre-1940 structures. Average gross rent in these older buildings is 17 percent below the U.S. average. Housing types are split between single-family homes and apartments in two- to four-unit buildings. The median home value for owner-occupied dwellings is \$77,812. Although most households have a vehicle, residents seek jobs near their homes, commuting an average of 22 minutes to work.

Preferences

City Dimensions residents watch cable TV often, preferring movies and news programs to documentaries. Most households own more than one television set. They also like gaming systems. Residents are big-time sports fans and loyal team supporters; this is a top market for buying and wearing sports team clothes.

Because few homes are equipped with central air conditioning, they rely on room air conditioners if necessary. Many have recently moved, so they bought household furnishings such as area rugs and sofas. Families with children spend wisely for children's and baby products, preferring to shop at discount stores. They use store brands, particularly for expensive items such as disposable diapers.

Households that own vehicles prefer domestic cars and buy used vehicles. If they have automotive repair expertise, they service their own cars; others rely on the car dealership or a nearby garage. They eat out and go to the movies.

48 Great Expectations

Segment Code.....48
Segment Name *Great Expectations*
LifeMode Summary Group L7 *High Hopes*
Urbanization Summary Group... U5 *Urban Outskirts I*



Demographic

Young singles who live alone and married-couple families dominate the *Great Expectations* market, although all household types are represented. The median age is 33.2 years. Some residents are just beginning their careers or family lives. Compared to the U.S. figures, this segment has a higher proportion of residents who are in their 20s and a higher proportion of householders younger than 35 years. The ethnic diversity and racial composition of this segment are similar to U.S. levels.

Socioeconomic

The median household income of \$38,790 and the median net worth of \$20,643 are lower than the U.S. values. Nearly half of the population aged 25 years and older has some postsecondary education; 18 percent hold a bachelor's or graduate degree. Labor force participation rate is 68 percent; most of the jobs come from the manufacturing, retail, and service industry sectors.

Residential

Great Expectations neighborhoods are located throughout the country, with higher proportions in the Midwest and South. Half own their homes; half rent. More than half of the households are single-family dwellings; approximately 40 percent are apartments in low- or mid-rise buildings. The median home value is \$102,241. Most of the housing units in these older suburban neighborhoods were built before 1960.

Preferences

Great Expectations homeowners are not afraid to tackle smaller maintenance and remodeling projects, but they also enjoy a young and active lifestyle. They go out to dinner and to the movies. They do most of their grocery shopping at Wal-Mart Supercenters, Aldi, and Shop 'n Save. They throw Frisbees; play softball and pool; go canoeing; watch horror, science fiction, and drama films on DVD; and listen to country music, classic rock, and sports on the radio. They watch dramas, auto racing, and the evening news on TV. They occasionally eat at Arby's and Dairy Queen. They shop at major discount and department stores. They rarely travel. Focused on starting their careers, they're not investing for their retirement years.



29 Rustbelt Retirees

Segment Code.....29
Segment Name *Rustbelt Retirees*
LifeMode Summary Group L5 *Senior Styles*
Urbanization Summary Group ... U8 *Suburban Periphery II*



Demographic

Most of the households in these neighborhoods are married couples with no children or singles who live alone. Twenty percent are married couples with children. The median age is 45.2 years; more than one-third of the householders are aged 65 years or older. Seventeen percent are veterans. These neighborhoods are not ethnically diverse.

Socioeconomic

Although many residents still work, the labor force participation rate is 58 percent. Most households derive income from wages. However, 45 percent of households earn income from interest, dividends, and rental properties; 40 percent draw Social Security benefits; and 28 percent receive retirement income. The median household income is \$52,728, just below that of the U.S. median. The median net worth is \$135,486, slightly above the U.S. value. Overall, 86 percent of residents aged 25 years and older have graduated from high school, approximately 50 percent have attended college, and 20 percent hold a bachelor's or graduate degree.

Residential

Most *Rustbelt Retirees* neighborhoods can be found in older, industrial northeastern cities, especially in Pennsylvania, and other states surrounding the Great Lakes; 67 percent of the households are located in the Northeast and Midwest. Twenty-eight percent are in the South. Eighty-four percent of the housing is single-family homes with a median home value of \$120,952; three-fourths were built before 1970. Unlike many retirees, these residents are content to stay put and live in the same house for years.

Preferences

These hardworking folks are settled; many have lived in the same house for years. Loyal to country and community, they tend to be politically conservative. They participate in public activities and fund-raising, visit elected officials, and work for political parties or candidates. They belong to fraternal organizations, unions, and veterans' clubs. Practical people who take pride in their homes and gardens, *Rustbelt Retirees* buy home furnishings and work on remodeling projects to update their houses. They watch their pennies, use coupons, and look for bargains at discount stores and warehouse clubs. They own savings bonds and certificates of deposit and hold life insurance policies.

They eat out at family restaurants such as Perkins and Friendly's and watch rented movies on DVD instead of going to the theater. They also go bowling, play cards and bingo, gamble in Atlantic City, and go to horse races. They watch home improvement shows, sports events, news programs, game shows, and old reruns on TV. Favorite channels include Home & Garden Television, the Hallmark Channel, and the Weather Channel. They listen to country, oldies, and sports radio and peruse the daily newspaper.

30 Retirement Communities

Segment Code.....30
Segment Name *Retirement Communities*
LifeMode Summary GroupL5 *Senior Styles*
Urbanization Summary Group...U4 *Metro Cities II*



Demographic

Most of the households in Retirement Communities neighborhoods are single seniors who live alone; a fourth is married couples with no children living at home. This older market has a median age of 52.2 years. One-third of the residents and 44 percent of householders are aged 65 years or older. Twenty-three percent of the population and 31 percent of householders are aged 75 years or older. Most of the residents are white.

Socioeconomic

The median household income for *Retirement Communities* is \$48,882, slightly below the U.S. median, but the median net worth of \$103,158 is much higher than the U.S. value. Nearly half of the households earn income from interest, dividends, and rental properties; 45 percent receive Social Security benefits; and 26 percent receive retirement income. Most of those still working are employed in white-collar occupations. *Retirement Communities* residents are an educated group: 14 percent of the residents aged 25 years and older hold a graduate degree, 35 percent have a bachelor's degree, and more than 60 percent have attended college.

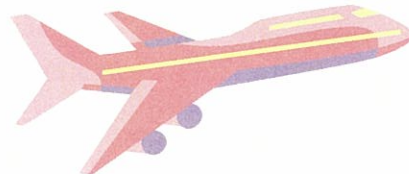
Residential

Retirement Communities neighborhoods are found mostly in cities scattered across the United States. Most housing was built after 1959. Congregate housing with meals and other services included in the rent is a feature of these neighborhoods. Fifty-seven percent of the households live in multiunit buildings; however, 34 percent of the housing is single-family structures, and 8 percent is townhouses. The homeownership rate is 54 percent; the median home value is \$189,948.

Preferences

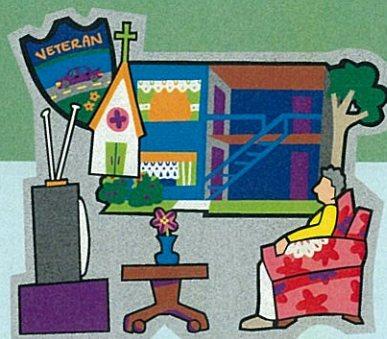
With more time to spend on leisure activities and hobbies, residents play musical instruments, paint or draw, work crosswords, play bingo, or attend adult education classes. They also visit museums, attend the theater, go dancing, practice yoga, go canoeing, and play golf. They will travel to gamble in Atlantic City or to visit Disney World. They attend sports events such as golf tournaments, tennis matches, and baseball games. They spend time with their grandchildren and spoil them with toys. Politically active, these residents are "joiners" and belong to civic clubs and charitable organizations. They own stocks and bank online. They prefer to own or lease a domestic vehicle.

These residents describe themselves as moderate or frequent viewers of daytime and primetime TV. They watch news programs and baseball games, tennis matches, and golf tournaments. Cable channel favorites are Bravo, truTV, ESPN news, and Travel Channel. They listen to classical and public radio. Avid readers, they regularly read daily newspapers.



57 Simple Living

Segment Code.....57
Segment Name *Simple Living*
LifeMode Summary GroupL5 *Senior Styles*
Urbanization Summary Group ...U6 *Urban Outskirts II*



Demographic

With a median age of 41 years, this market is slightly older than the U.S. median of 36.8 years. Approximately one-fifth of *Simple Living* residents are aged 65 years or older; 12 percent are aged 75 or older. Half are singles who live alone or share housing; 32 percent are married-couple families. Young families with children and ethnic cultures are in the minority; most residents are white. This market size is stable with negligible growth.

Socioeconomic

The median household income is \$29,255. Nearly 40 percent of households collect Social Security benefits, 8 percent receive Supplemental Security Income, and 6 percent receive public assistance. Over the years, residents have built equity in their homes and saved their hard-earned dollars to achieve their median net worth of \$15,512. Most residents who are employed work in the health care, retail trade, manufacturing, educational services, and accommodation/food services industry sectors. Overall, 75 percent of residents aged 25 years and older have graduated from high school. Only 15 percent hold a bachelor's or graduate degree.

Residential

Simple Living neighborhoods are in the urban outskirts or suburbs throughout the U.S. Residents live in older housing; 62 percent were built before 1970. More than half of them rent. Forty-two percent of housing is single-family dwellings, and 47 percent is in multiunit buildings of varying stories. Some seniors live in congregate housing (assisted living). The median home value is \$98,516. Twenty-two percent of households do not own a vehicle; 45 percent own only one vehicle. Workers benefit from an average commute time to work of 20 minutes.

Preferences

The lifestyle of these residents is reflected by their ages; younger people go to nightclubs and play musical instruments; seniors refinish furniture and go saltwater fishing. Community activities are also important to the latter; they join fraternal orders and veterans' clubs.

Simple Living households spend wisely on a restricted budget. They buy the essentials at discount stores and occasionally treat themselves to dinner out and a movie. Cable TV is a must for these frequent viewers of family programs, news programs, and game shows. They are big fans of daytime TV. Owning a personal computer, cell phone, or DVD player isn't important.



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