



# **Bridging the Border:**

**Collaborative Solutions to Enhance Kelly Road Retail**

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**The Bridging the Border Team**

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# Executive Summary

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## Executive Summary

Kelly Road forms the 1.2 mile-long boundary between Greater Regent Park, a neighborhood in northeast Detroit, and Harper Woods, a small suburb of Detroit. Harper Woods has seen its population shrink from its height of 20,195 in 1970 to 13,895 in 2010.<sup>1,2</sup> It has also experienced increased racial diversity in recent years. Similarly, Greater Regent Park saw its population shrink from its height in 1960 of 15,018 to 10,376 in 2010.<sup>3,4</sup> This trend has continued, with its population decreasing by 23.4% between 2000 and 2010.<sup>5,6</sup>

Kelly Road is remembered by many residents as a vibrant, family-centered retail and residential corridor that served the neighboring communities. As population and incomes declined, Kelly Road suffered from disinvestment which resulted in many commercial vacancies and a loss vibrancy. The imminent closing of Eastland Center, a large shopping mall located in Harper Woods, adds to the declining retail landscape.

Yet both communities contain active residents, business owners, and city and neighborhood leaders who want to see improvements along Kelly Road. Building upon stakeholders' shared challenges and assets, this report offers a future vision for Kelly Road that not only could increase economic vitality, but also stimulate collaborative solutions that strengthen the Kelly Road corridor and its surrounding area.

Leaders from the City of Harper Woods and LifeBUILDERS, a nonprofit organization serving the Greater Regent Park community, asked a team of eight graduate students from the University of Michigan Urban and Regional Planning Program to identify strategies to enhance retail and economic vitality. The project was shaped by community engagement that included resident focus groups and interviews, along with a survey of area business owners along the corridor. The following report provides recommendations not only

for city officials, but also local organizations, business owners, residents, and other community stakeholders who can collaborate around Kelly Road revitalization efforts.

Our analysis and recommendations are divided into three main topic areas:

1. Retail and Economic Development
2. Built Environment and Transportation
3. Neighborhoods and Quality of Life

### Retail and Economic Development (Chapter 2)

Analysis of the retail and economic development landscape in the corridor showed that its businesses lose large amounts of potential revenue due to a limited selection of retail, lack of diverse business hours, high vacancy rates, and lack of branding, among other factors. We recommend several strategic actions to improve the overall vitality of the corridor, including:

- Target specific businesses to create a broader mix of business hours and consumers to cultivate a more vibrant commercial corridor;
- Develop a new and distinct brand and marketing campaign for the Kelly Road corridor;
- Promote entrepreneurial growth and economic opportunity;
- Organize cross-border dialogue and collaboration among business owners and; stakeholders to start tackling business challenges; and,
- Improve quality of goods and services through regular customer feedback.

### Built Environment and Transportation (Chapter 3)

Our analysis of the physical conditions of the Kelly Road corridor and the transportation options that service it showed a need to address inconsistencies and improve the safety of residents and visitors. Recommended enhancements include improved code enforcement, streetscape additions, lighting enhancements, and public space interventions. Recommendations to achieve these goals include:

- Create a more visually unified and appealing physical appearance;
- Improve medians to increase safety, attractiveness

of the corridor, and facilitate; pedestrian and bicycle movement;

- Improve the streetscape to create a safe and pedestrian-friendly environment; and,
- Provide public spaces to create more activity and promote community interaction.

#### **Neighborhoods and Quality of Life (Chapter 4)**

Social divisions, perceived and actual crime, instability of the housing and residential landscape, and a lack of connection to social services affect residents' quality of life for residents in both communities. Opportunities exist to address the quality of life of current and future residents of Harper Woods and Greater Regent Park in order to stabilize and support the commercial corridor. Our proposed recommendations around this goal are:

- Strengthen the relationship within and between the two neighborhoods through; community-building events and community engagement processes;
- Promote transparency, coordination, and the enhancement of safety infrastructure in order to lower the amount of crime incidents and improve safety perceptions;
- Initiate cross-jurisdictional housing strategies to address instability and support commercial corridor revitalization of Kelly Road; and,
- Identify gaps in community resources and better connect residents to existing resources, programming, and social services.

Chapter 5 of this report details suggested implementation steps for LifeBUILDERS and the City of Harper Woods, along with other potential partners and stakeholders. Implementation strategies are grouped by short-term (1-2 years), medium-term (3-5 years) and long-term (5+ years) action steps.

Following the recommendations in this plan could help achieve a new vision for the Kelly Road Corridor by improving retail and economic development opportunities, the built environment and transportation landscape, and the quality of life in the surrounding areas. Combined, these efforts could work to bridge the border of Kelly Road and help foster a more cohesive, vibrant, and welcoming corridor.

## **Endnotes**

1. U.S. Census Bureau. *2000 Decennial Census, Table B01003: Total Population.*
2. U.S. Census Bureau. (n.d.). *2010 Decennial Census, Table B01003: Total Population.*
3. U.S. Census Bureau. *2000 Decennial Census, Table B01003: Total Population.*
4. U.S. Census Bureau. (n.d.). *2010 Decennial Census, Table B01003: Total Population.*
5. U.S. Census Bureau. *2000 Decennial Census, Table B01003: Total Population.*
6. U.S. Census Bureau. (n.d.). *2010 Decennial Census, Table B01003: Total Population.*

A photograph of a street signpost against a clear blue sky. The signpost is made of two vertical wooden planks. Two green rectangular street signs are mounted on the post. The top sign is oriented vertically and reads "KELLY". The bottom sign is oriented horizontally and reads "OLD HOMESTEAD". Both signs have white text. The signs are mounted with metal brackets and bolts.

KELLY

OLD HOMESTEAD

# Chapter 1:

# Introduction

---

## Bridging the Border

Kelly Road forms the border between the cities of Detroit and Harper Woods in the northeast corner of Wayne County, Michigan. Kelly Road was once a thriving commercial corridor, providing goods and services for local residents.<sup>1</sup> In the present day, Kelly Road struggles with vacancy, blight, and declining economic activity. Residents and civic leaders on both sides of the corridor have expressed similar concerns around declining physical conditions. Unsafe and criminal activities affect both the Greater Regent Park neighborhood and Harper Woods.<sup>2,3</sup> Research revealed that negative perceptions of Kelly Road have had a detrimental effect on its neighboring communities.<sup>4</sup> This plan, created by a team of graduate students from the University of Michigan Urban and Regional Planning Program, aims to provide city and community leaders a roadmap for addressing problems through collaborative solutions.

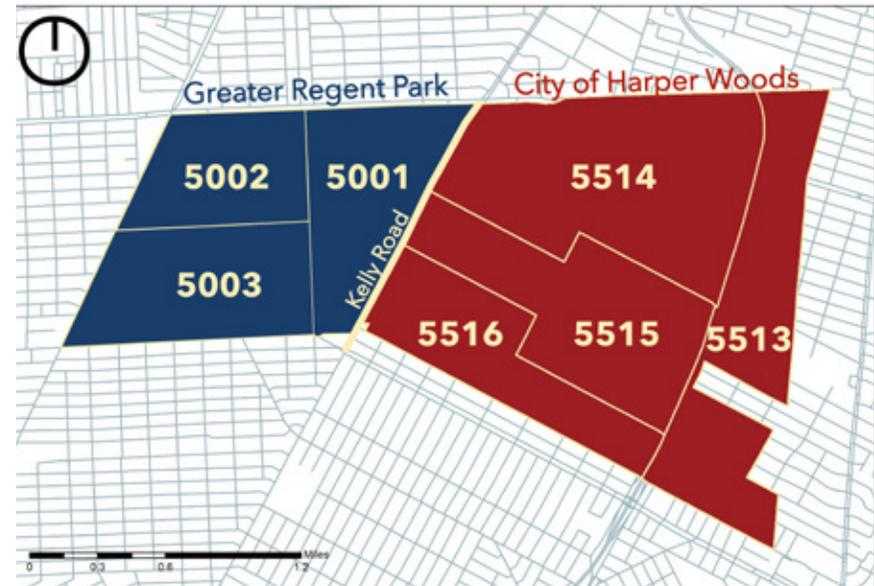
## Project Scope

LifeBUILDERS, a Detroit-based nonprofit, and the City of Harper Woods tasked our team with examining conditions on Kelly Road to make recommendations for improving its desirability as a shopping destination. The 2017 Neighborhoods Improvements Plan largely created by Harper Woods residents identified the redevelopment of Kelly Road as the highest priority action item among 28 concerns.<sup>5</sup> Concurrently, LifeBUILDERS expanded into the former Chase Bank building on the Harper Woods' side of the corridor.<sup>6</sup> These events led our clients to consider the possibilities for future partnerships around a shared vision for Kelly Road and cross-border community development.

## Study Area

The Greater Regent Park neighborhood, located in the northeast corner of Detroit, is commonly understood to be the area bounded by Gratiot Avenue, East Eight Mile, Kelly Road, and East Seven Mile Road. Greater Regent Park abuts the cities of Eastpointe to the north and Harper Woods to the east.<sup>7</sup> For the purposes of this report, this area corresponds with three census tracts (Census tracts 5001, 5002, and 5003 in Wayne County, Michigan). This geography conforms to the study area defined by a 2014 report by University of Michigan urban planning students, "The Time is Now."<sup>8</sup>

As shown in Figure 1, Harper Woods contains four census tracts. The city of Harper Woods encompasses 2.63 square miles of area. It borders the cities of Detroit to the south and west, Eastpointe and St. Clair Shores to the north, and Grosse Pointe Woods to the east.<sup>9,10</sup>



**Figure 1.1:** Greater Regent Park and City of Harper Woods Census Tracts, 2017

Source: Southeast Michigan Council of Governments. (n.d.). Open Data Portal. Retrieved April 16, 2018, from <http://maps-semcog.opendata.arcgis.com/>.

Despite their proximity, clear differences exist between the two communities in terms of demographic change and physical transformation.<sup>11,12</sup> However, both communities have experienced some similar trends, such as an increase in renter households. In making recommendations for the strengthening of Kelly Road, this report describes insights into other similarities and differences on the two sides of the corridor.

Both communities will continue to be affected by the decline of the Eastland Center, a large mall complex located in Harper Woods at the north end of Kelly Road. The mall's retail anchor store, Target, closed in February 2018, adding to the already significant retail vacancy on the site.<sup>13,14</sup> Given the uncertainty around the future of the mall, this report does not address the potential for Eastland's closure or redevelopment.

## Clients

### City of Harper Woods

In 2016, Harper Woods' municipal leaders worked with District 4 officials from the City of Detroit to organize residents around shared concerns for the area. Residents wanted to address the decline in property values, decrease in homeownership rates, and increase in vacancy and blight. A series of community meetings gathered resident feedback that informed the Harper Woods Neighborhoods Improvement Plan, which has been unofficially adopted by the city's Mayor, City Manager, and City Council.<sup>15</sup> As a result, residents now gather at monthly meetings for the Harper Woods Neighborhood Development Coalition to implement the plan. In addition, in early 2018, the City of Harper Woods began organizing a citywide business owners' association to strengthen the business environment. Our team hopes to build upon these organizing efforts, and worked with Economic and Community Development Director, Ty Hinton, and City Manager, Joe Rheker, in the development of this report.

**Figure 1.2:** Demographic Overview of Greater Regent Park & Harper Woods, 2012-2016

Figure 2 shows recent statistics for Greater Regent Park and Harper Woods. Information for the neighboring city of Eastpointe and the city of Detroit overall is also represented for comparison.

	Greater Regent Park	Harper woods	Eastpointe	Detroit
Population	7,949	13,895	32,648	683,443
White Alone	5.46%	36.03%	49.44%	9.54%
Black or African American Alone	91.16%	55.85%	42.50%	79.40%
Median Age (years)	33.0	36.1	36.6	34.8
Total Households	3,816	5,177	12,323	256,985
Median Household Income	\$33,731	\$49,306	\$44,240	\$26,249
Housing Vacancy Rate	27.23%	13.64%	9.43%	29.76%
Median Housing Value	\$32,332	\$66,200	\$59,700	\$41,000
Homeownership Rate	45.17%	62.58%	66.86%	51.82%

Source: U.S. Census Bureau. American Community Survey, 2012-2016 American Community Survey 5-Year Estimates, Table B01003: Total Population, Table B03002: Hispanic or Latino Origin By Race, Table S0101: Age and Sex, Table S1101: Household and Families, Table S2503: Financial Characteristics, Table B25003: Tenure, B25077: Median Value (Dollars), Table B25003: Tenure, Table B25002: Occupancy Status. Retrieved from <https://factfinder.census.gov>.

### LifeBUILDERS

Since 2005, LifeBUILDERS, a faith-based nonprofit organization, has initiated a series of community development efforts in Detroit's Greater Regent Park neighborhood.<sup>16</sup> The organization focuses on empowering youth through educational, extracurricular, and employment programs; reclaiming the neighborhood from vacancy, criminal activity, and absentee landlords; creating green spaces; developing affordable housing; converting abandoned properties into productive uses; providing programming for senior citizens; holding community sports leagues and summer camps; and organizing residents for neighborhood improvement.<sup>17,18,19</sup> LifeBUILDERS previously partnered with University of Michigan urban planning graduate students to develop the aforementioned "The Time is Now: A New Vision for Greater Regent Park" plan.<sup>20</sup> Our document expands upon the previous report by tying the future health of Greater Regent Park to the Kelly Road commercial corridor and the City of Harper Woods.

## History

### City of Harper Woods

Present-day Harper Woods was formerly a part of Gratiot Township, which was established in 1895. By the 1930s, only fifty families lived in the township. In the 1940s, during the recovery after the Great Depression, economic growth and increased demand for suburban development inspired population expansion in the township.<sup>21</sup> A quarter of the homes in the city were built at this time.<sup>22</sup> Half of the residents of the township worked in industrial occupations, with the remainder working in the retail and services sector or building trades. In 1951, the citizens of Gratiot Township voted to incorporate as the City of Harper Woods.<sup>23</sup> Over half of the homes in the city were built in the 1950s.<sup>24</sup>

### Greater Regent Park, City of Detroit

In 1925, the area that includes present-day Greater Regent Park was annexed into the city of Detroit.<sup>25</sup> Most of the homes in the neighborhood were built in the 1940s and 1950s.<sup>26</sup> Regent Park was once a thriving neighborhood of over 2,000 homes in a 97-block area. The neighborhood served as home to many of Detroit's public servants, including firefighters, police officers, and teachers.<sup>27</sup> In 1999, the State of Michigan passed the Residency of Public Employees Act that prohibited public employers, such as cities, townships, and school districts, from imposing a residency requirement.<sup>28</sup> This prompted many public employees to move out of the city, having a dramatic and negative impact on many neighborhoods, including Greater Regent Park.<sup>29</sup>

### Kelly Road

Businesses began to pop up on the Harper Woods side of Kelly Road in the early 1950s.<sup>30</sup> In 1957, Eastland Mall opened at the intersection of Eight Mile and Kelly Road.<sup>31</sup> The mall was part of the suburban development strategy of the J.L. Hudson Company.

## Retail in America

The retail sector across the United States is rapidly shifting, with shopping malls similar to Eastland closing and leaving gaping real estate vacancies. According to an analysis by Credit Suisse, one out of every four malls in the United States is expected to close in the next five years.<sup>32</sup> In 2017, there were over 7,000 retail store closings, more than triple the amount in 2016.<sup>33</sup> Many of these were national chains and big-box stores like K-Mart and Sears. In the face of these changes, what kind of retail is surviving? The answer might be local, small retail shops with five to ten employees that focus on customer experience and services. As physical shopping competes with online retail options, restaurants, bars, and locally-based boutique stores seem to be successful at drawing people in.<sup>34</sup> Clustering these three types of

businesses can create walkable spaces where people choose to spend their time and money.

Creating walkable retail spaces can be difficult for cities such as Detroit that experience multiple economic challenges. Many of Detroit's commercial corridors lack the clustering of key businesses due to poor planning and weak market forces. Declining population and incomes and a lack of coordination have resulted in sporadic pockets of retail surrounded by blighted and vacant spaces which make attracting investment difficult.<sup>35</sup>

## Methodology

The recommendations in this report are supported by both original and background research. Background research came from data sources such as the U.S. Census Bureau, U.S. Bureau of Labor Statistics, Loveland Technologies (an online parcel database), ESRI. To complement these data sources, we also conducted a considerable amount of original research, as summarized below. For more information on these methods, please see the section below and Appendices A-F at the end of this report.

### Physical Conditions Assessment

In February, we conducted an assessment of current conditions along both sides of Kelly Road from Moross to Eight Mile Road. The assessment documented the physical conditions of buildings, sidewalks, streets, and other aspects of the physical environment.

### Focus Groups

In partnership with our clients, our team hosted two resident focus groups on March 14 and 15 to better understand residents' usage, preferences, and opinions relating to Kelly Road. The focus groups were held separately for the two communities with 15 to 20 people each. The Harper Woods focus group was held at the city's Neighborhood Economic

Development Center (NEDC) and one for Greater Regent Park residents was held at the Ford Resource and Engagement Center (FREC). Our partners facilitated recruitment for the focus groups. Both sessions lasted approximately two hours.

### Renter Interviews

Most of the participants in the focus groups were homeowners but we thought renters' perspectives were important as well. For this reason, and with major support from LifeBUILDERS staff, our team conducted a series of eight 30-minute phone interviews in March to collect additional information from Greater Regent Park renters.

### Business Owner Survey

To better understand the condition of retail along the corridor, we surveyed business owners along Kelly Road in February and March to gauge their impressions and thoughts. We also met with individual business owners and attended Harper Woods Business Association meetings in March and April. Our 19-question survey focused on the following topics:

- Background information of businesses;
- Perceptions of safety and crime;
- Customer information; and,
- Current challenges and opportunities to support business.



**Figure 1.3** Students performing physical conditions assessment and engaging with community members, 2018

### Retail Gap Analysis

To make appropriate recommendations for retail along Kelly Road, we estimated the current retail market and spending habits in the Kelly Road area. Our team conducted a retail gap analysis for 1, 2, and 3-mile radii around the midpoint of Kelly Road. Through this process, we compared how much residents were spending on goods and services in select categories with the local sales of these same goods and services. This information was based on local sales data and consumer expenditure from the U.S. Bureau of Labor Statistics. Our analysis helped reveal whether residents were leaving the 1, 2, or 3-mile zones for goods and services. The information we used came from ESRI's 2017 Retail Opportunity Map and will be detailed in the next section of this report.

## Report Overview

This report has been divided into four main chapters. The topics of these chapters are as follows:

**Chapter 2** discusses problems and makes recommendations for stimulating retail on the corridor. Using our original and background research, we highlight the potential spending on Kelly Road and the role LifeBUILDERS and the City of Harper Woods can play in the development of the corridor.

**Chapter 3** highlights the impact of the physical conditions on corridor and how improving these conditions can support revitalization efforts. This chapter also addresses how traffic and transportation can affect the future development of Kelly Road.

**Chapter 4** focuses on how the revitalization of Kelly Road connects to the quality of life of residents of both Greater Regent Park and Harper Woods. In addition, it describes how stabilizing the adjacent communities can support the commercial corridor.

**Chapter 5** lays out steps for implementing each of the recommendations stated in the previous three chapters of the report.

## Endnotes

1. McKenna Associates, Incorporated. (1995). *Kelly Road Plan* (Draft).
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## Chapter 2:



# Retail & Economic Development

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## Introduction

A strong retail environment is crucial to a successful commercial corridor. Retail-specific revitalization efforts can create jobs, improve access to local amenities, increase property values, and enhance the potential for marketing the area as a desirable destination.<sup>1</sup> Additionally, retail stores such as coffee shops and grocery stores can provide spaces for community-building and social interactions among residents.<sup>2</sup>

The businesses on Kelly Road are currently losing customers and profits to retail establishments in surrounding areas. Through our original and background research, we have crafted recommendations to strengthen the retail corridor in ways that reflect the desires of residents and business owners. Our recommendations focus on recapturing revenue lost to alternative shopping destinations, galvanizing business owners and their consumers to further invest in the corridor, and reviving the local economy.

This chapter is divided into five main sections:

1. Increasing the variety of retail businesses;
2. Marketing Kelly Road;
3. Encouraging local entrepreneurship;
4. Supporting existing business owners; and,
5. Improving consumers' opinions on quality of goods and services.

## VARIETY OF RETAIL

**Planning Issue:** The corridor has a limited selection of retail options

**Recommendation:** Target specific businesses to create a broader mix of business hours and consumers to cultivate a more vibrant commercial corridor

### Planning Issue Overview:

Commercial corridors require a healthy mix of businesses that offer a wide range of hours of operation to produce vibrant and consistent consumer traffic.<sup>3</sup> Through a combination of original and background research findings, our team determined that the current range of retail businesses along the corridor does not meet the needs of local residents nor the potential of their spending power. This finding covers the types of businesses available along Kelly Road, as well as the hours businesses are open.

### Original Research Findings:

- *Residents expressed dissatisfaction with lack of business types*
- *Business owners stated concerns over current business variety*

### Residents Expressed Dissatisfaction with Lack of Business Types

Within our focus groups and phone interviews with community members in both Harper Woods and Greater Regent Park, residents repeatedly expressed dissatisfaction over the businesses available along the Kelly Road commercial corridor. Despite residents' overall desire to spend their money locally, the lack of business variety

forces many to travel to other commercial corridors in areas such as Gratiot Avenue, Eastpointe, the Grosse Pointes, or Roseville to purchase goods and services. Residents discussed traveling to these areas for clothes, groceries, entertainment, banking, and/or discount general stores (i.e. "dollar stores"). Residents also cited the early closing times of businesses as another reason that they shop elsewhere.

Residents expressed interest in seeing an increase in the diversity of retail and amenities offered on Kelly Road. One resident in the Harper Woods focus group stated, "There's no coffee shop to just sit outside." A majority of focus group and interview participants from both communities were dissatisfied with the lack of family sit-down restaurants available in the area. Residents also mentioned that, in addition to the lack of sit-down restaurants, none of the currently operating businesses have outdoor seating available.

### Business Owners State Concerns Over Current Business Variety

Among the Kelly Road business owners surveyed by our team, several mentioned different concerns regarding the overall business landscape of the corridor. Though most of the business owners' concerns centered around physical

conditions, some expressed their desire to see a greater variety of business types along the corridor. Those that desired greater variety thought new types of businesses could attract more customers to the corridor in general.

**Background Research Findings:**

- **Lost potential in consumer spending**
- **Lack of retail variety**
- **Lack of varying business hours**
- **High commercial vacancy**

**Lost Potential in Consumer Spending**

Our team conducted a retail gap analysis to determine how much an average resident spends on certain goods and services and how much they could be spending locally. This type of analysis can reveal whether residents are purchasing goods in other communities by comparing their “spending potential” to the actual sales volume in their community. From this analysis, we concluded that area residents are spending a good deal of their money outside of a 1-mile, 2-mile, and 3-mile radius surrounding the Kelly Road corridor, as Figure 1 demonstrates.<sup>4</sup> Businesses selling groceries within a 1-mile range of the Kelly Road corridor collectively generated over \$4 million in revenue in 2017. However, residents within a 1-mile radius of Kelly Road could

have spent over \$49 million within this area.<sup>5</sup> This resulted in a striking \$44.9 million of lost potential in consumer spending for the area. Businesses selling groceries within a 2-mile range of the Kelly Road corridor are collectively generating over \$152 million in revenue in 2017. However, residents within a 2-mile range could have spent over \$182 million within this 2-mile range. This resulted in a similarly large \$30.7 million loss in potential consumer spending for the area.

Similarly, restaurant businesses within a 1-mile range of the Kelly Road corridor are collectively generating over \$26 million in revenue. However, residents within a 1-mile range could be spending over \$31 million within the area. This results in over a \$5 million loss in potential consumer

**Resident Quote:**  
**“Kelly Road had a diner called TJs and it was a Friday night staple where family could meet. Waitresses knew what your kids ate...Kelly Road was a social atmosphere.”**

Market Radius	Current Spending (\$)	Potential Spending	Lost Potential in Consumer Spending
>1 Mile	\$4,278,554.00	\$49,177,997.00	<b>\$44,899,443.00</b>
>2 mile	\$152,003,445.00	\$182,663,219.00	<b>\$30,659,774.00</b>

**Figure 2.1:** Actual Customer Spending vs. Potential Customer Spending around Kelly Road, 2017 - Groceries

Source: ESRI. (n.d.). 2017 USA Retail Opportunity. Retrieved from <https://umich.maps.arcgis.com/home/item.html?id=98227c66034e4ee2803494f7324ea2c8><sup>6</sup>

Market Radius	Current Spending (\$)	Potential Spending	Lost Potential in Consumer Spending
>1 Mile	\$26,686,639.00	\$31,916,209.00	<b>\$5,229,570.00</b>
>2 mile	\$119,716,111.00	\$120,232,814.00	<b>\$516,703.00</b>

**Figure 2.2:** Actual Customer Spending vs. Potential Customer Spending around Kelly Road, 2017 - Restaurants

Source: SEMCOG (Southeast Michigan Council of Governments). (n.d.). Open Data Portal. Retrieved April 16, 2018, from <http://maps-semcog.opendata.arcgis.com/>; ESRI. (n.d.). 2017 USA Retail Opportunity. Retrieved from <https://umich.maps.arcgis.com/home/item.html?id=98227c66034e4ee2803494f7324ea2c8>

spending. Restaurant businesses within a 2-mile range of the Kelly Road corridor are collectively pulling in over \$119 million in revenue. However, residents within a 2-mile range could be spending over \$120 million within this 2-mile range. These results show that there is a larger potential for increased customer business within a 1-mile range of Kelly Road than a 2-mile range.

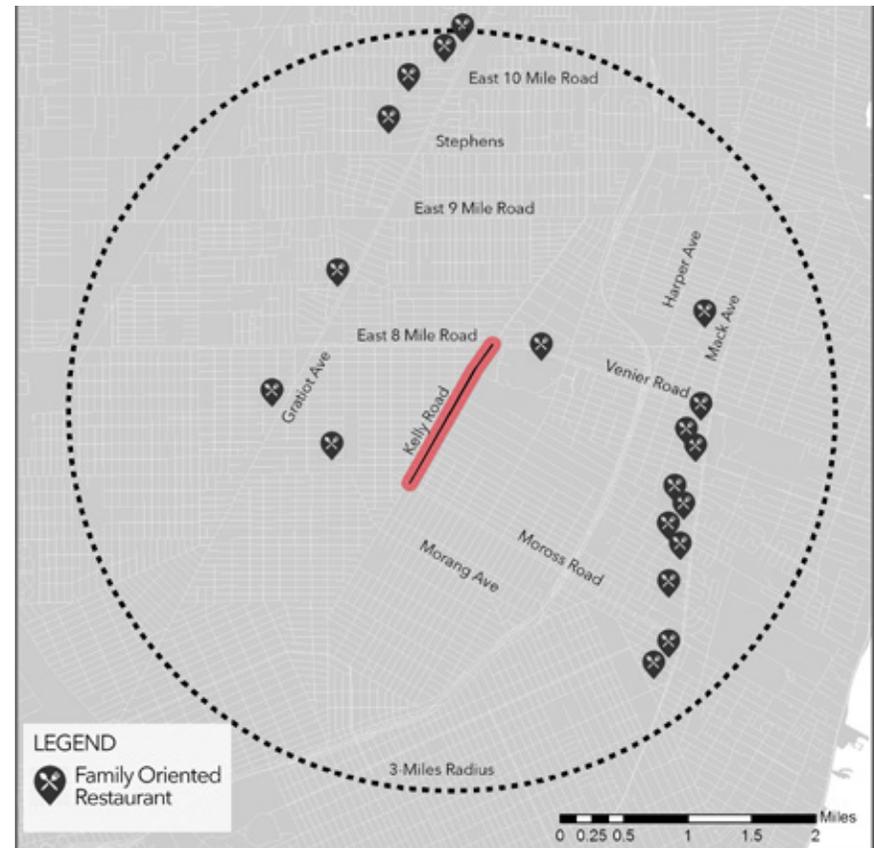
**Lack of Retail Variety**

Along with our retail gap analysis, we also categorized each one of the 52 businesses on Kelly Road by their 4-digit North American Industry Classification System (NAICS) code.<sup>7,8</sup> This process helped us understand concentrations of businesses on Kelly Road as well as identify gaps in business variety.

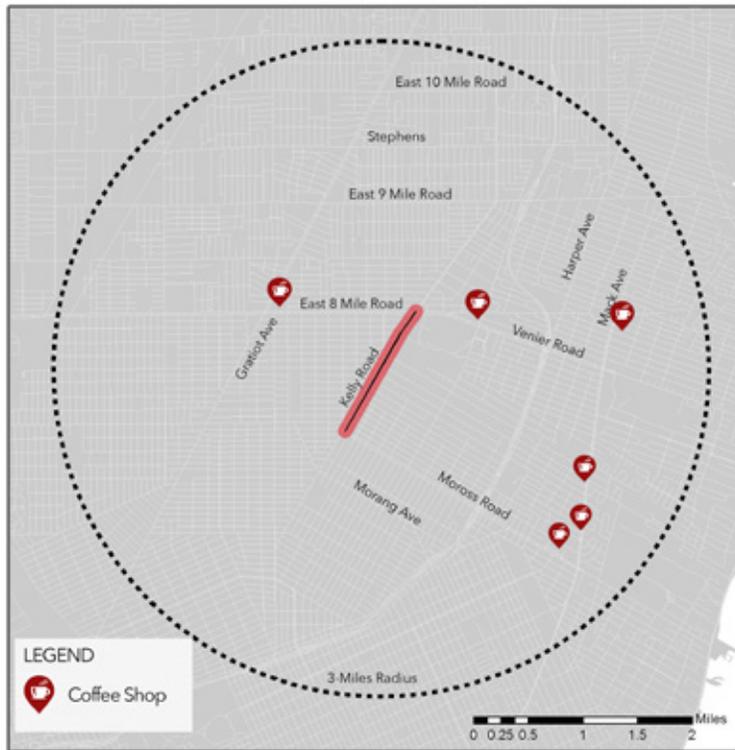
NAICS Code	NAICS Description	Number of Businesses
8121	Personal Care Services	6
4461	Health and Personal Care	4
4453	Beer, Wine, and Liquor Stores	3
5222	Nondepository Credit Intermediation <sup>11</sup>	3
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	3
7225	Restaurants and Other Eating Places	3

**Figure 2.3:** Top Industries on Kelly Road by NAICS Code Description, 2017<sup>10</sup>  
 Source: U.S. Census Bureau. (2017). North American Industry Classification Systems. Office of Management and Budget. [https://www.census.gov/eos/www/naics/2017NAICS/2017\\_NAICS\\_Manual.pdf](https://www.census.gov/eos/www/naics/2017NAICS/2017_NAICS_Manual.pdf).

As noted in Figure 2.3, the most prevalent businesses on Kelly Road were Personal Care Services, which includes hair, nail, and beauty salons as well as barber shops.<sup>9</sup> The next most common industry along Kelly Road was Health and Personal Care stores, which includes pharmacies such as CVS and the Phar Mor located in Vegas Foods grocery store. Four types of businesses, those related to food, alcohol, credit lending, and tax preparation, were all the next most



**Figure 2.4:** Sit-Down Restaurants Within 3-Mile Radius of Kelly Road, 2018  
 Source: Google Maps. (2018). Harper Woods, MI. Retrieved from <http://google.com/maps/>.



**Figure 2.5:** Coffee Shops Available in a 3-Mile Radius  
 Source: Google Maps. (2018). Harper Woods, Michigan. Retrieved from <http://google.com/maps/>.

prevalent category, with three businesses in each category along Kelly Road.

According to our analysis of the 3-mile radius of the corridor (see Figure 2.4), there also appears to be a low concentration of family sit-down restaurants within a walking and biking distance of the Kelly Road corridor, especially when compared to the number of restaurants available along Mack Avenue.

Similar to sit-down restaurants in the area, there is a noticeable absence of coffee shops along Kelly Road (see

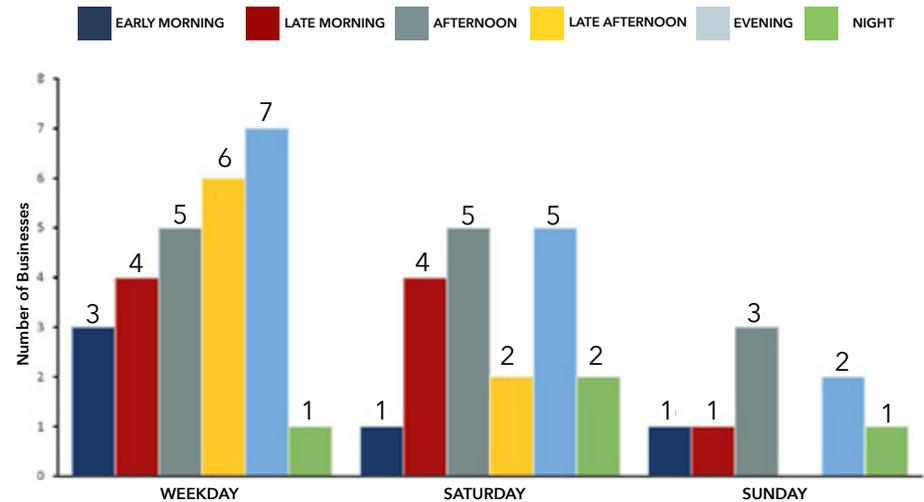
Figure 5), especially when compared to Mack Avenue.

**Lack of Varying Business Hours**

In addition to understanding what types of businesses are available on Kelly Road, our team collected information on the peak business hours along the corridor through business owner surveys. The survey results helped identify gaps when stores may be closed, resulting in less foot and car traffic. The lack of consumer activity during these gaps could also play a role in the lack of vibrancy and perceived levels of safety in the area. The limited number of businesses open in the evening may contribute to the lack of lighting, and vice versa (see Chapter Four for more information). Figure 2.6 shows that several businesses experience low numbers of customer visits during weekday evening hours and and even fewer on the weekends during both day and evening hours.

**High Commercial Vacancy**

Several businesses on the corridor, including a discount



**Figure 2.6:** Customer Peak Hours from Kelly Road Business Owner Surveys, 2018

general store and a seafood market, have closed in recent years. These two vacancies exemplify the lack of business variety available to area residents. During our physical conditions assessment, our team identified 12 vacant commercial spaces in Harper Woods and four in Detroit, or 16 total. With 76 commercial property buildings along the corridor, this amounts to a 21% vacancy rate among commercial buildings along Kelly Road.

To help identify potential sites for new retail options, we created a Retail Opportunity Matrix. The Retail Opportunity Matrix table (see Appendix E) highlights commercial properties along Kelly Road that we considered vacant, for sale, or for lease. Using 2017 data from CoreLogic, a private company that provides financial and property information, we found that two of these vacant properties were in tax foreclosure.<sup>12</sup> Although our team aimed to provide the most updated information on property owners, assessed value, and tax status, please note that property information can shift quickly and become outdated. The table also includes an overall physical condition rating with specific notes about each property, collected during our physical conditions assessment on February 18.

Four addresses emerged as possible locations for less expensive redevelopment efforts. We suggest specific uses for these spaces below.

- 19143 Kelly Road
  - Assessed Value: \$37,100
  - Tax status: subject to foreclosure
- 19151 Kelly Road
  - Assessed Value: \$28,400
  - Tax status: subject to foreclosure
- 19536 Kelly Road
  - Assessed Value: unknown
  - Tax status: unknown
- 19840 Kelly Road
  - Assessed Value: \$4,500
  - Tax status: Delinquent<sup>13,14,15</sup>

## Recommendation:

*Target specific businesses to create a broader mix of business*



**Figure 2.7:** Possible location for less expensive redevelopment efforts

hours and consumers to cultivate a more vibrant commercial corridor

Given the above findings and analysis, our team recommends recruiting a targeted set of businesses that encourage local residents and visitors to spend more time and money in the area. Residents indicated wanting to spend more of their money in their community, but the lack of food and beverage businesses discourages them. We suggest targeting family-oriented restaurants, community-based coffee shops, and temporary farm stands. Coffee shops and restaurants with outdoor seating can also meet the demand for more community spaces. A variety of businesses can also generate a greater diversity of hours on the corridor.

### Strategies to Address Lack of Retail Selection on the Corridor

#### Short-Term Strategies (1-2 years):

- **Use pop-up tents/shops to test different business ideas in vacant commercial spaces such as the Silver Dragon Restaurant (19558 Kelly Road) or Geneva’s Cafe (19524 Kelly Road)**

Pop-up tents and retail shops are a great way for entrepreneurs, business owners, and local stakeholders to attract new businesses because of the low, up-front start-up investment costs.

#### Medium-Term Strategies (3-5 years):

- **Attract restaurant businesses to utilize existing infrastructure at the former Royal Grill Diner (19840 Kelly Road) and Milt’s Gourmet Bar-b-que (19143 Kelly Road)**

In our focus groups, many long-time residents spoke fondly of the family-oriented restaurants that had previously served the communities around Kelly Road and wanted to see more of these businesses. In particular, the former Milt’s Soul Food Bar-b-que was referenced multiple times as a destination for both residents and



**Figure 2.8:** In 2009, Eastern Market began establishing pop-up farm stands and mobile markets to promote healthy food in Detroit. This service is available in many areas of Detroit. Source: <https://twitter.com/EasternMarket/media>, Eastern Market Corporation (2018), Twitter. Retrieved April 12, 2018<sup>16</sup>

visitors. Since these vacant restaurant spaces may already contain kitchen infrastructure, the overall investment costs could be lower for a prospective business owner compared with retrofitting another vacant space. The former Royal Grill building could be an ideal location for a retrofit because of its convenient parking and accessible corner location.

- **Explore possibility of client-led community coffee shop**

Community-based coffee shops can act as vital “third places” for the community. Such spaces are those outside of the home (first place) or work (second place) that can enhance local quality of life.<sup>17</sup> Both community spaces and coffee shops were repeatedly suggested by residents in our focus groups. Based on other examples in the Detroit area (see Narrow Way Cafe and Detroit Sip case study examples), we suggest that a nonprofit such

as LifeBUILDERS could partner with the Ford Resource and Engagement Center in Regent Park to work with entrepreneurs to develop a community-based coffee shop. This coffee shop could potentially be used as a teen job-training experience as well as a business opportunity for aspiring entrepreneurs.

**Long-Term Strategies (5+ years):**

- **Develop business attraction strategies through the newly formed Harper Woods Business Association, a chamber of commerce, or city economic development administration**

Both sides of Kelly Road would benefit from developing long-term strategies to actively attract businesses that strengthen the retail market. Vital elements of such strategies include building relationships with non-traditional financial institutions, such as local and national community development financial institutions (CDFIs), to provide resources to interested businesses, encouraging existing Detroit area businesses to expand to Kelly Road, and actively marketing retail space along the corridor to potential tenants.<sup>18</sup> A recruitment process could include creating financial incentives through establishing a Revitalization Zone on Kelly Road. The State of Michigan's Community Revitalization Program through the Michigan Strategic Fund provides grants, loans, and other incentives to functionally obsolete or blighted businesses and properties.<sup>19</sup>

### Case Study/Example: Narrow Way Cafe

John and David Merritt started Narrow Way Cafe in 2016 in the bookstore of their father's church, Straight Gate International Church, near the University District in northwest Detroit. Initially, the goal of this small, community-focused business was to cater to the demands of the church congregation. However, as the shop became successful, the brothers looked toward expanding elsewhere in the city to provide a communal environment of coffee and baked goods to the greater public.<sup>20</sup> In 2017, Narrow Way Cafe received \$45,000 from Motor City Match, a program run by the Detroit Economic Growth Corporation, to renovate a 1,200-square foot space on Livernois Avenue.<sup>21,22</sup> On July 19, 2017, the cafe opened for business.<sup>23</sup> This coffee shop serves a major role in the community by providing a space for the interaction of community members beyond just the church congregation.



**Figure 2.9:** Narrow Way Cafe, 19331 Livernois Avenue, Detroit, Michigan  
Source: Staes, J.A. (2017)

### Case Study/Example: Detroit Sip

Detroit Sip opened on McNichols Avenue in November 2017 as an effort to provide a coffee shop to residents in the area as well as support other local food businesses.<sup>25</sup> The owner, Jevona Watson, received \$35,000 from Motor City Match to cover up-front costs and build out costs.<sup>26,27</sup> Detroit Sip was not opened as just a coffee shop, but also as a community space for the community. Watson's goal is to have this coffee shop spur other entrepreneurial endeavors in the neighborhood and encourage community engagement.



**Figure 2.10** Detroit Sip, 7420 W McNichols Rd., Detroit, Michigan  
Source: Detroit Sip. (2017).<sup>28</sup>

# MARKETING KELLY ROAD

**Planning Issue:** Loss of potential customers due to negative perceptions of the corridor and ineffective marketing

**Recommendation:** Develop a new and distinct brand and marketing campaign for the Kelly Road corridor

## Planning Issue Overview:

The revitalization and improvement of Kelly Road requires successful marketing that attracts new businesses and shoppers. Having a distinct, corridor-wide identity can help enhance Kelly Road.<sup>29</sup> Increased branding and marketing of Kelly Road is essential to attracting new businesses and consumers. A branding effort, in conjunction with physical improvements to facades and streetscapes (discussed in the following chapter), could be a primary way to activate the economy and attract community members and visitors to Kelly Road.

## Original Research Findings:

- *Residents discussed the decline in “community feel” around Kelly Road*
- *Residents prefer shopping in areas with coordinated branding and marketing*

## Residents Discussed the Decline in “Community Feel” Around Kelly Road

Participants in both focus groups reminisced about earlier eras when Kelly Road was more vibrant and well-maintained. Several long-time residents cited the vibrancy of Kelly Road as part of the reason they were initially attracted to the area. The loss of “community feel,” coupled with high-profile crimes that took place at Milt’s Soul Food and Royal Grill Diner and other criminal

behavior on the corridor, has furthered the negative perceptions of Kelly Road.

## Residents Are Shopping in Areas with Coordinated Branding and Marketing

In our focus groups with community members, participants identified Mack Avenue in the Grosse Pointes as a destination for retail shopping. Mack Avenue is marketed as a walkable retail corridor through its facade and signage standards.<sup>30</sup> This positive impression attracts residents from other areas to visit local shops as well as larger commercial establishments.

## Background Research:

- *Lost consumer spending to surrounding areas (see previous section)*

## **Recommendation:**

*Develop a new and distinct brand and marketing campaign for the Kelly Road corridor*

Branding and marketing efforts of a commercial area communicate its vision and help stimulate excitement and combat negative perceptions. Through a new logo, a website to advertise businesses, and/or coupons or discounts for local businesses, Kelly Road could attract new businesses as well as customers from the local area and beyond.<sup>31</sup> The branding of Kelly Road could serve as a signal of positive changes coming in the future.<sup>32</sup>

### **Strategies to Address Loss of Potential Customers**

#### **Short-Term Strategies (1-2 years):**

- **Create a new logo for banners, signage, trash cans, and other items**

A new, vibrant logo is a relatively low-cost and effective way to market Kelly Road. This logo can be used on marketing materials as well as for new banners and signage along the corridor. The creation and development of this logo can be spearheaded by the newly forming Harper Woods Business Association with input from the Harper Woods Neighborhood Development Coalition and the Regent Park Community Association.

#### **Medium-Term Strategies (3-5 years):**

- **Increase community programming through festivals and events**

Community festivals and events help build community and market the area to possible consumers from other areas.<sup>33</sup> Community gatherings can include seasonal festivals (e.g. harvest festival), events, or other organized activities in public spaces. The newly forming Harper Woods Business Association could work with the Harper

Woods Neighborhood Development Coalition and the Regent Park Community Association in programming these types of events. Not only can events help with community cohesion across borders, but they can also increase exposure for Kelly Road businesses. The importance of festivals and events in community programming will be discussed at greater length in Chapter Five of this report.

#### **Long-Term Strategies (5+ years):**

- **Turn Harper Woods Business Association into a Micro-Business Improvement District (BID)**

Business Improvement Districts (BIDs) are designated areas that charge commercial property owners and managers special fees to provide benefits like maintenance services and uniform marketing for the district.<sup>34</sup> The 2018 Detroit Neighborhood Opportunity Study from the Detroit Economic Development Corporation highlights problems affecting retail and small businesses in Detroit, like streetscape conditions and lack of marketing, and offers recommendations to help fix these problems. One of the strategies recommended in this report is the creation of a micro-business improvement district (Micro-BID), a cross-jurisdictional BID. The Harper Woods Business Association could consider using a micro-BID strategy that encompasses both Greater Regent Park and Harper Woods. Joint efforts can lower the cost of services and enable the jurisdictions to share marketing and maintenance services.<sup>35</sup> Better inter-governmental coordination across Kelly was suggested by several focus group residents.

**Case Study/Example:  
Mount Washington, Pittsburgh, Pennsylvania**

The Mount Washington neighborhood in Pittsburgh, Pennsylvania showcases breathtaking views of Downtown Pittsburgh. Despite attracting more than 1.5 million visitors per year, the area's retail sector experienced difficulty capturing potential shoppers.<sup>36,37</sup> In 2013, the Mount Washington Community Development Corporation received a \$25,000 grant from the Local Initiatives Support Corporation (LISC) to help create a mix of promotional materials for the neighborhood.<sup>38</sup> This grant helped pay for bold new signage for storefronts as well as a business directory smartphone application (where businesses market themselves to potential customers.)<sup>39</sup> Improved signage greatly helped increase pedestrian counts in the neighborhood by directing tourists to the neighborhood's retail section.<sup>40</sup> To support the use of the smartphone application, an additional 7,000 printed business directories were distributed at the famed overlook sites to assist area tourists to discover these local amenities.<sup>41</sup>



**Figure 2.11** Grandview Avenue in Mount Washington, Pittsburgh, PA  
Source: <https://i0.wp.com/pittsburghbeautiful.com/wp-content/uploads/2017/01/Grandview-Avenue-Mt.-Washington-2.png?resize=600%2C375>

## LOCAL ENTREPRENEURSHIP

**Planning Issue:** A combination of low levels of local economic inclusion and a lack of small business starts along Kelly Road

**Recommendation:** Promote entrepreneurial growth and economic opportunity

### **Planning Issue Overview:**

Although the modern retail economy is experiencing challenges, small businesses are experiencing a renaissance, particularly in the Detroit area.<sup>42</sup> Entrepreneurial growth can introduce both people-based and place-based solutions to distressed corridors and neighborhoods.<sup>43</sup> Our background research revealed a lack of new businesses along the corridor. Both business owners and residents expressed that they did not feel that there were enough small, family-owned businesses along the corridor. With this information, our team determined that cultivating small-business starts could help bolster place-based commercial activity and drive economic opportunity for local residents.

### **Background Research Findings:**

- *Lack of new businesses along the corridor*
- *High unemployment rates*
- *Low levels of local economic employment*

### **Lack of New Businesses Along the Corridor**

The majority of the businesses that participated in our business survey were family-owned, demonstrating that Kelly Road can be conducive to independent small businesses. The average tenure of businesses that participated in our survey was 19 years.

### **High Unemployment Rates**

Between 2012-2016, both Harper Woods (9.2%) and Greater Regent Park (14.5%) experienced higher levels of unemployment than Wayne County's unemployment rate of 7.6%.<sup>44</sup> Interestingly, when examining Harper Woods' labor force, our team found that 57.4% of employed residents were women.<sup>45</sup> Further, even though 50.8% of Greater Regent Park residents were women, they accounted for 72.2% of residents who were employed.<sup>46,47</sup> This is noteworthy because of the apparent lack of minority and women-owned businesses on the corridor, possibly indicating a disconnect between local employment and local entrepreneurialism.

### **Low Levels of Local Economic Employment**

In addition to high unemployment rates for both communities, few residents held jobs located in the immediate area.<sup>48</sup> Research on local employment and housing suggested that a "balanced" community provides housing, employment, and recreation, allowing it to be self-reliant. Some experts have suggested that a community is balanced if the ratio of jobs to housing is between 0.75 and 1.25.<sup>49</sup> In Harper Woods, this ratio is 0.50 in 2015. In Greater Regent Park, the ratio was 0.32.<sup>50</sup> This suggests that both communities contain a low number of employment opportunities compared to housing.

In 2015, only 4.4% of employees in Harper Woods were residents of Harper Woods.<sup>51</sup> Even more extreme, only 1.5% of employees in Greater Regent Park actually lived in the neighborhood.<sup>52</sup> Taken with the jobs-housing ratio above, the data revealed that both communities have weak local employment opportunities for residents. Employment data from Harper Woods and Greater Regent Park also show a racial mismatch, in that the overwhelming majority of workers in the area were white.<sup>53</sup> Local employment opportunities are important because they support a higher likelihood of employment.<sup>54</sup> The close proximity of jobs increases accessibility, especially for lower-income residents.<sup>55</sup> In addition, locally-owned and generated businesses have been shown to positively increase local employment as well overall economic growth for a neighborhood.<sup>56</sup> Encouraging minority-owned business creation and local hiring could help shift employment to more appropriately reflect the local communities.

## **Recommendation:**

*Promote entrepreneurial growth and economic opportunity*

Combining the collective interest in seeing small business starts along Kelly Road with the limited employment opportunities for area residents, our team recommends facilitating access to resources to encourage entrepreneurial growth. The City of Harper Woods and LifeBUILDERS could work together to create a business environment where entrepreneurs can be stimulated and supported.<sup>57</sup> In addition to providing assistance to local businesses and recruiting new ones, our clients could help connect local entrepreneurs to resources and provide essential access to financial capital and resources for technical assistance.<sup>58</sup>

### **Strategies to Address Loss of Potential Customers**

#### **Short-Term Strategies (1-2 years):**

- **Organize a business resource fair**

We recommend organizing a resource fair that provides a mutually beneficial space for interested entrepreneurs, lenders, other financial capital providers, and technical assistance providers to share resources with those interested in starting small businesses. Lenders could bring information about financial options, training providers could perform demonstrations and distribute literature, and those interested in starting small businesses could connect with others to exchange ideas, support, and resources. During this time, the City of Harper Woods and LifeBUILDERS could also highlight the available retail space along the corridor to interested entrepreneurs outlined in earlier sections of this chapter.

### Medium-Term Strategies (3-5 years):

- **Establish access to sources of financial capital and technical assistance**

Cultivating productive partnerships with local banks and other financial institutions is an essential piece in developing a vibrant corridor.<sup>59</sup> After strengthening the corridor through branding and maintaining an active list of unoccupied commercial spaces (as mentioned above and below), the City of Harper Woods and LifeBUILDERS could consider establishing relationships with traditional financial institutions (e.g. PNC Bank, Bank of America, etc.), non-traditional community development financial institutions (CDFIs), and organizations that offer micro-financing, such as The Detroit Microloan Collaborative, to help support community members in launching small businesses.<sup>60,61</sup> CDFIs and micro-financing provide additional financing options for aspiring entrepreneurs who do not qualify for loans from traditional lenders. Given the high percentages of working women and African Americans, programs that support minority and women-led ventures could be an important resource.

Non-traditional forms of enterprise, such as community-based businesses, offer effective ways to improve local employment for residents. Support from government programs can maximize such opportunities to the benefit of Kelly Road's business environment and nearby residents.<sup>61</sup>

The Ford Resource and Engagement Center (FREC) could serve as a resource by helping connect and provide entrepreneurs with technical assistance. Residents from both Harper Woods and Greater Regent Park have access to the FREC and its City Accelerator program, which provides coaching on how to develop entrepreneurship models for

businesses interested in social causes.<sup>63</sup> With training through the FREC and various financial institutions, we suggest a goal of funding five new minority and/or women led-ventures on Kelly Road between 2018-2023.

### Long-Term Strategies (5+ years):

- **Launch a matching grant program for entrepreneurs**

As cities across the country attempt to imitate the nationally recognized Motor City Match program, Harper Woods is well-positioned to learn from Detroit's best practices.<sup>64</sup> One relevant part of the program is connecting property owners seeking tenants with entrepreneurs looking for brick-and-mortar space. Motor City Match is largely funded through the Community Development Block Grant Program (CDBG) with additional layers of funding from foundations.<sup>65</sup> CDBG's loan guarantee provision allows municipalities to use the funds to take on a loan for a larger community development effort. The City of Harper Woods could ask the state for additional CDBG funding, which can be leveraged as a loan for economic development activities.<sup>66</sup> Area nonprofits could help leverage foundation support to launch a cross-border grant program. Both the Community Development Advocates of Detroit (CDAD) and Community Economic Development Association of Michigan could provide useful guidance for a local nonprofit interested in pursuing this option.

# BUSINESS OWNER SUPPORT

## **Planning Issue:** Lack of coordination among business owners

## **Recommendation:** Organize cross-border dialogue and collaboration among business owners and stakeholders

### **Planning Issue Overview:**

Our research revealed that business owners continue to have considerable concerns regarding their customer base and overall conditions along Kelly Road. The City of Harper Woods has shown interest in working with business owners to identify concerns and create local solutions, as seen in recent efforts to form a business association. Yet a lack of coordination remains, among not only the Harper Woods businesses, but also those in Greater Regent Park.

### **Original Research Findings:**

- ***Business owners expressed common concerns***
- ***Lack of inclusive cross-border business owner collaboration***

### **Business Owners Expressed Common Concerns**

During our business owner surveys, over half of the respondents mentioned that their Kelly Road location and customer base were reasons for initially locating a business in the area. However, a large majority of business owners (66.6%) agreed that the corridor has declined in the past five years. When prompted to identify challenges that they face as business owners, “customer base” was the most frequent choice. While facing common challenges, participants in a business association meeting acknowledged that some owners “don’t take care of their businesses.” However,

nine business leaders demonstrated their interest in improvements to the business environment by attending the initial business association meetings.

### **Lack of Inclusive, Cross-Border Business Owner Collaboration**

Through our focus groups, residents acknowledged a need for business owners from both sides of Kelly Road to collectively engage and support one another. Although efforts have been made for Harper Woods business owners to collaborate through the Harper Woods Business Association meetings, no business owners represented were from Detroit. During the first meeting held on February 21, one business owner emphasized how critical Detroit was to their customer base. This business owner stated their belief that at least 75% of their customer base came from Detroit. Similar concerns and desires were echoed during the Greater Regent Park focus group.

## **Recommendation:**

*Organize cross-border dialogue and collaboration among business owners and stakeholders to start tackling business challenges*

An inclusive business association is important to support a coordinated approach to revitalizing Kelly Road. Such an organization could start a dialogue that begins to build a stronger, more connected business community.

### **Strategies to Organize Cross-Border Dialogue and Collaboration Among Business Owners**

#### **Short-Term Strategies (1-2 years):**

- **Actively recruit diverse and cross-border business owners to the newly formed business association**

Coordination and momentum are key in revitalization efforts. Officials from Harper Woods could consider actively recruiting business owners located on the Detroit side of Kelly Road to the Harper Woods Business Association meetings.<sup>67</sup> Detroit businesses could then join in on the maintenance and marketing efforts recommended above. Previous research conducted by Michigan Community Resources shows that neighborhood business owners often require a “high degree of trust and the presence of pre-existing relationships for business support services to be most effective.”<sup>68</sup> As a trusted partner, LifeBUILDERS could play a significant role in helping to bridge relationships between Greater Regent Park business owners and the Harper Woods Business Association. Joint efforts between the City of Harper Woods and LifeBUILDERS could signal dedication to creating an inclusive business association that supports local businesses.

- **Identify one shared challenge and address it with a low-cost activity**

Throughout this report, several business-specific challenges have been identified ranging from individual business maintenance, such as sweeping, to storefront facade improvements. The business association could focus on one of these shared concerns and select an appropriate, low-cost response such as a one-day area clean-up, or painting murals on empty walls to build community collaboration.

## QUALITY OF GOODS & SERVICES

**Planning Issue:** Residents have perceived a decline in quality and services of businesses

**Recommendation:** Improve quality of goods and services through regular customer feedback

### Planning Issue Overview:

The success of a commercial corridor is largely dependent on perceptions about the quality of the goods and services being sold.<sup>69</sup> Businesses that maintain high standards of quality in their goods and services are crucial for attracting new customers and retaining existing ones. From our original and background research, we found some residents perceived a decline in the quality of service from Kelly Road businesses.

### Original Research Findings:

- *Residents expressed dissatisfaction with quality of goods and customer service for some businesses on Kelly Road*

### Residents Expressed Dissatisfaction with Quality of Goods and Customer Service for Some Businesses on Kelly Road

In both our resident focus groups and interviews, residents mentioned the decline in the quality of goods and customer service as well as physical appearance of select businesses on Kelly Road. We heard multiple people mention the poor quality of food offered at local businesses. These negative comments also applied to long-tenured establishments on the corridor, with participants highlighting a noticeable decline in the quality of their goods. Along with the declining quality of goods, we heard

comments from residents about disappointing customer service at area businesses. Some people recalled in earlier eras workers at various businesses recognizing regular customers by face and name. One person mentioned these businesses had become "less clean, no eye contact, worse customer service." Another mentioned that businesses weren't "taking care of their front area, sweeping, or even taking out the trash." Among these discussions, residents voiced their overall desire to see improvements within the existing businesses.

### Background Research Findings:

- *Residents are traveling to surrounding communities for quality goods (see previous sections)*

## **Recommendation:**

*Improve quality of goods and services through regular customer feedback*

The vitality of Kelly Road relies on the provision of quality goods and customer service that match and stimulate consumer demand. In order to retain and improve the customer base, we recommend annual (or bi-annual) assessments of customer feedback and demand.

### **Strategies to Organize Cross-Border Dialogue and Collaboration Among Business Owners**

#### **Medium-Term Strategies (3-5 years):**

- **Survey residents and consumers regularly to monitor demand and assist quality control**

This annual or biannual survey assessment can be administered by the newly formed Harper Woods Business Association. It is important to install some form of a feedback loop while redeveloping Kelly Road to ensure businesses are meeting the demand of residents as well as attracting new consumers from outside areas. In addition to receiving feedback on existing businesses, the consumer preferences collected through surveys can also be used to strategically attract other ventures.<sup>70</sup>

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Cashed

Payday  
Loans  
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Cash  
ANY  
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Checks  
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Payday  
Loans  
\$600

Diploma  
Success

DIPLOMA SUCCESS

ON PRODS

## **Chapter 3:**



# **Built Environment & Transportation**

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## Introduction

The design and maintenance of the physical environment of a commercial corridor is vital to its success. This chapter focuses on enhancements that can be made to the physical environment of Kelly Road to promote a more vibrant, safe, and appealing corridor. To understand the state of the corridor from both a physical environment and transportation perspective, we performed several assessments and analyses of area conditions. We found a number of inconsistencies and places for improvement in the corridor. Therefore, we developed several strategies that could promote positive change on the corridor with regard to improving buildings, streetscape designs, and public space considerations. Our strategies include a variety of short-term approaches to help provide visible interim solutions for residents and businesses, and longer-term solutions intended to address larger scale land-use and transportation issues.

This chapter is divided into four key sections:

1. Enhancing the physical appearance of Kelly Road;
2. Improving the median along the corridor; and,
3. Redesigning the streetscape design of Kelly Road;
4. Planning for public spaces.

## PHYSICAL ATTRACTIVENESS AND MAINTENANCE

**Planning Issue:** An inconsistent visual identity and unattractive physical conditions limit the desirability of the corridor for residents, customers, and businesses

**Recommendation:** Create a more visually unified and appealing physical appearance

### Planning Issue Overview:

The physical appearance of a commercial corridor has a significant impact on whether people choose to shop or locate their business there.<sup>1,2</sup> A commercial area's look and feel tell a story to customers and businesses about the level of care and attention that the area is receiving from property owners, investors and local government, and in turn, whether the area is a high-quality place to spend their time.<sup>3</sup> Through our resident feedback, we learned that many residents only visit Kelly Road as a last resort. Changes to the physical environment could help businesses attract more customers by mitigating what is referred to as "threshold resistance," or the barriers that discourage customers from visiting certain business.<sup>4</sup>

#### Resident Quote:

"There needs to be consistency with storefronts. It's just a hodgepodge."

### Original Research Findings:

- *Residents and business owners noted a lack of attractiveness and uniformity*
- *Residents believe maintenance of public and green spaces could be improved*
- *Physical conditions assessment showed litter throughout the corridor*
- *Physical conditions assessment showed most buildings only require superficial improvements*

### Residents and Business Owners Noted a Lack of Attractiveness and Uniformity

In our focus groups, residents noted a lack of uniformity among storefronts and a general dissatisfaction with the appearance of the corridor. Residents mentioned inconsistent styles of signage and a noticeable deterioration of the building facades. Business owners echoed this dissatisfaction with the aesthetics of the corridor in the business owner surveys, in which many respondents described the corridor as "not attractive."

### Residents Believe Maintenance of Public and Green Spaces Could be Improved

In all of our focus groups and interviews, residents stated that there is a need for better maintenance and upkeep of

public and green spaces in both communities. Residents specifically noted the increase in trash along Kelly Road, suggesting the need for community cleanups in shared public and green spaces, such as along the medians on Kelly Road and near abandoned/blighted homes. Some suggested that the lack of maintenance makes the area feel unsafe and/or creates an overall negative perception of the area. Others stated that the litter makes Kelly Road hard to navigate, especially for seniors, decreasing the likelihood that they will walk to and/or frequent the corridor.

**Business Owners View Litter and Inadequate Snow Removal as Challenges to Owning a Business**

Half of the respondents to the business owner survey identified the presence of litter in the corridor as a challenge to doing business on Kelly Road, with one mentioning that it is increasingly a problem. Business owners also suggested

that, in the winter months, snow is often not removed promptly, which also affects their businesses.

**Physical Conditions Assessment Showed Litter Throughout the Corridor**

Our physical conditions assessment also showed the presence of litter and trash in most blocks, with the majority of blocks receiving a 'fair' rating and several receiving 'poor' ratings. On the Detroit side, litter was pronounced in public spaces, such as near bus stops and near vacant structures/

Resident Quote:  
"Businesses are not taking care of their front area, sweeping or taking out trash"



**Figure 3.1:** Litter in front of 19559 Kelly (left) and around a trash can near 16705 Rossini (right)

lots in sections four and five. Litter was also pronounced in front of Papa’s Coney Island building (19130 Kelly). On the Harper Woods side, there was trash in the alleyway on the block between Elkhart and Roscommon.

**Physical Conditions Assessment Showed Most Buildings Only Require Superficial Improvements**

We conducted a physical conditions assessment that assigned a rating to each building on the corridor according to their external physical appearance (see Appendix F for full methodology). The ratings were defined as:

- 3:** only minor superficial improvements are needed to have a positive aesthetic impact
- 2:** minor structural repairs are needed to have a positive aesthetic impact
- 1:** major structural repairs are needed to have a positive aesthetic impact

Through this assessment, we determined that the physical conditions of the majority of buildings on both sides of the corridor only require minor superficial improvements to have a positive aesthetic impact (see Figures 3.2 and 3.3). According to our physical conditions assessment, 79% of buildings on the Harper Woods side of Kelly and 75% of buildings on the Detroit side were rated as a “three.” Buildings that were rated as a three represent opportunities to invest in the physical appearance of the corridor at a low cost with improvements like paint or power washing the facade of the building. On the Detroit side of Kelly Road, 7% of buildings were given a rating of “one”, while only 2% of buildings were given the same rating on the Harper Woods side. Buildings that were rated as a one have a negative aesthetic effect on the whole corridor and would need significant investments like window replacements, repairs to rotting wood and masonry, or significant fire damage to mitigate their negative effect

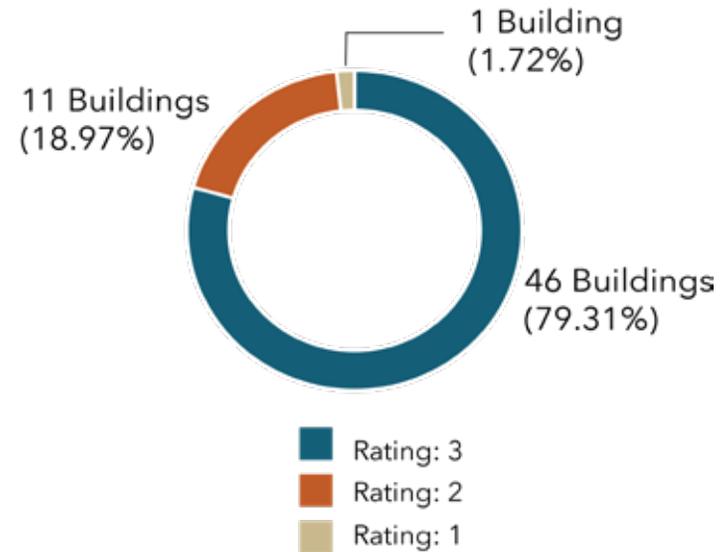


Figure 3.2: Harper Woods Building Ratings

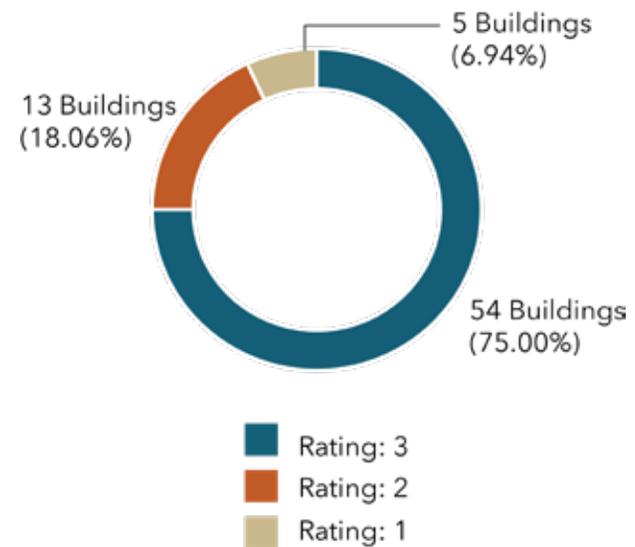


Figure 3.3: Detroit Building Ratings

or may require demolition. However, without knowledge of the internal structure of the building, we can only surmise a building's eligibility for demolition from exterior conditions.

**Background Research Findings:**

- **Current zoning standards present opportunities for more uniform and attractive conditions**
- **Code enforcement can be improved along the corridor**

**Current Zoning Standards Present Opportunities for More Uniform and Attractive Conditions**

*Harper Woods Zoning*

The City of Harper Woods zoning code has design standards for commercial buildings that promote a more uniform corridor.<sup>5</sup> The newly renovated building that will house Nona's Pizza (19394 Kelly) is an example of how the current zoning code can help facilitate aesthetic changes to buildings (See Figure 3.4). Currently, there are 40 commercial parcels along the Harper Woods side of Kelly Road; 28 are zoned as C2 Special Business and 12 are zoned as C1 General Business. Buildings being renovated or rebuilt in either the C1 or C2 zone require compliance with the design standards for their respective zones. Additionally, the Harper Woods zoning ordinance does not allow for residential uses in non-residential zones.<sup>6</sup> This means that any proposal to add a residential component on top of existing retail or any mixed-use proposal involving residential uses would not be allowed in Harper Woods. Though restricted by local zoning, mixed residential and commercial uses could add to the vibrancy of Kelly Road.

*Greater Regent Park Zoning*

The zoning on the Detroit side of Kelly Road consists exclusively of Two-Family Residential (R2) parcels from Seven Mile to Cushing, which allows for single-family homes or duplexes. North of Cushing, the zoning changes exclusively to Local Business and Residential (B2) until Carlisle, where it changes to General Business (B4) for the parcel on the corner of Kelly and Eight Mile, the former Bank of America branch.<sup>8</sup>



**Figure 3.4:** 19394 Kelly Road: Commercial Space with Design Standards Marked

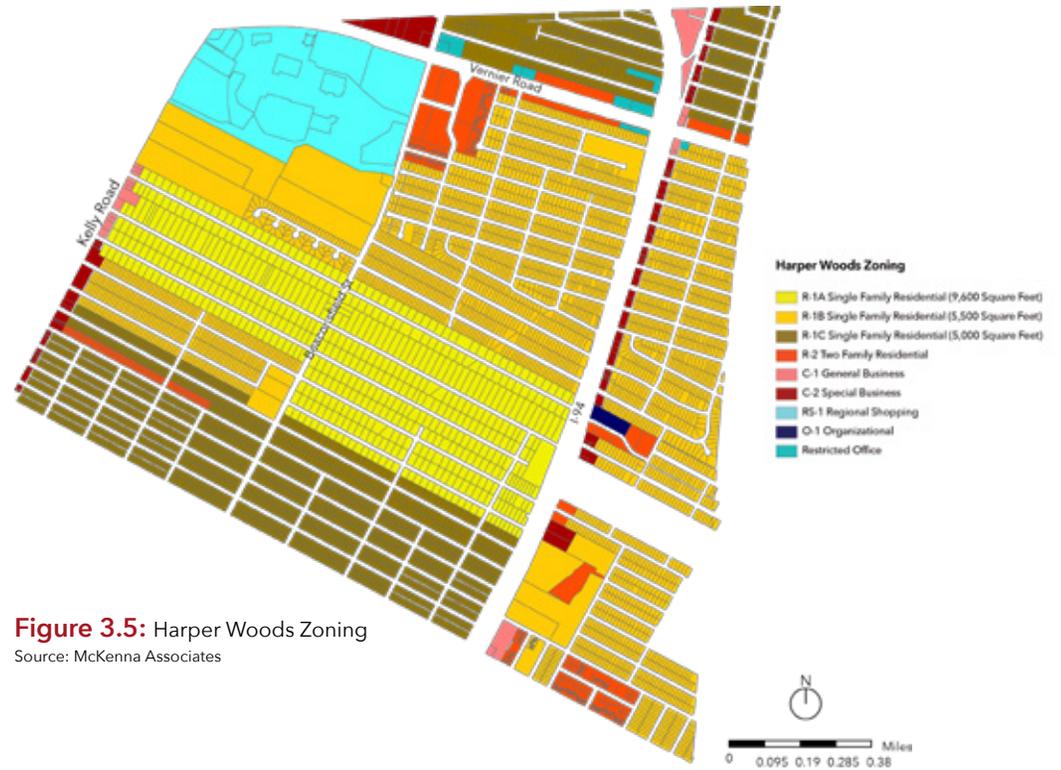
Source: Google Maps. (2013, September); Google Maps. (2017, July).<sup>7</sup>

1. Windows were made larger and cleared of signage to promote visibility into the store from outside and vice versa.
2. Plastic/vinyl awnings are now canvas material and only span the length of each window instead of spanning the whole facade.
3. Exterior material changed from vinyl to a mix of masonry and concrete.

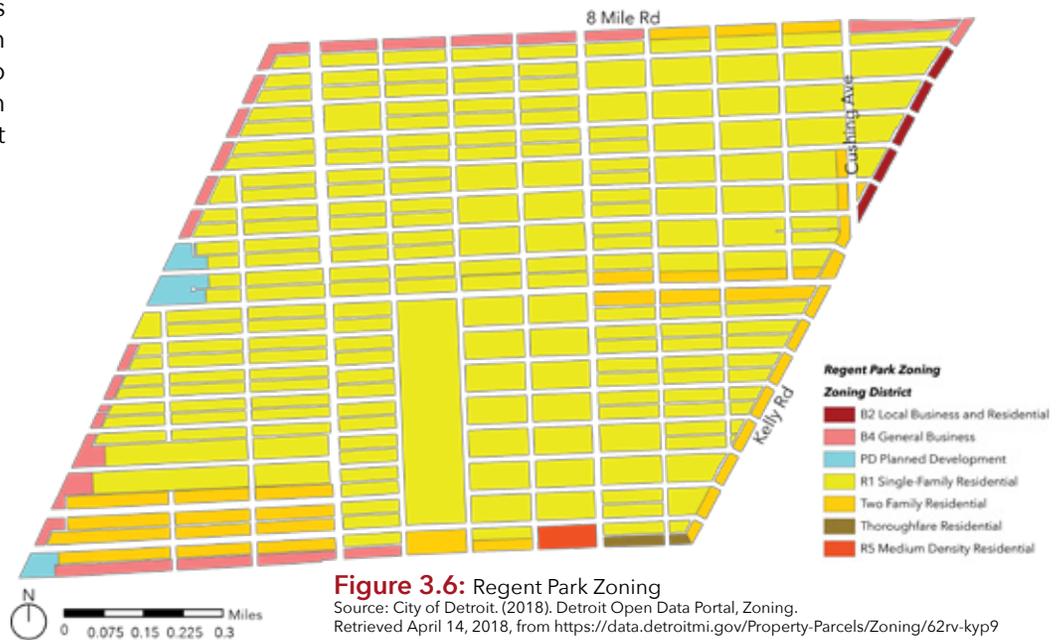
The R2 category presents opportunities for conditional uses other than residential, such as an outdoor recreation facility or a nonprofit neighborhood center such as LifeBUILDERS.<sup>9</sup> The B2 category provides opportunities for by-right development that can serve the convenience needs of residents, such as retail and service shops.<sup>10</sup> Parcels that are zoned B4, such as the former Bank of America, allow a wide variety of by-right uses, including office, retail, and possible restaurant uses. In addition, some conditional uses could be utilized, such as a brewpub or music venue, which could attract visitors to Kelly Road from a broader area.<sup>11</sup>

**Code Enforcement Can Be Improved Along the Corridor**

The need for enhanced code enforcement is evident throughout the corridor. Based on code enforcement data provided by the City, the Eastland Produce sign and flashing lights around the windows of Boost Mobile at 19524 Kelly, both represent violations of Section 21.11 of the City Code, but have not been addressed.<sup>12</sup> Since these violations have persisted over time, this indicates a possible lack of capacity to take action on code violations. Limitations to capacity could also be a reason for the difficulty our team experienced in accessing code enforcement data, which suggests that the public may similarly struggle to access this data.



**Figure 3.5:** Harper Woods Zoning  
Source: McKenna Associates



**Figure 3.6:** Regent Park Zoning  
Source: City of Detroit. (2018). Detroit Open Data Portal, Zoning. Retrieved April 14, 2018, from <https://data.detroitmi.gov/Property-Parcels/Zoning/62rv-kyp9>

## Recommendation:

*Create a more visually unified and appealing physical appearance*

The physical appearance of a commercial corridor can help reinforce the quality of the businesses located on it and vice versa. To address what we heard from residents and observed through our physical conditions assessment, we have proposed four strategies to help improve the appearance of the corridor and enhance maintenance processes. These strategies can help change Kelly Road from a destination of last-resort to a destination of choice where people want to come and spend time.

### Strategies to Address Inconsistent Visual Identity and Unattractive Physical Conditions

Our proposed strategies are organized in three phases: short-term (1-2 years), medium-term (3-5 years), and long-term (5+ years).

### Short-Term Strategies (1-2 years):

- Create and facilitate a facade improvement program for businesses

Facade improvement programs, which provide support for businesses to improve their storefronts, could address the deterioration and uniformity issues that both residents and business owners identified. Financing for businesses could come in the form of reimbursements for improvements or a matching grant program where up to 50% of the funding for improvements comes from the City. For Harper Woods, grants from the Michigan

#### Resident Quote:

**"I wish this whole strip had uniformity in beautification. Seasonal beautification. Consistent beautification. Decisions from both sides of the street to indicate harmony."**



**Figure 3.7:** Lupita's Ideal Beauty Lounge, 4733 Vernor Hwy, Detroit, Michigan: An example of how a storefront can improve through a facade improvement program

Source: Southwest Detroit Business Association. (2018).<sup>13</sup>

Economic Development Corporation and federal Community Development Block Grant program funding allocated by Wayne County could support this program. The City of Greenville, Michigan, implemented a similar facade improvement program that received a total of \$800,000 in MEDC grant funding for six projects.<sup>14</sup> The program assisted with painting, awnings refurbishing, adding lighting, and building repair through technical design support and financing for businesses.<sup>15</sup>

All facade improvements should follow the existing Harper Woods zoning ordinance design standards for commercial buildings in order to achieve a unified look along the corridor. These existing design standards regulate the design of awnings, windows, building materials, and building color among other factors. As the program matures and grows, specific design standards for a Kelly Road commercial district can be created or

enhanced to further the goals of a more unified and attractive appearance. Another potential aspect of the facade improvement program is encouraging a mural arts program. Murals can help create visual interest on empty walls that would otherwise be a negative visual presence. Murals can also facilitate a redefinition of community identity. LifeBUILDERS could help organize a community event allowing local children to help paint murals on blank corridor walls.

We suggest the three blocks between Kenosha and Woodside as the best area to focus initial investments and facade improvements. This section on the Harper Woods side features three blocks of continuous storefronts in relatively good condition that could provide a quality pedestrian shopping experience. This area has supported the recent relocation of an existing business to Kelly Road (Nona's Pizza), and has the potential host several new



**Figure 3.8:** 19539 Kelly Road (left) and 19401 Kelly Road (right) are examples of vacant but secured houses

businesses. There are four parcels that are for lease or sale that present opportunities for new businesses. Two of these parcels, 19344 Kelly and 19354 Kelly, are highly visible corner parcels directly across the street from each other. By concentrating improvements in a smaller area, demand for commercial space may start to grow with time. As the new and renovated businesses attract more customers, nearby businesses may also benefit from their proximity to the upgraded properties.

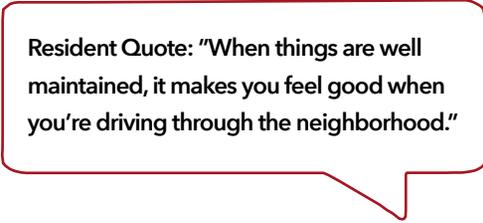
Across Kelly Road from those three commercial blocks on the Greater Regent Park side the residential blocks from Lappin to Liberal Streets. The majority of these houses are well-maintained, single-family homes. Two vacant but secured houses are present in this three block stretch: 19539 Kelly and 19401 Kelly (see Figure 3.8). Depending on the condition of internal structures of the houses, rehabilitating or demolishing them could help to support improvements on both sides of the road.

- **Enhance code enforcement to ensure the physical maintenance of buildings on Kelly Road**

As an initial component to enhancing code enforcement, we suggest an overhaul to the City of Harper Woods' code enforcement system to make it easier for leaders to identify problem areas and provide better access for the public. This new public database could include a sortable spreadsheet to allow for easy access to important information on code violations, including areas where code violations are concentrated (see Appendix G for spreadsheet example). Once problems are identified, the City can focus enforcement in targeted areas as the capacity to enforce codes can be limited.

- **Coordinate Kelly Road commercial corridor neighborhood cleanups for businesses, medians, and vacant lots**

The Neighborhoods Improvement Plan, written by Harper Woods residents in Winter 2017, highlights the



**Resident Quote: "When things are well maintained, it makes you feel good when you're driving through the neighborhood."**

presence of litter throughout the city as a problem. The Plan suggests that the litter "negatively influences impressions of a community for residents and visitors." The plan also notes the need for community cleanups to encourage community participation in addressing trash. LifeBUILDERS has shown its commitment to having clean and well-maintained green spaces through its community gardens and green spaces in Greater Regent Park.

Coordinated cross-jurisdictional cleanups could help ensure better maintenance and positive perceptions of the corridor. These could be organized and facilitated by LifeBUILDERS, the City of Harper Woods Neighborhood Development Coalition, and/or the Regent Park Community Association. The cleanups could focus on the the medians along Kelly Road, the Detroit Department of Transportation (DDOT) bus stops on Kelly Road, the alleyway between Elkhart and Roscommon, outside of Papa's Coney Island, and the vacant structures in our identified sections four and five (see reference map in Appendix F). These cleanups could also build cross-jurisdictional relationships and community. Kelly Road stakeholders could consider developing and leveraging a partnership with the Detroit Department of Neighborhoods, which could provide supplies for neighborhood cleanups as part of the Motor City Makeover Program, an annual event that occurs in May. In addition, if the Kelly Road Task Force mentioned in Chapter Four of this report is formed, it could enforce rules about overgrown lawns and/or work to coordinate lawn and winter maintenance service for the area.

### Long-Term Strategies (5+ Years):

- **Create a Main Street Mixed-Use Overlay District**

To help concentrate activity on Kelly Road, more flexible zoning is required for Kelly Road parcels currently zoned for commercial uses. A main street mixed-use overlay district could accomplish this. Phasing the overlay district to be sensitive to commercial demand will ensure that zoning is incentivizing and fostering new businesses. The overlay district could facilitate relaxed parking requirements which would, in turn, promote a more walkable environment and lower the cost of construction for new or renovating businesses.<sup>16</sup> As demand increases along the corridor, existing design standards for commercial buildings could be expanded. The design standards would promote a street front that provides visual interest and variety while still retaining a cohesive look throughout the corridor.

The overlay district could also allow a mix of uses along the corridor that includes residences and office space. A nationwide study shows that there is a desire for more urban living and allowing the option for residential uses on the corridor can only strengthen its concentration of activity.<sup>17</sup> If residential uses were allowed along the corridor, a building like 19992 Kelly, currently used as an office building, could convert its second story to loft apartments. Owners of existing one-story buildings also would have the option, if financially feasible, to construct residences or offices above retail stores, which could potentially generate more revenue. If implemented, the housing needs assessment discussed in Chapter Four of this report could help identify the best type of housing for the corridor based on resident need.

A longer term strategy for addressing land use issues could be a partnership with the City of Detroit to ensure coordinated land use decisions that can positively affect

both sides of the corridor. This could be implemented through the Task Force that is detailed in the Chapter Four of this report.

### Case Study/Example:

#### The Urban Form Overlay District, Cleveland, Ohio<sup>18,19</sup>

The City of Cleveland's zoning ordinance includes an overlay district called the Urban Overlay (UO). This district concentrates on making the built form of development pedestrian-friendly and visually appealing. The UO achieves this through a variety of methods:

- Creating a continuous street frontage of buildings through maximum eight foot setbacks, as opposed to the typical commercial minimum setbacks, which can range from 5-10 feet in more urban settings to 35-50 feet in suburban settings;<sup>20,21</sup>
- Detailed architectural requirements such as minimum percentages for window transparency and required building materials on the first floor of buildings (brick, stone, etc.);
- Limiting signage on exteriors to wall-mounted and blade-style signs; and,
- Up to 100% reduction of surface parking requirements and up to 50% reduction in structured parking.



**Figure 3.9:** Examples of building forms typical of buildings without the Urban overlay (on the left) and what they would look like under the urban overlay (on the right).

Source: Google Maps. (2018).<sup>22</sup>

### Case Study/Example:

#### Neighborhood Deputies Program from Atlanta, Georgia

One way to increase code enforcement capacity is to involve residents in the process. In Atlanta, Georgia, the Neighborhood Deputies Program trains residents to identify code and zoning violations in their neighborhoods. When they identify code violations, the Neighborhood Deputies send notice to the business or property owner. If the violation is not corrected, the violation is given to the City's code enforcement staff. This makes identifying violations easier and allows violators a chance to fix issues before involving the municipality.<sup>23</sup>

## ENHANCING THE MEDIAN

**Planning Issue:** The median does not promote safety and connectivity

**Recommendation:** Improve medians to increase safety, attractiveness of the corridor, and facilitate pedestrian and bicycle movement

### Planning Issue Overview:

In our focus groups, residents of Harper Woods and Greater Regent Park expressed concern about the appearance of the median and the build-up of trash along its length. Additional problems are shrubs blocking drivers' view of oncoming traffic while making turns, pedestrians struggling to cross Kelly Road, and the median acting as a barrier between Harper Woods and Greater Regent Park.

### Original Research Findings:

- **Residents expressed dissatisfaction with the appearance of the median**

### Residents Expressed Dissatisfaction with the Appearance of the Median

Both residents and business owners expressed concern about the appearance and upkeep of the median. Residents expressed feeling as though the median appears blighted and unkempt. Residents who drive on Kelly Road expressed concern about being able to see pedestrians and other vehicles past the shrubs. Focus group attendees expressed a desire for more color, such as the planting of flowers.

In addition to the concerns of residents, we observed that the median needs additional upkeep and emphasis in order

Resident Quote: "Another reason to avoid Kelly at night, somebody is always getting hit.. Lighting is bad, shrubs are blocking views of traffic. It's too dark."

to improve visibility for vehicles and pedestrians. This would enable clear sight-lines for drivers making turns as well as for pedestrians crossing the road. The existing shrubs block these sightlines at certain points, making turns and crossings dangerous, as seen in Figure 3.11.



**Figure 3.10:** Kelly Road median with trash



**Figure 3.11:** Shrubs block drivers' views as they approach intersections, decreasing safety for other drivers and pedestrians

## **Recommendation:**

*Improve medians to increase safety, attractiveness of the corridor, and facilitate pedestrian and bicycle movement*

The median of a commercial corridor road can help invite potential visitors or serve as a barrier separating two sides of the road. To address what we heard from residents and observed through our physical conditions assessment, we recommend beautifying the median, increasing the safety of the corridor, and enhancing pedestrian and bicycle access. Interventions aimed at supporting this recommendation can help transform the median into a beautiful, inviting, and safe space for residents and visitors alike.

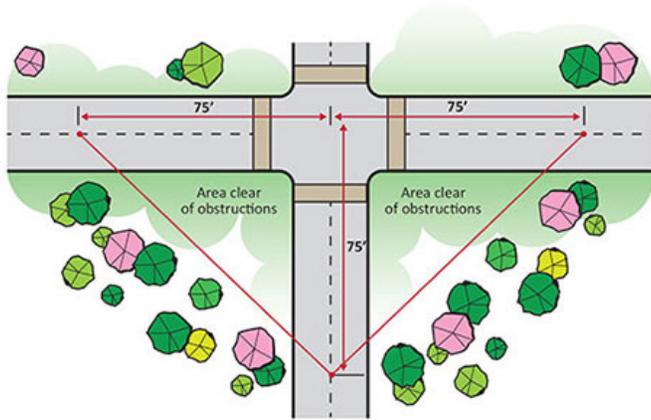
### **Strategies to Address Safety and Connectivity on Kelly Road**

#### **Short-Term Strategies (1-2 years):**

- **Remove shrubs in the median**  
Reducing the height, bulk, and number of shrubs in the medians will help provide a clear line of sight for drivers making turns. The existence of bidirectional crossovers along the median increase the number of potential conflict (crash) points for drivers and pedestrians. This is made worse by the lack of crosswalks and the height of the shrubs in certain areas.<sup>24</sup> Removing the shrubs and maintaining their growth will accordingly help to improve safety.<sup>25</sup> (see Figure 3.12)

#### **Medium-Term Strategies (3-5 years):**

- **Create a wood chip path in median**  
This type of path can serve as a temporary tool to introduce and enable pedestrian movement in the median. The path can be accompanied by benches, tables, and simple street furniture on the north end of the corridor where the median is its widest. Building a wood chip pathway within



**Figure 3.12:** Diagram showing how slower speeds and unobstructed sight-lines are important for maintaining a safe corridor for drivers and pedestrians  
 Source: Chester County Planning Commission. (2017).<sup>26</sup>

the median of Kelly Road could be a productive interim solution to improving pedestrian accessibility. While this path does not facilitate bicycle accessibility, it is a good tool to gauge interest in usage of the median. (See Figure 3.13)

### Long-Term Strategies (5+ years)

- **Create a shared-use asphalt path in median**

In the longer-term, the woodchip pathway could be replaced with a shared-use asphalt path, enabling pedestrians and bicyclists to use the median for safe and comfortable movement north and south along Kelly Road. Per the American Association of State Highway and Transportation Officials (AASHTO), this asphalt path would need to be 10 feet wide in most places, which is less than half of the 22 foot wide median along the southern part of the corridor.<sup>28</sup> Crosswalks compliant with the Americans with Disabilities Act (ADA) would be necessary at frequent intervals to help facilitate use of the path, and crosswalks

would be necessary where cross-streets intersect Kelly Road. The pathway could be designed to leave as many trees as possible intact. This concept of a shared-use path in the median has the potential to serve as a model for the Detroit metropolitan area. (see Figure 3.14)



**Figure 3.13:** Douglas County, Colorado has improved beautification in their median with the addition of flower beds and a wood chip path  
 Source: PCS Group Inc. (n.d.).<sup>27</sup>



**Figure 3.14:** DeWitt, New York is building a shared-use pathway down the center of a four-lane boulevard that is a similar size to Kelly Road  
 Source: Elevating Erie. (2018).<sup>29</sup>



**Figure 3.15:** Kelly Road potential redesign between Moross and Roscommon with a shared-use asphalt path, widened sidewalks, and additional crosswalks



## REDESIGNING THE STREETScape

### **Planning Issue:** Lack of safe crossings and spaces for pedestrians

### **Recommendation:** Improve the streetscape to create a safe and pedestrian-friendly environment

#### **Planning Issue Overview:**

It is widely recognized that pedestrian safety is an essential component for commercial corridors to thrive.<sup>30</sup> Through a combination of original and background research findings, our team has determined that the current pedestrian and safety facilities on Kelly Road are not adequate for the needs of residents, businesses, and visitors.

#### **Original Research Findings:**

- *Residents noted lack of sidewalk space and crosswalks*
- *Residents expressed concern about driving safety*
- *Current lack of bicycle facilities*
- *Parking supply on Kelly Road is adequate*

#### **Residents Noted Lack of Sidewalk Space and Crosswalks**

In our focus groups, residents from Harper Woods and Greater Regent Park expressed dissatisfaction with the lack of safe pedestrian facilities along Kelly Road. Despite residents' desire to walk and bike on Kelly Road, many expressed concerns about safety on the narrow sidewalks and interactions with cars. Residents also discussed the difficulty of crossing Kelly Road, noting that there appears to be high levels of jaywalking against speeding vehicles. The lack of sidewalk space was also noted by residents of both Harper Woods and Greater Regent

Park, who expressed a desire for spaces on the Harper Woods side conducive to sitting, eating, and relaxing. A number of residents from both focus groups also expressed a desire to add public spaces for youth, as denoted in the Chapter Four.

#### **Residents Expressed Concern about Driving Safety**

Additional resident feedback included concerns about safety while driving on the road due to crashes and potholes.

#### **Parking Supply on Kelly Road is Adequate**

The amount of current parking spaces is adequate and serves current needs, especially when considering public parking behind and in front of businesses. Existing walking and transit also provide alternative ways to access the corridor. As shown in Figure 3.16, there are 183 public parking spaces and 448 private parking spaces located on the Harper Woods side alone. This is more than enough to serve the existing businesses. There is an average of over 13 spaces per business on Kelly Road, not including any parallel parking in front of residential properties, parking on the west side of the corridor, or parking at Eastland Center.

Resident Quote:  
 "Every place on Kelly Road  
 has parking which is good."

**Background Research Findings:**

- *Crosswalks and sidewalks are inadequate*
- *Lack of marked bus stops in Harper Woods*
- *Pedestrian safety issues apparent in crash data*
- *Road design causes driving safety concerns*

**Crosswalks and Sidewalks are Inadequate**

Sidewalks along Kelly Road are only 5 feet to 6 feet wide in most places, with the occasional width of 7 feet. These sidewalks are not always in good condition nor are they ADA-compliant. They are also occasionally obstructed by parked vehicles due to a lack of curbs in many places. The condition of the sidewalks may be making it difficult for customers to navigate into businesses on foot.<sup>31</sup> In some cases, pedestrians may come into conflict with the doors to businesses, the facades of buildings, and the parking spaces where the sidewalks are particularly narrow. In 1995, the City of Harper Woods commissioned a "Kelly Road Plan" that indicated a desire to maintain the angled parking on Kelly Road (see Figure 3.16).<sup>32</sup> Over time, the

**Figure 3.16:** Business parking on Kelly Road between Moross and Woodcrest (top) and Woodcrest and the Chandler Park Academies (below)



concrete parking bumpers have migrated further onto the sidewalk, reducing the sidewalk space and creating a hazard for pedestrians. This situation creates a lack of space for the safe movement of pedestrians, discourages walking to retail establishments, and prevents outdoor seating, tables, sales, promotional signage, or other efforts.



**Figure 3.17:** Angled parking on Kelly infringes on the sidewalk and facades of buildings

Resident interviews, focus group feedback, and observational evidence suggest that while there is significant pedestrian activity, Kelly Road is difficult for pedestrians to cross. A lack of crosswalks may be one significant factor shaping perceptions of an unfriendly pedestrian environment. As illustrated in Figure 3.18, there are only six existing crosswalks in the study area, and only three of them are equipped with pedestrian signals. Of these six crosswalks, three serve the Chandler Park Academies. Because crosswalks are absent on most segments of Kelly Road, we noticed jaywalking occurring during our periods of observation. Pedestrians also represent 2.9% of commutes in the Greater Regent Park Census Tract 5001, which is the closest tract to Kelly Road (see census tract reference map in Chapter 1). This could indicate that some residents are walking to work on Kelly Road and could benefit from legal crosswalks.<sup>33</sup>

Another important reason to consider the lack of pedestrian facilities on the corridor is the presence of students in the area, particularly in the areas surrounding the Chandler Park Academies. During school drop-off and pick-up times, residents participating in our focus groups reported that Kelly



**Figure 3.18:** Kelly Road Crosswalk Map, 2018

Road sees an increase in pedestrian and vehicle activity from parents and students of the Chandler Park Academies. Pedestrian volumes are high on both sides of Kelly Road, with hundreds of pedestrians crossing in the 30 minutes before and after school.

#### **Lack of Marked Bus Stops in Harper Woods**

The Detroit Department of Transportation (DDOT) Route 17 Eight Mile bus line serves Kelly Road, as shown in Figure X (DDOT Route 17 Eight Mile Bus Stop Map). Suburban Mobility Authority for Regional Transportation (SMART) buses service Eight Mile and cross Kelly, but do not travel down Kelly or into the Eastland Center complex. Buses represent 2.9% of commutes in Harper Woods and 2.3% of commutes in Greater Regent Park.<sup>34</sup> Evidence from our focus groups, interviews, and our own observations, indicate that a significant number of students from the Chandler Park Academies also use the bus to get to and from the campus. However, bus stop signs are absent on the Harper Woods side of Kelly Road. Generally, bus stops are not only used for passenger boarding, but also for indicating that public transit is an option to reach a destination. Without the presence of bus stop signs, visitors and many residents could be prevented from

exploring this corridor. Ultimately, accessibility to the corridor is restricted by the lack of visibility of transit connectivity. This may lower the corridor's potential for retail success.

#### **Pedestrian Safety Issues Apparent in Crash Data**

Between Moross and Eight Mile, Kelly Road presents safety issues for pedestrians and motorists alike. According to data from the Southeast Michigan Council of Governments (SEMCOG), there were 137 crashes on the corridor between 2012 and 2016.<sup>35</sup> Out of 137 crashes, 10 involved vehicles hitting pedestrians or bicycles, and one pedestrian was killed. Of these, two pedestrians and one bicyclist were hit in front of the Chandler Park Academies.<sup>36</sup> These numbers have prompted the SEMCOG to label Kelly Road as a high-priority corridor for pedestrian and bicycle safety issues in 2017.<sup>37</sup>

#### **Road Design Causes Driving Safety Concerns**

Lane widths on the Kelly Road corridor range from 12 to 18 feet wide, and the road's design enables drivers to feel comfortable at speeds well in excess of the posted 35 miles per hour (mph) speed limit, decreasing the safety of vehicles and pedestrians.



**Figure 3.19:** DDOT Route 17 Eight Mile Bus Stop Map

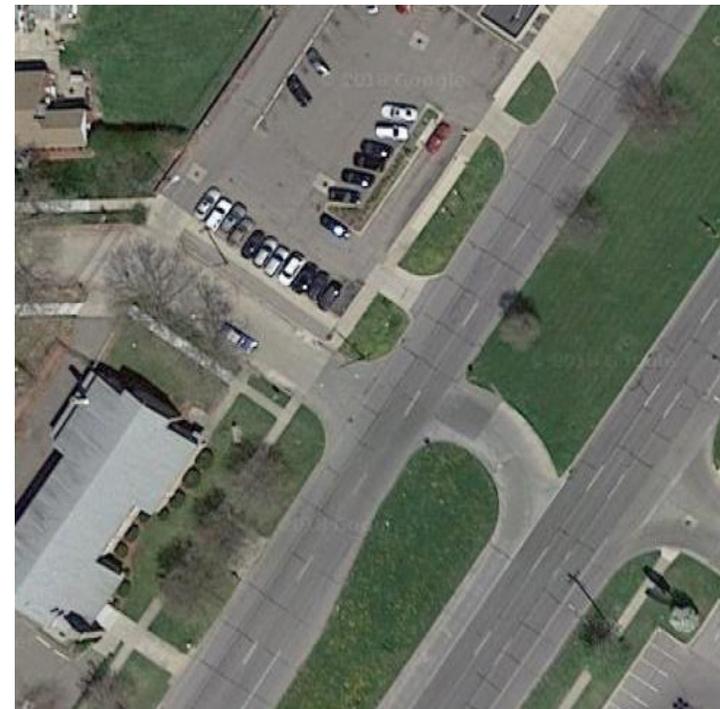
Source: Southeast Michigan Council of Governments. (2017). Retrieved from: <https://maps.semco.opendata.arcgis.com/>



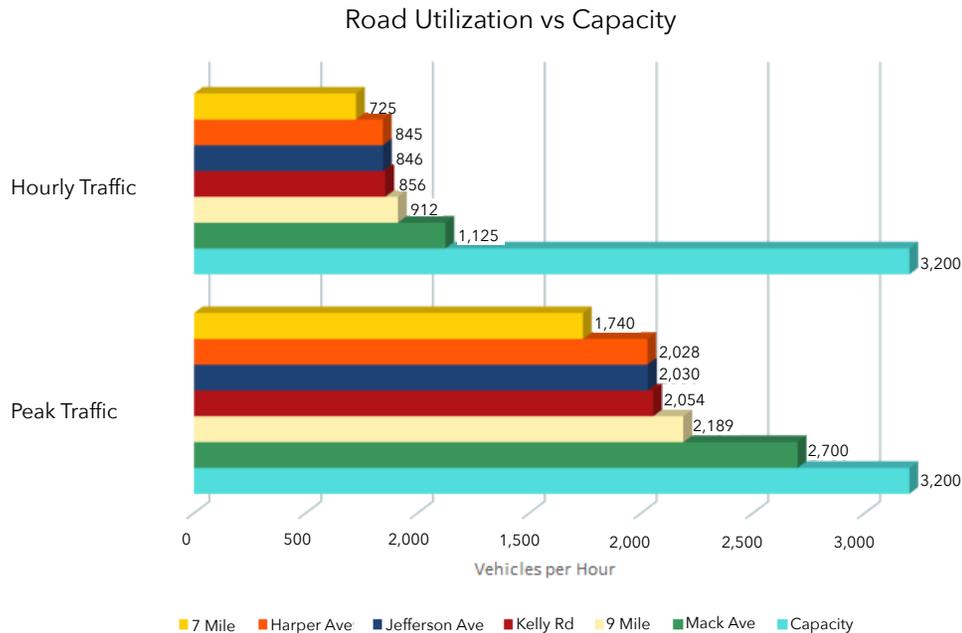
The National Association of City Transportation Officials (NACTO) indicates that there is a correlation between lane width and vehicle speeds, and recommends that a 35 mph road have lane widths between 10 and 11 feet.<sup>38</sup> The current lane widths on Kelly Road, which vary from 12 to 18 feet including the gutter, are capable of supporting speeds in excess of 55 mph.<sup>39</sup> For comparison, the lanes on Kelly Road are wider than the interstate highways' standard width of 12 feet.<sup>40</sup> The potential for high speeds and the

high number of conflict points with cross streets means that the corridor is considered dangerous for pedestrians and vehicles. Further, the corridor is made more dangerous for drivers and pedestrians by the third lanes of traffic with poorly marked merge points on Kelly Road between Eight Mile and Huntington.

Traffic counts on the corridor suggest that there is no congestion on Kelly and that the level of service remains acceptable through peak periods (see Figure 3.22, a fact which is supported by the 1995 "Kelly Road Plan."<sup>41,42</sup> In accordance with the desire to promote pedestrian safety, uninhibited free-flow vehicle traffic is not recommended along the length of the corridor - a condition that already exists.



**Figure 3.20:** The ill-defined addition and subtraction of lanes on Kelly Road makes the corridor less safe for drivers. Source: Google Maps. (2017).<sup>43</sup>



**Figure 3.21:** Four Lane Roads: Utilization vs Capacity  
 Source: SEMCOG. (2010-2017).<sup>44</sup>

## Recommendation:

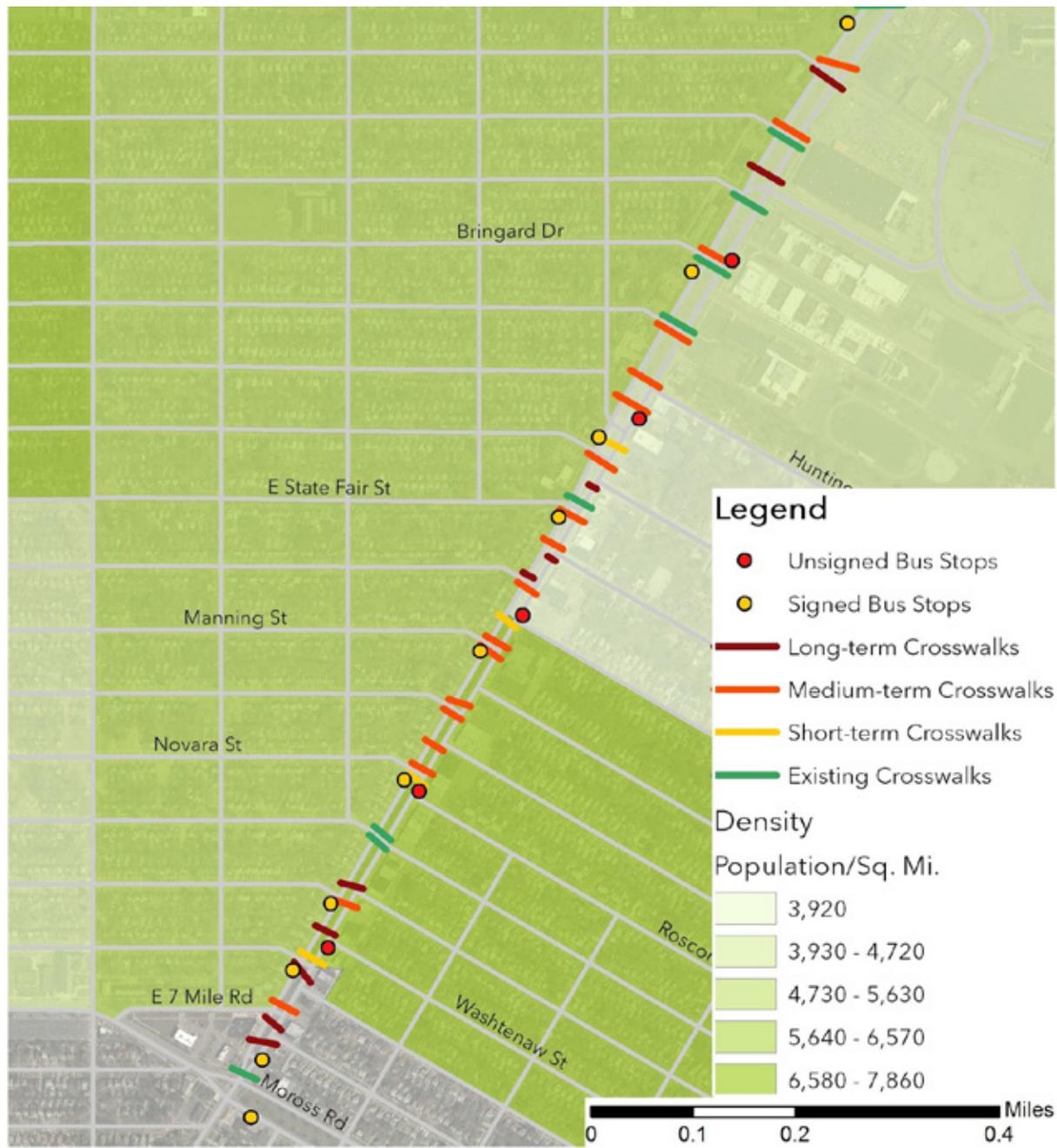
*Improve the streetscape to create a safe and pedestrian-friendly environment*

To address what we heard from residents and business owners and observed through our physical conditions assessment, we recommend working to improve the safety of the corridor and enhance pedestrian, bicycle, and transit access. Improving the streetscape in this way can help change Kelly Road from a high-speed corridor into a pedestrian-friendly, safe, and inviting business district.

### Strategies to Address Lack of safe crossings and spaces for pedestrians

#### Short-Term Strategies (1-2 years):

- **Build crosswalks near bus stops, higher population densities, and existing businesses**  
 Installing more crosswalks along Kelly Road will improve pedestrian safety and discourage jaywalking. We recommend adding crosswalks in three stages; initially at Maddelein Street, Novara and Roscommon Streets, Woodland Street, and Rossini Drive to provide crossing points for pedestrians in closer proximity to existing Harper Woods bus stops, existing businesses, and higher population densities. (see Figure 3.22) As funding becomes available, crosswalks could also be installed at Seven Mile, Lappin/Kenosha, Woodside, Liberal, Manning, Cushing, and Huntington, and later at almost every intersection along Kelly Road. In creating a pedestrian-friendly main street-style corridor, many pedestrian crossings will be essential, similar to other southeast Michigan cities like Farmington or Ypsilanti. Having sufficient crosswalks facilitates a target of zero pedestrian or bicycle crashes with vehicles.<sup>45</sup> This effort could be spearheaded by the City of Harper Woods and completed in conjunction with the Wayne County Roads Division. Stakeholders can consider



**Figure 3.22:** Recommended Crosswalks Map  
 Source: Southeast Michigan Council of Governments. (2017). Retrieved from <https://maps.semco.opendata.arcgis.com/>



**Figure 3.23:** A pedestrian crosses at a crosswalk with Rectangular Rapid Flashing Beacons and supplementary signs in Ann Arbor

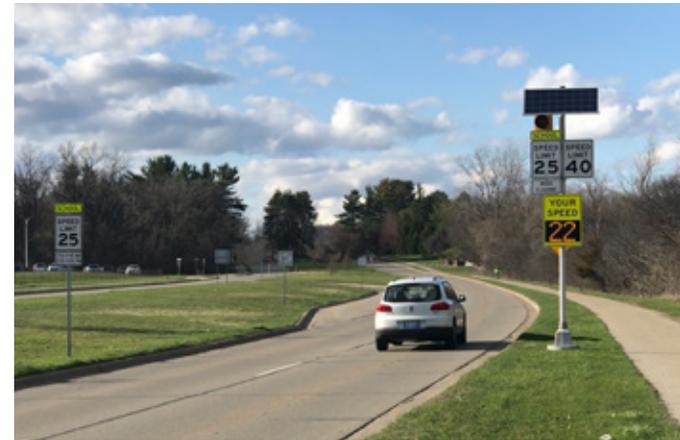
phasing this recommendation across several years to facilitate pedestrian access in correlation with retail and residential growth. Please see **Appendix H** for phasing and standards on proposed crosswalk implementation.

- **Install Detroit Department of Transportation (DDOT) Route 17 bus stop signs in Harper Woods**

Installing bus stop signs where they currently are lacking will allow public transit to have a more visible presence on the corridor, allowing residents, commuters, students at the Chandler Park Academies, and other visitors to have better access. Please see the bus stop map (Figure 3.19) for existing unsigned bus stop locations. This effort could be initiated by the City of Harper Woods and completed in coordination with DDOT.

- **Create a school zone**

Clearly marking a school zone for the Chandler Park Academies before and after school is in session will have immediate implications for Kelly Road. School zones are a federally endorsed tool that allow for reducing speed limits surrounding schools in the time periods directly



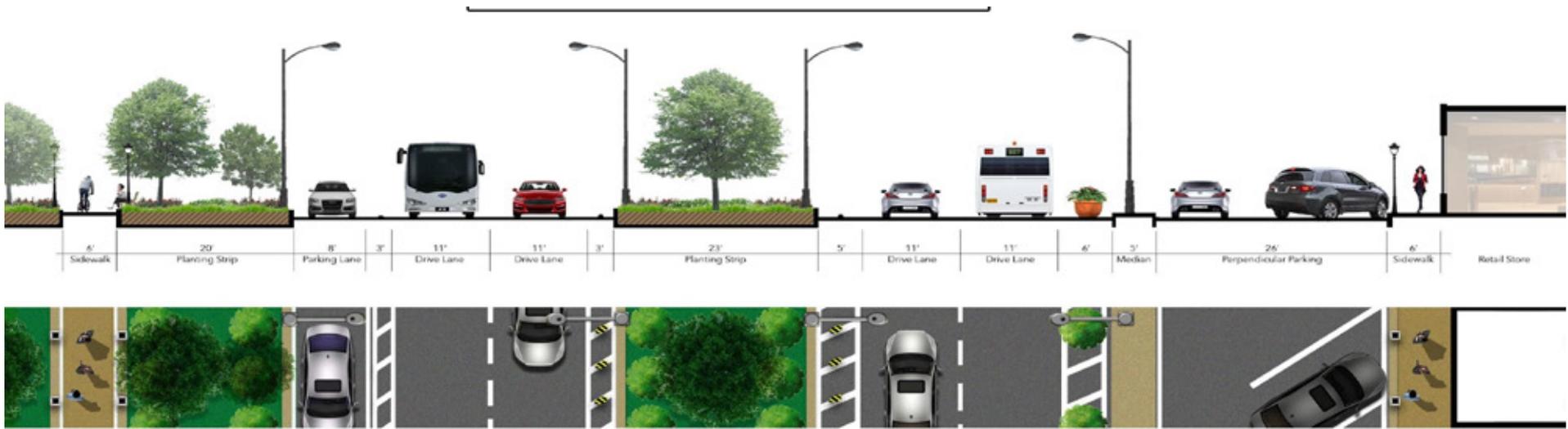
**Figure 3.24:** Ann Arbor, Michigan school zone with a reduced speed limit sign and yellow flashing lights to indicate that the speed limit reduction is in effect

before and after classes are in session. A school zone on Kelly Road would involve installing 25 mph signage and “SCHOOL” pavement markings (see Figure 3.24). In addition to adding crosswalks and pursuing Safe Routes to School (a state-sponsored program to improve pedestrian and bicycle access between neighborhoods and schools), a school zone will help increase pedestrian and vehicle safety in front of the Chandler Park Academies. Flashing yellow lights can further supplement 25 mph speed limit signs to help improve compliance and indicate when the reduced speed limit is in effect. A school zone initiative could be led by the City of Harper Woods and coordinated with the Wayne County Roads Division and the Chandler Park Academies. Please see Appendix I for additional information on school zone implementation.

### Medium-Term Strategies (3-5 years)

- **Narrow traffic lanes to promote compliance with the speed limit**

Reducing traffic lanes to 11 feet or less would involve



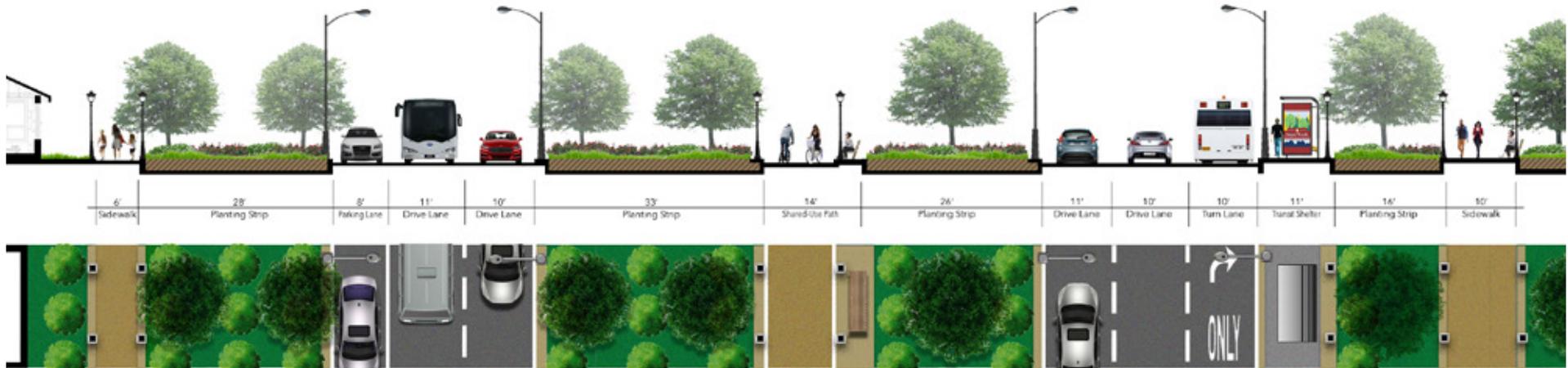
**Figure 3.25:** Cross-section of Kelly Road at Maddelein/Kingsville, shows how buffers, striping, planters, and armadillos can be used as an interim inexpensive solution to narrow lanes of traffic

restriping traffic lanes and creating a painted buffer zone where parking is no longer allowed. This would also include painting buffers along the entire length of the gutters. The two feet of gutter currently on the road should ultimately be recessed into concrete with drains moved into the curb to prevent having this space contribute to lane widths. This will encourage drivers to reduce driving speeds and promote a safer walking environment for pedestrians. This effort could be led by the City of Harper Woods in conjunction with the Wayne County Roads Division. An example of this lane structure can be seen in Figure 3.25.

A supplementary tool for narrowing the lanes could include placing armadillo plastic bumps (also known as traffic exclusion domes) or rumble strips in the gutters. These help reduce speeding. Armadillo bumps can be driven over, but help to narrow the driving lanes, promoting compliance with speed limits. As Kelly Road's level-of-service on the corridor is already



**Figure 3.26:** Armadillos, also known as traffic exclusion domes, are plastic lane buffers that help define lanes of traffic, but can be safely driven over without damaging tires  
Source: Morgan, H. (2014).<sup>48</sup>



**Figure 3.27:** Cross-section of Kelly Road at Maddelein/Kingsville, shows how buffers, striping, planters, and armadillos can be used as an interim inexpensive solution to narrow lanes of traffic

high and experiences no congestion with four lanes, lane narrowing could be further reinforced by removing the third through lane of traffic between Huntington and Eight Mile.<sup>47</sup> Replacing the right-most through lane with several right turn lanes at the Chandler Park Academies and Eastland Center could help improve driver visibility and traffic flow, particularly during peak periods (See Figure 3.27).

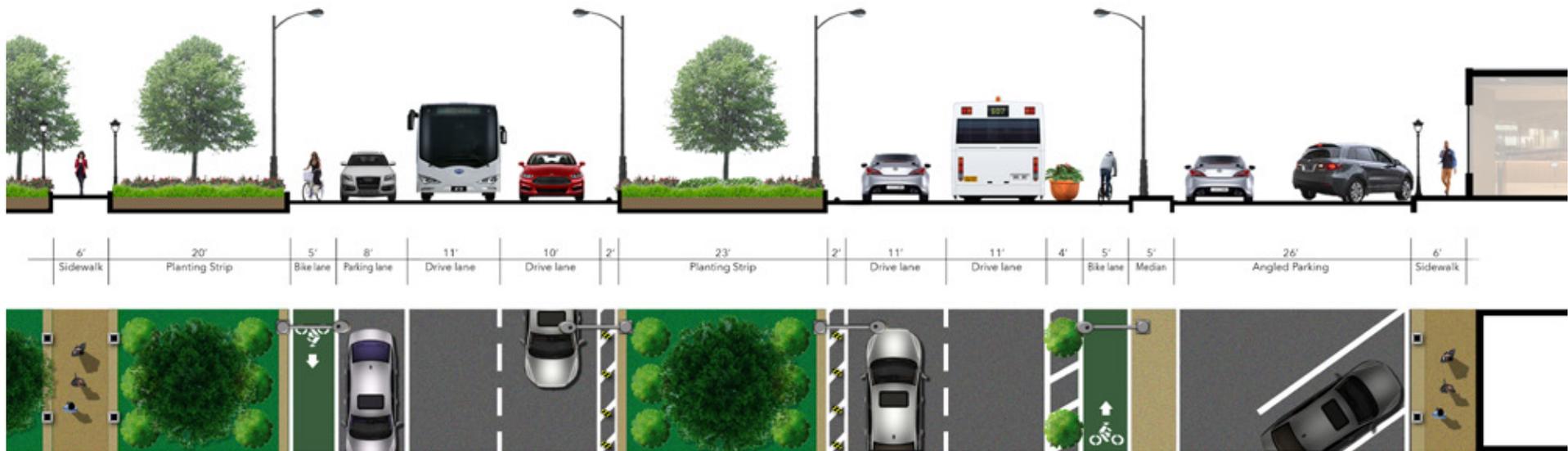
**Long-Term Strategies (5+ years):**

- **Redesign parking and curbs**

Redesigning the parking and curb layout is crucial to the long term success of Kelly Road. This redesign will facilitate the kind of public realm that encourages people to linger and stroll, which could help increase business on the corridor.

The angled parking could ultimately be moved approximately 15 feet farther away from buildings in order to provide more space for walking and to create public

space for businesses to utilize. Moving the parking farther away from buildings would provide space for additional street lights, tables, chairs, benches, bicycle parking/racks, trees, flowers, and/or promotional signage (see Figure 3.28) redesign of Kelly Road at Eastburn with a right turn lane in place of a third lane for through-traffic) for proposed redesign). Additionally, bulb-outs, which are extensions of the sidewalk and curb at intersections, could be used as a tool to help demarcate parking spaces, slow traffic, reduce crossing distances for pedestrians, and improve visibility.<sup>49</sup> Please see Figure 3.28 for additional details.



**Figure 3.28:** Kelly Road at Woodside, showing the full 155 foot right-of-way on Kelly Road at Maddelein and Kingsville and how it might look when redesigned with a shared-use path in the median and wider sidewalks in front of businesses

# PUBLIC SPACES

**Planning Issue:** Lack of public spaces along on the corridor

**Recommendation:** Provide public spaces to create more activity and promote community interaction

**Planning Issue Overview:**

Our team determined through our analysis that there is a lack of appropriate public spaces that could act as venues for people from both communities to come together. To address this issue, we have devised strategies to create an engaging environment for the public realm, providing another reason to visit the corridor beyond shopping.

**Original Research Findings:**

- *Residents expressed dissatisfaction with lack of public spaces and greenery for adults and children*
- *Lighting conditions along the corridor need improvement*

**Resident's Quote:**

"I think we are missing a lot of things to put in empty spaces or things to attract people and the neighborhood."

**Residents Expressed Dissatisfaction with Lack of Public Spaces and Greenery for Adults and Children**

In our focus groups and interviews, several participants mentioned the lack of public spaces. Some residents said they avoid using Kelly Road because it fails to meet their retail needs. Several others mentioned that they only visit for particular purposes, such as grocery shopping, but otherwise have no reason to visit the corridor. When talking about making improvements regarding the physical environment of the corridor, some residents mentioned that they would visit Kelly Road with their children more frequently if parks were available. Similarly, participants in all of the focus groups and interviews discussed wanting more greenery. The results of our physical conditions assessment also revealed a lack of public spaces. Besides the landscaping and grass on Kelly Road's median, the only existing green space is located near Chandler Park Academy Middle School and Chandler Park Academy Elementary School in the north portion of the corridor, providing a contrasting landscape to the more built-up southern portion of Kelly.

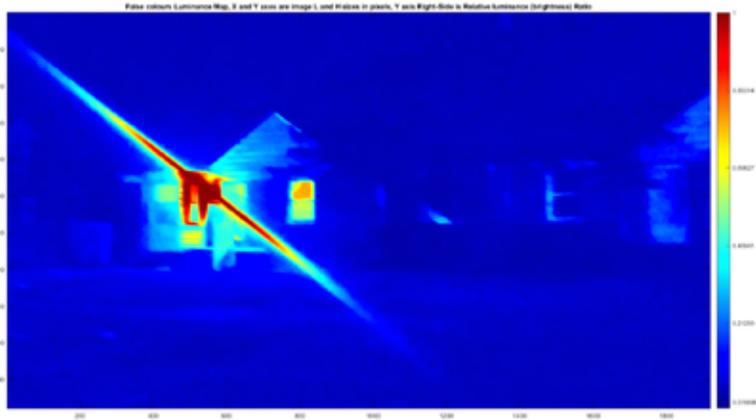
**Lighting Conditions along the Corridor Need Improvement**

Residents of both Greater Regent Park and Harper Woods expressed that the corridor is too dark at night, which deters

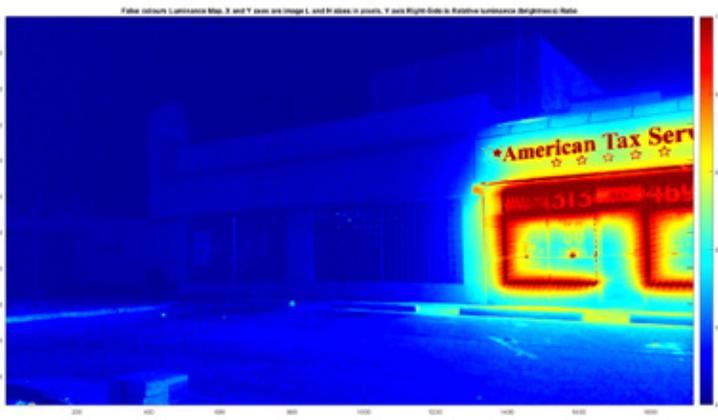
people from shopping or visiting. In addition to what we heard from residents, a lighting analysis by our team shows the corridor as a whole does not meet the standards for uniform lighting according to the Illuminating Engineering Society of North America (IESNA) and is in need of better lighting. Different land-use patterns along Kelly Road also create different lighting conditions. Most of the businesses on Kelly Road are concentrated on the Harper Woods side, where more street lights do exist. On the Detroit side, there are more residential houses and far fewer street lights, as shown in Figure 3.29.

A retail corridor cannot merely rely on the light emitting from stores without appropriate placement of street lighting. On Kelly vacant businesses on the Harper Woods side create dark spots, as shown in Figure 3.30. Lighting conditions were either extremely harsh and unpleasant to the human eye (the orange and red areas), or almost completely dark (blue and dark-blue areas). This creates an uninviting walking environment and discourages potential commercial activities at night.<sup>50</sup>

**Resident's Quote:**  
 "I also avoid Kelly Road during certain hours, evening hours. [...] There is always major accidents on Kelly because it is always very dark."



**Figure 3.29:** Lighting conditions on the Detroit side of Kelly Road



**Figure 3.30:** Lighting conditions on Harper Woods side of Kelly Road

## Background Research Findings:

- *Physical elements can improve commercial corridors*

### Physical Elements Can Improve Commercial Corridors

By looking at other commercial corridors located in Detroit's inner ring suburbs that have made physical improvements in recent years, we gathered elements that can help create public spaces that support vibrant business corridors. When considering these elements, it is important to focus on simple, lower-cost additions, rather than more complicated and expensive improvements.<sup>51</sup>

- *Sidewalks:* Appropriately wide and well-maintained sidewalks help pedestrians feel comfortable while walking along a commercial corridor. Wider sidewalks also allow pedestrians to pass each other comfortably and can provide opportunities for outdoor seating and activities. Adding brick pavers can also help reinforce the identity of a corridor.<sup>52</sup> The current five foot wide sidewalks along the majority of the commercial side of Kelly Road are inadequate to provide the kind of pedestrian experience found in successful commercial corridors. According to current research, small towns and cities require eight to sixteen feet wide sidewalks.<sup>53</sup>
- *Street furniture:* Placing seating along a corridor can allow people to linger and spend time there. It can also provide a place of rest for pedestrians.
- *Landscaping:* Street trees provide shade in warmer months and create opportunities for festive lighting in colder months. There is also evidence that they provide strategic business advantages that could lead to increased sales.<sup>54</sup> Street trees can provide a "restorative experience" that reduce stress in shoppers, which can increase the likelihood of them spending more money.<sup>55</sup> Outdoor planters can also provide visual variety by adding color.
- *Parks and open space:* Open space provides a neutral place for people to relax, participate in community activities, and interact with other residents.

### Example of a commercial corridor in Berkley, Michigan<sup>56</sup>

Twelve Mile Road in Berkley, Michigan, is an example of a commercial corridor in an inner-ring suburb that made simple physical improvements to make the street more distinct and attractive.



1. Distinctive street lighting helps brand the corridor and provides an element that differentiates it from other streets while increasing safety through better illumination.
2. Brick pavers give the sidewalk an interesting look and make this area visually distinct from other corridors.
3. Wide sidewalks allow pedestrians to comfortably pass each other and meet ADA requirements.
4. Simple street furniture creates opportunities for customers and residents to linger on the corridor. In this instance, the bench serves as a transit stop and for pedestrian comfort.
5. Street trees and landscaping help beautify the corridor.
6. The bulb-out narrows roadway and shortens the distance for pedestrians to cross.

## Recommendation:

*Provide public spaces to create more activity and promote community interaction*

Amenities that residents expressed they wanted to see on the corridor include more green space, including parks or playgrounds for children. Public spaces such as parks can act as neutral places for social interactions, providing a catalyst for improving connections between the two communities. They are also helpful for enhancing community identity among residents. When a neighborhood has thriving public spaces, residents have a strong sense of community; conversely, when such spaces are absent in a neighborhood, people may feel less connected to each other.<sup>57</sup> Therefore, to create more activities and enhance community interaction, we recommend creating public spaces and introducing street furniture, such as benches and street lights, to allow for more opportunities for shoppers to linger and spend more time on Kelly Road. This will also help solidify a positive community identity among members of the two communities and build a stronger connection between people and the place itself.

### Strategies to Strategies to Create Public Spaces

#### Short-Term Strategies (1-2 years):

- **Where possible, install street furniture to enhance Kelly Road's aesthetics, visual identity, function, and pedestrian mobility**

Examples of street furniture include: seating, waste receptacles, signage, lighting, fountains, bollards, and public art, see Figure 3.31.<sup>58</sup> This strategy could also support the branding recommendation in Chapter Two of this report by marking street furniture with the logo of the corridor. The City of Harper Woods Department of Public Works could lead this initiative to help develop an inviting corridor by installing street furniture and taking charge of

maintenance needs. To coordinate with other improvements, street furniture, particularly benches, could be installed in the four blocks from Kenosha to Woodcrest. Some segments of the sidewalk are wide enough for street furniture installations, especially at intersections, as shown in Figure 3.32.



**Figure 3.31:** Street furniture complementing area retail, Concord, New Hampshire

Source: Law, J. (2017).<sup>59</sup>



**Figure 3.32:** Sidewalk at the corner of Kelly and Woodcrest

Source: Google Maps. (2017).<sup>61</sup>

### Medium-Term Strategies (3-5 years):

- **Build pocket parks as public spaces and multi-use destinations**

A pocket park is a small outdoor space that can be used for residents to gather, relax and have social interaction. One advantage of pocket parks is that they only require a small lot and have relatively low construction costs.<sup>62</sup> A pocket park can include a playground for children. Natural elements, such as plantings, water, and trees, are a common feature of pocket parks that serve to improve the overall appearance of a neighborhood.<sup>63</sup> A well-designed park is also associated with the perception of safety and promotes more “eyes on the street,” which creates a safer environment for everyone.<sup>64</sup>

A unique feature of pocket parks is that they can be created out of vacant lots.<sup>65</sup> In fact, many pocket parks are developed by community groups reclaiming forgotten spaces for the benefit of the local neighborhood.<sup>66,67</sup> Based on these precedents, our team suggests two places on Kelly Road that could be converted to pocket parks. One is the vacant space at 19536 Kelly Road (see Figure 3.33). This lot is approximately 50 feet by 90 feet.

The other potential place for a pocket park is the small space between buildings in the middle of 20008 and 20010 Kelly, shown in Figure 31. This space is approximately 55 feet by 10 feet, which is smaller lot than 19536 Kelly.

The City of Harper Woods Parks and Recreation Department could partner with LifeBUILDERS to plan for and implement pocket parks. The project should incorporate resident feedback and comments from both sides of Kelly Road to help inform the process. A Community Development Block Grant from the Michigan Economic Development Corporation could be a possible



**Figure 3.33:** A vacant space at 19536 Kelly Road



**Figure 3.34:** A small lot between 20008 and 20010 Kelly Road  
Source: Google Maps. (2017).<sup>68</sup>

assistance for this project. This grant is eligible for cities, villages, and townships with populations under 50,000 for the purposes of economic development, community development and housing projects.<sup>69</sup>

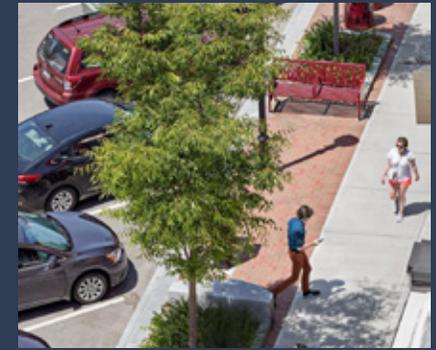
### Long-Term Strategies (5+ years):

- **Lighting interventions**

The Kelly Road corridor needs better lighting to promote safety at night and allow for longer business hours. A successful retail corridor requires three sources of lighting: street lights, lamps at lower heights that reach between and below most trees, and light emitted from stores.<sup>70</sup> Strategies in Chapter Two that address business activity and vacancy will help increase the amount of light emitted from stores. In addition, installing more street lights could create a uniformly lit corridor. The appropriate placement and design of street lights could also provide a unified visual and improve the street aesthetic (see Appendix J for details). Wayne County could coordinate with the City of Harper Woods, the City of Detroit, and adjacent cities to conduct a comprehensive lighting condition assessment to identify problem areas that lack lighting or require lighting improvement. Major roads, such as Kelly Road and Gratiot Avenue, can be evaluated first for the feasibility of new installations.

**Case Study/Example:  
Main Street Improvements, City of Concord, New Hampshire**

The City of Concord's revitalization project redesigned a historic main street by installing street furniture to create a more welcoming, vibrant, and interesting public space for the community. Benches, street lights, and trash bins were placed between the sidewalk and travel lanes, shown in Figure 3.35. These installations create a comfortable and inviting setting as well as separate vehicle and pedestrian traffic. Additionally, gathering spaces with a variety of seating options are located along the street, which creates new public spaces that could be used for future installations of public art or hosting small events.<sup>71</sup>



**Figure 3.35:** Street furniture installed on sidewalk, Concord, New Hampshire  
Source: Law, J. (2017).<sup>72</sup>

**Case Study/Example:  
John F. Collins Park,  
Philadelphia, Pennsylvania**

A similar project, John F. Collins Park (located in Philadelphia), provides an example of what this park could look like (see Figure 3.36).<sup>73</sup> John F. Collins Park is located in the city center, providing pedestrians with a tranquil spot away from traffic and noise. The park's major design components include benches, lighting, landscaping, and a fountain (see Figure 3.37). The park is closed at night to deter crime. If the two proposed locations on the Harper Woods side of Kelly Road are converted to pocket parks and readily used by residents, vacant houses on the Detroit side could also be repurposed for additional public uses.



**Figure 3.36:** Shoppers and office workers enjoying John F. Collins Park, Philadelphia  
Source: Center City Philadelphia. (n.d.).<sup>74</sup>



**Figure 3.37:** Landscaping in John F. Collins Park, Philadelphia  
Source: Center City Philadelphia. (n.d.).<sup>74</sup>

**Case Study/Example:**  
**Downtown Victorian Park in West Branch, Michigan**

This pocket park is in a bustling shopping district that offers a variety of retail options. The City innovatively created a park using open space between two businesses (see Figure 3.38).<sup>75</sup> This cozy park offers convenient public restrooms, landscaping, and a water fountain.<sup>76</sup> In addition, the park has pavers to differentiate it from the sidewalk and to create a different atmosphere than its surroundings. The Downtown Victorian Park was created by the West Branch Downtown Development Authority (DDA) with Community Development Block Grant funding with a 70/30 match from the City Administration and Michigan Economic Development Corporation.<sup>77</sup>



**Figure 3.38:** Downtown Victorian Park in West Branch, Michigan  
Source: Google Maps. (2016).<sup>78</sup>

**Case Study/Example:**  
**Columbia Pike, Arlington, Virginia**

Columbia Pike is a 3.5-mile commercial corridor in Arlington, Virginia with a variety of retail options that serves as a direct route to the Pentagon and other U.S. federal government buildings. To respond to resident feedback about how to improve the corridor in 2002, Arlington County government initiated street light construction to improve pedestrian and bicycle safety, as shown in Figure 3.39.<sup>79</sup> The provision of street lights provided a sense of safety and security for pedestrians and encouraged the potential for nighttime activities. In addition, the county developed its Street Lighting Master Plan to determine future needs, costs, and priorities associated with street light improvements.<sup>80</sup>



**Figure 3.39:** Lights and traffic on the Columbia Pike at night  
Source: Wolf, L. (2013).<sup>81</sup>

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## Chapter 4:



# Quality of Life

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## Introduction

Quality of life can be determined by factors of livability, such as health, housing, the environment, and education.<sup>1</sup> For this report, we define quality of life as the social aspects that influence livability, such as people, population trends, safety, housing, and access to social services. These factors determine conditions within the communities, and by extension, of Kelly Road. The area surrounding Kelly Road has experienced a series of changes to social factors like population, housing conditions, and safety<sup>2,3</sup>.

In our conversations with residents and business owners, we found that perceived and actual crime has disrupted social cohesion and sense of place along the corridor. An increase in rental households has impacted the condition and stability of the neighborhoods. In addition, the growing share of lower income households has highlighted a need for social service provision in the area. While our report focuses on the revitalization of Kelly Road, conditions within the surrounding communities affect the vitality of the commercial corridor, and vice versa. Our recommendations for neighborhood stabilization around Kelly Road can improve the quality of life for current and future residents by strengthening the relationships within and between Greater Regent Park, Harper Woods, and Kelly Road.

This chapter is divided into four main sections:

1. Social divisions along the corridor;
2. Crime and safety issues;
3. Neighborhood condition and stability; and,
4. Access to resources

## SOCIAL DIVISIONS

**Planning Issue:** A negative perception of changing demographics has contributed to social divisions between and within the two communities, which could prevent organizing around shared community concerns

**Recommendation:** Strengthen relationships within and between the two communities through community-building events and community engagement processes

### Planning Issue Overview:

As adjacent communities, Greater Regent Park and Harper Woods exhibit some similar social trends as well as a few distinct outcomes. Both geographies have experienced population shrinkage, a shift in racial composition, and a diverse representation of age groups. Some changes have led to negative perceptions of “the other” that contribute to social fracturing within and across communities. These distinct attitudes, as well as the city border that divides Greater Regent Park and Harper Woods, can prevent cooperation across Kelly Road to address similar or shared challenges.

### Original Research Findings:

- *Harper Woods residents expressed distrust of the “Detroit side”*
- *Harper Woods residents expressed concern over increasing share of renters*

#### Resident Quote:

“When you see people cross over from Detroit that is a red flag, Detroit needs to improve their side of the road”

### Harper Woods Residents Expressed Distrust of the “Detroit side”

Multiple participants in our business owner surveys and Harper Woods resident focus group expressed the belief that unsafe behaviors on Kelly Road originate from the Greater Regent Park side of the corridor. They mentioned their belief that the zip code, 48205, is one of the most dangerous in Detroit. This attitude has contributed to negative qualities associated with Greater Regent Park and its residents.

Harper Woods residents specifically asked for additional policing on the Detroit side of Kelly Road. One resident in particular shared concerns about gun violence, petty theft, and alcohol and drug use. While we discuss crime and safety later in this chapter, these perceptions about Greater Regent Park create challenges to cross-jurisdictional efforts to improve Kelly Road.

### Harper Woods Residents Expressed Concern over Increasing Share of Renters

In our Harper Woods focus group, which primarily consisted of homeowners, residents suggested that the increase in

renter households has a negative effect on the community. In addition, the 2017 Neighborhoods Improvement Plan identified this increase in renters as a cause for concern. Some Harper Woods residents suggested that renter households are less likely to invest in their communities. This belief does not recognize the contributions that renters can make to a neighborhoods.

**Background Research Findings:**

- **Declining population since the 1970s within both communities**
- **Strong age diversity in both communities**
- **Increasing minority race population in both communities**

**Declining Population Since the 1970s Within Both Communities**

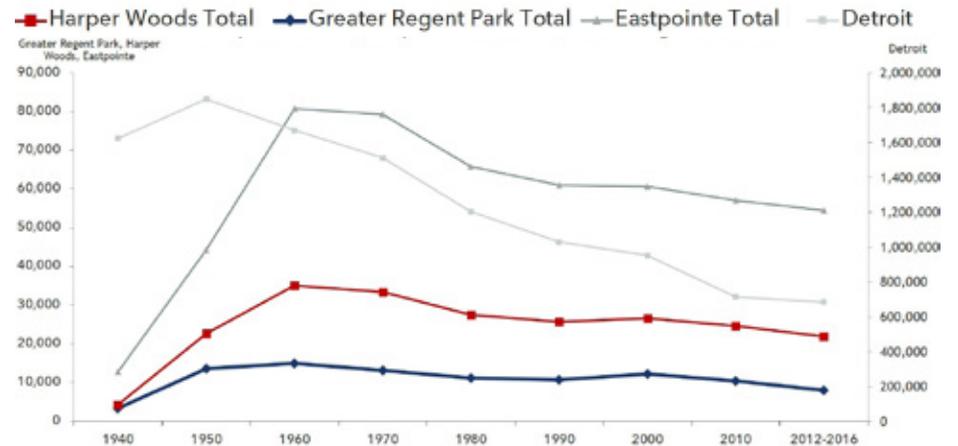
Between 1946 and the late 1950s, the population of the United States increased rapidly because of the “baby boom” following World War II.<sup>4</sup> Harper Woods, Eastpointe, and Detroit, including the Greater Regent Park neighborhood, reflected this trend beginning in the 1940s.<sup>5</sup> During the 1950s and 1960s, a drop in birth rate, the departure of residents to surrounding suburbs, and the fall of the automotive industry in Detroit contributed to declining local population.<sup>6, 7, 8</sup>

The city of Detroit reached its peak population in the early 1950s, at 1.8 million residents, which preceded a sharp drop in population until the 2010s. The population has continued to drop until the last available estimates from 2012-2016, though at a less dramatic rate. Within Greater Regent Park, the population continued to grow until the 1960s, after which it declined with the rest of the city. After a brief period of population growth between 1990 and 2000, the neighborhood has continued to lose population at a faster rate than any of the surrounding geographies (35.4% between 2010 and the 2012-2016 estimates). The cities of

Harper Woods and Eastpointe, both inner ring suburbs of Detroit, reached their peak populations in the 1970s. The populations in both cities have somewhat stabilized since 2010, suggesting that these communities may offer a more robust quality of life compared to Greater Regent Park.<sup>9</sup>

**Strong Age Diversity in Both Communities**

Diversity can act as a social strength for the communities in question. Demographic trends show that both Greater Regent Park and Harper Woods have a healthy distribution of youth, adult, and elderly residents.<sup>10, 11</sup> The distribution of age groups within our geographies of study have implications for the current and future stability of the area. Both Greater Regent Park and Harper Woods had an even distribution of young and middle-aged residents. In 2012-2016, compared to Greater Regent Park, Harper Woods had a larger share of elderly residents, which suggests these residents have been able to more successfully age in place (see Figure 4.3)<sup>12</sup> This

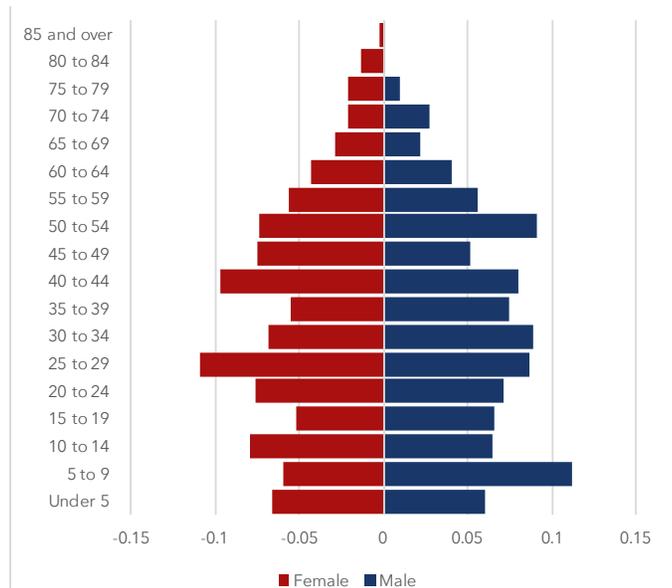


**Figure 4.1:** Greater Regent Park, Harper Woods, Eastpointe, and Detroit population trends, 1940-2016

Source: U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-Year Estimates, Table B01003: Total Population. Retrieved from <https://factfinder.census.gov>

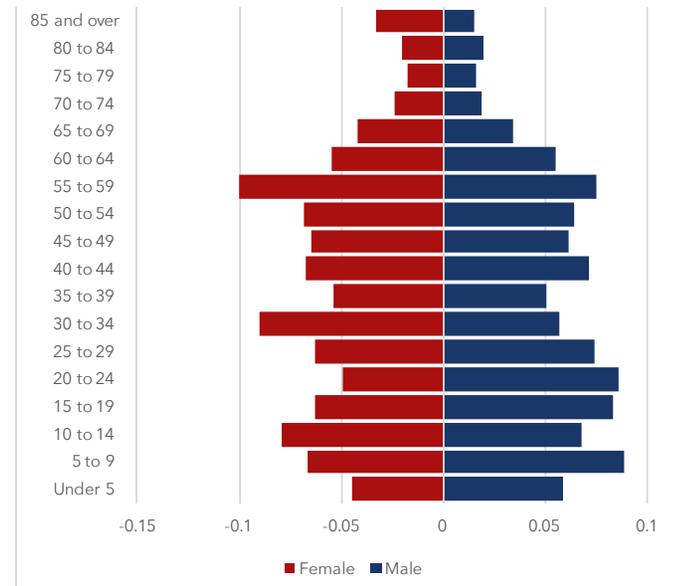
may be tied to evidence that, compared to Greater Regent Park, a larger share of Harper Woods residents moved into the city before 1980.<sup>13</sup>

Some experts have found that younger adults and families have a higher likelihood of being renters because of their greater mobility, which could have a destabilizing effect on a neighborhood.<sup>14</sup> The significant number of people under the age 30 may appear to limit economic and community development on and around Kelly Road. However, a diversity of ages can act as an asset for communities if leveraged appropriately; strategic interventions can improve neighborhoods by helping develop safe, well-maintained, and socially cohesive places.<sup>15</sup> Changes at the smallest neighborhood increments, such as the block level, can improve quality of life.<sup>16</sup> Suggested interventions will be discussed in the following recommendations, as well as in Chapter Five.



**Figure 4.2:** Greater Regent Park Neighborhood Age Cohort Pyramid by Gender, 2012-2016

Source: U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-Year Estimates, Table S0101: Age and Sex. Retrieved from <https://factfinder.census.gov>



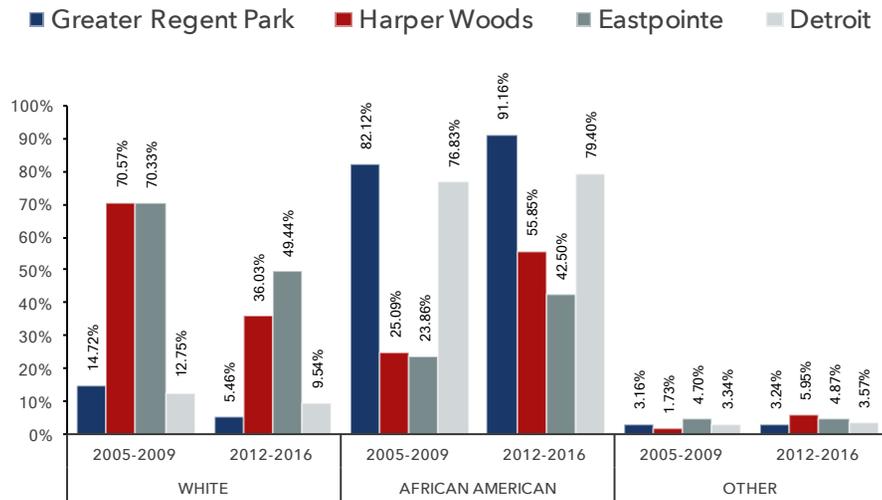
**Figure 4.3:** City of Harper Woods Age Cohort Pyramid by Gender, 2012-2016

Source: U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-Year Estimates, Table S0101: Age and Sex. Retrieved from <https://factfinder.census.gov>

### **Increasing Minority Race Population in Both Communities**

Local changes in racial demographics could provide greater social cohesiveness between Harper Woods and Greater Regent Park. Of the four areas included in our analysis, the city of Harper Woods experienced the most dramatic racial transition within the past ten years. According to 5-year estimates from 2005-2009, the city's population was predominantly white (70.6%) with a strong minority of African Americans (25.1%).<sup>18</sup> The same data from 2012-2016 showed that the population of white residents fell to 36.0%, while the African American population grew to 55.9%. Over the same period in Greater Regent Park, the African American population increased from 82.1% to 91.2%.<sup>19</sup>

These changes represent an increase in minority race representation in both communities, which is an asset for the area and can help promote social cohesion.



**Figure 4.4:** Racial Composition, Greater Regent Park, Harper Woods, Eastpointe, and Detroit, 2005-2009 and 2012-2016 17

Source: U.S. Census Bureau. American Community Survey. (2009). 2005-2009 American Community Survey 5-Year Estimates, Table B03002: Hispanic or Latino Origin by Race. Retrieved from <https://factfinder.census.gov>; U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-Year Estimates, Table B03002: Hispanic or Latino Origin By Race. Retrieved from <https://factfinder.census.gov>

## Recommendation:

*Strengthen the relationship within and between the two neighborhoods through community-building events and community engagement processes*

Given the social divisions and demographic changes in both Harper Woods and Greater Regent Park, both areas could benefit from a stronger sense of community. Since both communities have experienced similar changes and challenges, each could benefit from coordinating activities across city and neighborhood borders. The current sense of social division could deter such collaborative actions.

An overarching principle that community leaders can use to address these changes is to promote “place attachments.” These are the positive bonds between people and places that foster individual identity and psychological benefits. In the face of demographic changes, neighborhoods that provide quality housing, community-based organizations, personalization and maintenance of properties, and reduced crime could increase place attachment for a diverse community of residents.<sup>20</sup> We recommend three strategies to unite the leaders, residents, and business communities to work together in improving the quality of life along and around Kelly Road.

### Strategies to Address Social Divisions

Our proposed strategies are organized in three phases: short-term (1-2 years), medium-term (3-5 years), and long-term (5+ years).

#### Short-Term strategies (1-2 years):

- **Create a place-based Kelly Road Task Force that focuses on revitalizing the corridor to bridge communities and help plan neighborhood activities/events**

We recommend creating a place-based Kelly Road Task Force with members from both communities to pursue a shared vision for the corridor. This would allow

residents from Greater Regent Park and Harper Woods to provide joint support and recommendations for improvements along and across Kelly Road. Through the Regent Park Community Association and the Harper Woods Neighborhood Development Coalition, motivated residents on both sides of the corridor have already organized to discuss and address similar challenges. A Kelly Road Task Force could build upon these organizations and propel momentum for change on both sides of the corridor. Shared challenges include commercial and residential vacancies, increasing rates of rental households, and declining community cohesion. The Kelly Road Task Force could act as a forum to allow community members to address these issues in a way that brings residents together. Addressing conditions on Kelly Road will require promoting health, safety, and social connections across borders.<sup>21</sup> This strategy requires buy-in from the Regent Park Community Association and the Harper Woods Neighborhood Development Coalition.

- **Host inclusive, cross-border, and family-friendly events on Kelly Road to create opportunities for positive social experiences**

To address some of the social divisions across Kelly Road, we recommend that leaders, residents, and business owners work together to develop events that build a sense of community along and across the corridor. Holding events that community members of all backgrounds can enjoy could address some social divisions described above. One example close to Kelly Road, the Eight Mile Boulevard Association (8MBA) is a multi-jurisdictional nonprofit with 13 member communities, including the City of Harper Woods, working to promote the revitalization of the Eight Mile corridor.<sup>22</sup> 8MBA holds an annual corridor cleanup event called “Hands on 8 Mile” that brings together volunteers from community-based organizations, such as schools, churches, businesses, and block clubs, based in various cities.<sup>23</sup>

This event brings together stakeholders with different relationships to the corridor to complete a community service project. Events like this can impact the aspects of Kelly Road addressed in this report: neighborhoods, quality of life, economic development and the physical environment. Kelly Road stakeholders can determine the type of event that would best suit the corridor, whether that be a similar cleanup to “Hands on 8 Mile” or a festival that hosts family-friendly social activities (see Figure 4.5). Providing opportunities for community members from both Greater Regent Park and Harper Woods to mingle and have positive social experiences would help build community ownership over the state of Kelly Road. This effort could be spearheaded by the newly forming Harper Woods Business Association, which could be more inclusive of Detroit businesses on Kelly Road. In addition, the Association can recruit participants from local nonprofits, such as LifeBUILDERS and churches on the corridor.



**Figure 4.5:** The Eight Mile Boulevard Association holds “Hands on 8 Mile,” an annual corridor cleanup

Source: Eight Mile Boulevard Association. (2014).<sup>24</sup>

### Case Study/Example:

#### The 79th Street Coalition for Change in Miami-Dade County, Florida<sup>25</sup>

John and David Merritt started Narrow Way Cafe in 2016 in the Similar to the Kelly Road corridor, the 79th Street Corridor community in Miami-Dade County experienced widespread development after World War II and was recently in need of stabilization and reinvestment.<sup>26</sup> However, the community's boundaries did not fit a widely recognized neighborhood. Instead, the area in need of stabilization included parts of multiple neighborhoods, jurisdictions, and even unincorporated areas.<sup>27</sup> In 2009, Miami-Dade County formally defined the area as having conditions of blight and established it as a Community Reinvestment Area (CRA) to promote redevelopment.<sup>28</sup> The 79th Street Coalition for Change was created as a cross-sectoral and cross-jurisdictional coalition to address stabilization and economic development potential. The coalition is led by three community-based development organizations seeking to transform the fragmented residential, commercial, and industrial area into a desirable and cohesive community.<sup>29</sup> The coalition's steering committee includes individuals from both the state and local government. This model could be used as a framework for the proposed Kelly Road Task Force. For more information about the 79th Street Coalition's housing-based revitalization strategies, please refer to the discussion later in this chapter.



**Figure 4.6: The North Side Shopping Center in the 79th Street Corridor, which the coalition is working together to turn into a walkable town center**

Source: 79th Street Corridor. (2010)<sup>30</sup>

## CRIME AND SAFETY

**Planning Issue:** Lack of coordinated approach in addressing crime on both sides of the Kelly Road corridor

**Recommendation:** Promote transparency, coordination, and the enhancement of safety infrastructure in order to lower the amount of crime incidents and improve safety perceptions

**Planning Issue Overview:**

Residents and business owners view crime and safety as a serious concern and a barrier to revitalization of the corridor; concerns about safety taint the overall neighborhood perception and affect resident and visitor patronage of local retail. Negative perceptions can also prevent potential business owners from locating there.<sup>31</sup> Given the media attention around zip code 48205 as one of Detroit's most dangerous areas, there is a strong perception that crime and safety issues are limited to the Detroit side of Kelly Road.<sup>32</sup> Since Kelly Road is the border between two cities with separate police departments, a coordinated approach to crime and safety, including policing strategies/presence and the sharing of crime and safety data, is necessary.

**Original Research Findings:**

**Resident Quote:** "These areas of Detroit are among the worst in the nation [...] this bad area presents a major problem for Harper Woods' Kelly Road improvements. What businesses would like to be located in this area?"

- *Residents perceive the Detroit side of Kelly Road as more dangerous and believe it affects business vitality*
- *Residents avoid visiting specific locations on Kelly Road at night*
- *Business owners on Kelly Road believe it is unsafe*

**Residents Perceive the Detroit Side of Kelly Road as More Dangerous and Believe It Affects Business Vitality**

In both our focus groups and resident interviews, residents from Greater Regent Park and Harper Woods stated a belief that crime and safety issues are more pronounced on the Detroit side of Kelly Road. Many mentioned their desire for stronger police presence on the Detroit side, with several stating the need for a mini Detroit precinct station. Several Greater Regent Park residents also said that the Detroit police often do not respond promptly to emergency calls. Similarly, in the Harper Woods Neighborhoods Improvement Plan, residents discussed wanting to improve relationships with the Detroit Police Department to ensure a positive response when reporting incidents on the Detroit side. Residents told us that they often see Harper Woods police on Kelly Road, but rarely Detroit police. Additionally, many Greater Regent Park residents mentioned the prevalence and fear of car thefts in their neighborhood, a concern not shared by

**Resident quote:**  
"The CVS used to have a 24-hour pharmacy, but they closed it down for crime."

**Resident Quote:**  
"The gas station has become a place for crime. A sense of safety has not been there."

Harper Woods residents. Many residents from both groups also suggested that the presence of crime affects their perceptions and use of the corridor, stating there has been some decline in businesses on the corridor due to crime. Many residents stated that they believe businesses will not come back until the entire corridor is perceived as a safe area.

**Resident quote:**  
"On the Detroit side, police don't even come. If they do come, it's 30-40 minutes later. It's not tolerated on the Harper Woods side"

### **Residents Avoid Visiting Specific Locations of Kelly Road at Night**

Residents in our focus groups and interviews discussed avoiding Kelly Road at night for fear of criminal activity and therefore only visit local businesses during the day. Some residents mentioned that if they must go to Kelly Road after dark, they are extremely cautious. Many residents discussed specifically avoiding the Sunoco gas station at the corner of Eastwood, viewing that store as a hotspot for crime. During our focus group mapping activities, residents also stated that they tend to avoid the southern end of Kelly Road because they perceive it as dangerous. Several Harper Woods residents discussed the fear of being accosted at Kelly Road businesses and the potential for gun violence.

### **Business Owners on Kelly Road Believe It is Unsafe**

When asked how they would describe Kelly Road, half of all business owners surveyed described it as "unsafe." The owner of the Subway on Kelly Road stated that since he started running his business, he has experienced a string of robberies, which prompted him to install bulletproof glass. In addition, several participants in our business owner survey suggested the need for increased police presence on the corridor to decrease crime rates.

### **Background Research Findings**

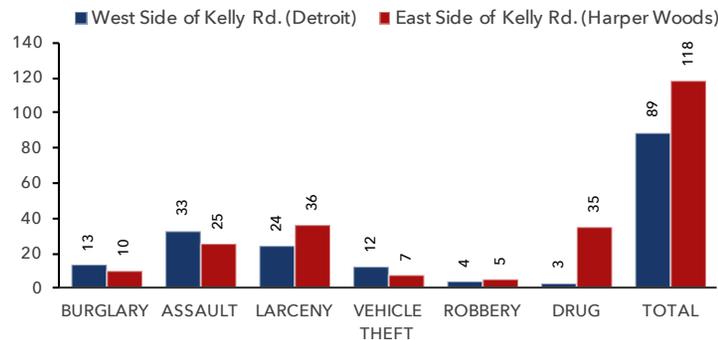
- *The number of crime incidents are comparable on both sides of Kelly Road*
- *Crimes are concentrated in southern and central parts of the corridor*

### **The Number of Crime Incidents are Comparable on Both Sides of Kelly Road**

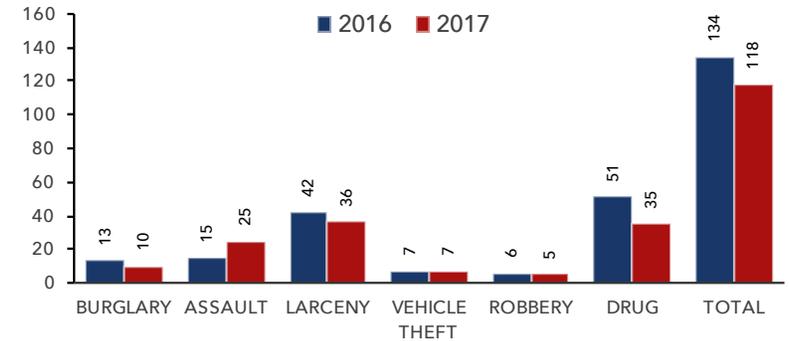
In order to identify the types and locations of crime along the corridor, our team analyzed data provided by the Harper Woods Police Department and the City of Detroit. We looked at the Federal Bureau of Investigation's Uniform Crime

**Resident Quote:**  
"I only visit Kelly Road when it's still light outside"

Reporting categories of burglary, assault, larceny, vehicle theft, robbery, and drug-related crimes, as these were the most prevalent on the corridor.<sup>33</sup> According to our analysis, in 2017, there were 89 crime incidents on the west side of Kelly Road and 118 on the east side (see Figure 4.6).<sup>34,35,36</sup> Assaults, larcenies, and drug-related crimes were the most commonly reported of our analyzed categories along both sides of Kelly Road. The most common crime category on the east side of Kelly Road was larceny (36 incidents), which includes retail fraud.<sup>37</sup> Another prevalent category on the Harper Woods side was drug-related crime (35 incidents), compared with only three on the west side of the road. The most prevalent crime category on the west side of Kelly Road was assault (33 incidents), compared to 25 incidents on the east side.<sup>38,39</sup> Our analysis shows that more violent crimes, such as assaults, are happening more frequently on the Detroit side of Kelly Road, whereas less violent crimes, such as larceny and drug-related incidents, happen more frequently on the Harper Woods side. Figure 4.7 shows a slight decline overall in the crime categories along the Harper Woods side of Kelly Road from 2016-2017; however there was an increase in assaults and the number of car thefts remained stagnant in this time period.<sup>40</sup> This analysis suggests that reducing the number of assaults, larceny, and drug crimes should be a top priority.



**Figure 4.6:** Number of Crime Incidents on the West Side (Detroit) and East Side (Harper Woods) of Kelly Road, 2017  
 Source: Harper Woods Police Department. (2018). Crime Data 2016-2017; City of Detroit. (2018); Detroit Crime Viewer. Retrieved April 3, 2018, from <http://detroitmi.gov/crime-viewer/index.html>



**Figure 4.7:** Number of Crime Incidents on the East Side (Harper Woods) of Kelly Road, 2016 and 2017  
 Source: Harper Woods Police Department. (2018). Crime Data 2016-2017.

**Crimes are Concentrated in Southern and Central Parts of the Corridor**<sup>41</sup>

In order to determine areas of heightened criminal activity, our team mapped the reported crime incidents by category from 2017 within a 1-block radius of Kelly Road, shown in Figure 4.8. This analysis shows that many assaults happen in the southern end of the corridor, especially on the Detroit side. Figure 4.9 identifies the density of crimes on the corridor, categorizing areas on a scale from low (green) to high (red) crime density.<sup>42</sup> Our results showed incidents were most prevalent in the south end of the corridor on Kelly Road between Seven Mile and Tacoma Street on both sides, but with a higher density of crimes on the Detroit side between Liberal and Tacoma streets. Incidents were also concentrated near the center of the corridor near Vegas Food Center (between Woodcrest and Woodland). This finding aligns with responses we received in our focus groups, during which many residents identified the southern part of Kelly Road as an area they tend to avoid. Crimes are also prevalent near Eastland Mall and the Sunoco gas station.



Figure 4.8: Reported Crimes Within 1-block Radius of Kelly Road by Type, 2017

Source: Harper Woods Police Department. (2018). Crime Data 2016-2017; City of Detroit. (2018). Detroit Crime Viewer. Retrieved April 3, 2018, from <http://detroitmi.gov/crime-viewer/index.html>; SEMCOG (Southeast Michigan Council of Governments). (n.d.). Open Data Portal. Retrieved April 16, 2018, from <http://maps-semcog.opendata.arcgis.com/>



Figure 4.9: Prevalence of Reported Crimes Within 1-block Radius of Kelly Road, 2017

Source: Harper Woods Police Department. (2018). Crime Data 2016-2017; City of Detroit. (2018). Detroit Crime Viewer. Retrieved April 3, 2018, from <http://detroitmi.gov/crime-viewer/index.html>; SEMCOG (Southeast Michigan Council of Governments). (n.d.). Open Data Portal. Retrieved April 16, 2018, from <http://maps-semcog.opendata.arcgis.com/>

## Recommendation

*Promote transparency, coordination, and the enhancement of safety infrastructure in order to lower the amount of crime incidents and improve safety perceptions*

Involving the local police department(s) in corridor revitalization plans from the beginning can help ensure implementable and lasting crime reduction and safety.<sup>43</sup> Crime reduction is an important component in improving quality of life and economic revitalization. Based on the above results, we recommend that Greater Regent Park and Harper Woods work collaboratively to enhance the ways that crime and safety are addressed throughout the corridor and surrounding neighborhoods. This could be done through an enhanced partnership between the Harper Woods Police Department and Detroit's 9th Precinct, with a focus on transparency in data and policing strategies through community meetings and online mediums. This effort can be supplemented by enhanced safety infrastructure, such as promoting Project Green Light or a similar program at businesses throughout the corridor.

### Strategies to Improve Safety along Kelly Road

#### Short-Term Strategies (1-2 years):

- **Prioritize coordination, marketing, and expansion of existing neighborhood patrol programs in Harper Woods and Greater Regent Park**

Neighborhood patrol programs are helpful tools to put eyes and ears on the street. LifeBUILDERS worked to organize the Regent Park Community Radio Patrol in 2015 (see Figure 4.10).<sup>44</sup> Citizen Radio Patrols are initiated through the City of Detroit's Citizens Radio Patrol Assistance Program, which provides the necessary equipment for neighborhood volunteers to patrol their neighborhoods.<sup>45</sup> In Detroit's Citizen Radio Patrols, 80% of active members should either reside or own businesses in the community.<sup>46</sup> Harper Woods formerly had active

Neighborhood Watch programs, but recently has had difficulty recruiting residents to participate. However, the City has stated that officers are available to help watch groups organize. Neighborhood Watch programs have been shown to be extremely effective, showing an average 16% decrease in crime in communities with active programs.<sup>47</sup>

With support from the Harper Woods Police Department, the Harper Woods Neighborhood Development Coalition could work to more actively recruit residents to participate in a patrol program, especially among those who live near the corridor. They could collaborate with the Regent Park Community Radio Patrol about best practices for recruiting participants, and the City could potentially adopt a model similar to the Citizens Radio Patrol. Neighborhood patrol groups from both cities could target their efforts to the areas directly surrounding Kelly Road. Community patrol groups could enhance their presence by installing posters and signs along the corridor, such as the one pictured in Figure 4.11 on the Detroit side. Lastly, communication among the neighborhood patrol groups could be encouraged and facilitated, such as coordinating meetings to discuss current crime and safety conditions and sharing strategies. This communication could be done through a platform such as the Nextdoor social networking service, a telephone tree, or email listserv.

Another neighborhood patrol group that could help promote safety on the corridor is a Business Watch program, modeled after the Neighborhood Watch program.<sup>48</sup> This program relies on the local business community to participate in watching out for crime in the corridor. The National Neighborhood Watch website provides ample resources for starting a Business Watch program. This could be implemented by the newly forming Harper Woods Business Association in partnership with businesses on the Detroit side.

- **Increase cross-jurisdictional police presence on corridor and enhance relationships between police and residents**

Increasing visibility of both police departments along Kelly Road could address residents' concerns and promote positive relations between police and residents. Improving relationships between residents and police officers could ensure that residents feel more comfortable reporting criminal activity and concerns to both the Harper Woods and Detroit police departments. The Harper Woods Neighborhoods Improvement Plan suggested increasing the visibility of police and



**Figure 4.10:** A Regent Park Community Radio Patrol sign

Source: LifeBUILDERS. (2018).<sup>49</sup>

promoting positive relationships with the Detroit Police Department to help reduce crime. Since residents noted a pronounced lack of police visibility and more perceptions of crime on the Detroit side, the Harper Woods Police Department could partner with Detroit's 9th Precinct commanding officer, Commander Charles Mahone, to coordinate increased police visibility. The southern and central sections of the corridor could be prime locations to begin this increased presence due to concentrated incidents (see Figure 11). Additional strategies could include organizing a crime and safety walk. This could be similar to the Harper Woods Unity in the Community Walk, but with representatives from both police departments and residents. The walk could

be used to discuss specific place-based safety concerns, identify potential interventions/policing strategies, increase police presence, and foster a positive cross-jurisdictional relationship between police and residents.<sup>50</sup>



**Figure 4.11:** A neighborhood watch sign on the Detroit side of Kelly Road

- **Use “positive loitering” techniques to encourage safety in areas that residents perceive to be dangerous.**

Communities across the country have used “positive loitering” to combat the perception of crime in localized areas. The strategy entails having community members and/or police officers gather in an area that has experienced criminal or dangerous activity to deter potential bad actors. In Santa Cruz, California, community members organized public gatherings near an apartment building where two men had been shot in the previous month. Organizers of the event, known as “Take Back Santa Cruz,” made a grassroots effort to promote safety.<sup>51</sup> In Chicago, police officers and community members have gathered in areas to deter

criminal activity.<sup>52</sup> A similar effort along Kelly Road could bring together stakeholders from both Greater Regent Park and Harper Woods to reduce the divide between communities. A positive loitering program could be spearheaded by existing groups, such as the Harper Woods Neighborhood Development Coalition and the Regent Park Community Association. The proposed Kelly Road Task Force could also help organize cross-jurisdictional positive loitering events.

#### **Medium-Term Strategies (3-5 years):**

- **Enhance coordination of policing strategies, data sharing, and transparency between the Detroit Police Department, Harper Woods Police Department, and surrounding communities**

A lack of coordination exists in the communities surrounding Kelly Road around policing strategies and crime data sharing. The Detroit Police Department and Harper Woods Police Department could benefit from identifying a process to organize and share crime data. Access to accurate information could modify residents' and visitors' perceptions of crime by enhancing transparency and visibility around the policing process.<sup>53</sup> The City of Detroit recently published a Crime Viewer website, which provides a good example of crime data transparency that could be replicated by the City of Harper Woods. For instance, analysis of Detroit's data suggests that car thefts are not the most prevalent crime in Greater Regent Park, even though many residents mentioned it as such.<sup>54</sup> The Detroit Police Department and Harper Woods Police Department could also work to better coordinate police patrols and policing strategies on and near the corridor. Communicating a coordinated approach to community members could help build trust between residents and police officials. The two police departments could hold a quarterly or bi-annual community meeting to discuss cross-jurisdictional

policing strategies with residents, in order to ensure transparency and combat misconceptions about the policing process.

- **Encourage targeted Detroit businesses along Kelly Road to enroll in Project Green Light and replicate the program for Harper Woods businesses**

The Detroit Police Department's Project Green Light program employs real-time camera connections from businesses that are open late, such as gas stations, convenience stores, and restaurants, to Detroit Police headquarters. Businesses can pay to install cameras through a one-time installation fee or monthly financing with Comcast, Cronus, or Rocket Fiber to reduce upfront costs.<sup>55</sup> This program has decreased violent crime by 50% in the original partner businesses and could help address business owner and resident concerns about safety on Kelly Road. Currently there are no businesses on the Detroit side of Kelly Road participating in Project Green Light. The closest participant is the Citgo gas station at the corner of Morang and Kelly Road. The Ford Resource and Engagement Center (FREC) on Maddelein Street in Greater Regent Park plans to become a Project Green Light Campus, along with the nearby Heilmann Recreation Center. Encouraging Detroit businesses along Kelly Road, especially those open after dark (e.g. Wendy's and Papas Coney Island), to participate in Project Green Light will help meet residents' and business owners' desire for increased police presence on the corridor. This is especially pertinent as the 9th Precinct office is located several miles from Kelly Road. The City of Harper Woods has shown interest in creating a similar program to Project Green Light. The Harper Woods Police Department should leverage partnerships with Detroit's 9th Precinct to explore best practices. Cameras equipped with real-time streaming

capabilities to the Harper Woods Police Department could first be installed at the Sunoco gas station on Kelly Road (see Figure 13) the only store on the Harper Woods side currently open until midnight, and perceived by residents as a crime hotspot. A camera could also be installed outside of R-Gang convenience store, as it is located in the southern portion of the corridor, which has a higher density of reported crimes.



**Figure 4.12:** Sunoco gas station located at Kelly Road and Eastwood Drive

### Case Study/Example: Re\$store Cleveland Crime Analysis

The Re\$store Cleveland Initiative planned for the revitalization of several commercial districts throughout Cleveland that were struggling to retain businesses and consumers (see Figure X, "Buckeye Road in the Buckeye District of Cleveland, Ohio"). By partnering with the Cleveland Police Department, the Initiative was able to comprehensively analyze and map crime incidents in their targeted commercial districts. The commercial district revitalization program managers gained access to a database of reported criminal incidents compiled by the Cleveland Police Department. Using access to specific locations and types of crimes over time, as well as a well-functioning relationship with local police, the initiative was able to craft specific interventions and target safety improvements and police patrols more effectively.<sup>56</sup> The Re\$store Initiative partnered with the Center for Urban Poverty and Social Change at Case Western University to map the crime data using Geographic Information System (GIS) software. They mapped specific categories of crime along the corridor, as well as change in crime over time, which revealed some physical aspects of the corridor, such as vacant structures, that led to increased crime. Crime maps are now being used to inform safety action plans for each district and will be used to evaluate the success of implemented crime and safety interventions. The Re\$store Initiative example shows the importance of data sharing and transparency among police departments, economic development officials, and local actors. Further, it demonstrates the relationship between crime and commercial corridor revitalization, providing a blueprint for how data and information sharing can be used for areas like Kelly Road.



**Figure 4.13:** Buckeye Road in the Buckeye District of Cleveland, Ohio

## NEIGHBORHOOD CONDITION & STABILITY

**Planning Issue:** Housing instability affects Greater Regent Park and Harper Woods and the vitality of the Kelly Road commercial corridor

**Recommendation:** Initiate cross-jurisdictional housing strategies to address instability and support commercial corridor revitalization of Kelly Road

### Planning Issue Overview:

The residential neighborhoods surrounding Kelly Road have experienced housing market instability in recent years marked by high vacancy rates, large drops in homeownership rates, and affordability burdens on residents. Research shows that strong residential neighborhoods promote the success of neighborhood commercial corridors, as retailers are more likely to locate in areas with a stable residential landscape. Further, dense residential landscapes create a robust customer base for neighborhood-level retail, such as grocery stores and pharmacies.<sup>57</sup> This makes retail located in these communities more profitable.<sup>58</sup> Housing-based strategies are a common tool used to revitalize commercial districts and focus on rebuilding and stabilizing a neighborhood's residential base. This stabilization is often seen as a precondition to successful commercial district revitalization.<sup>59</sup> Although housing-based strategies do not directly address commercial revitalization, they provide the framework for expanding the customer bases. They also address residential blight and vacancies, which dissuade business investment and customer patronage.<sup>60</sup> Therefore, the livelihood of the Kelly Road corridor is contingent on the stability of the housing landscape of surrounding areas. This is especially pertinent because Kelly Road has both businesses and residential structures in close proximity. Our

clients, the City of Harper Woods and LifeBUILDERS, view issues around housing stability as chief concerns for the current conditions and future of Kelly Road.

### Background Research Findings:

- *Residents view vacant and blighted structures as barriers to revitalization*
- *Physical conditions assessment showed abandoned/vacant homes and businesses*
- *Residents view homeownership as a route to stabilization*

### Residents View Vacant and Blighted Structures as Barriers to Revitalization

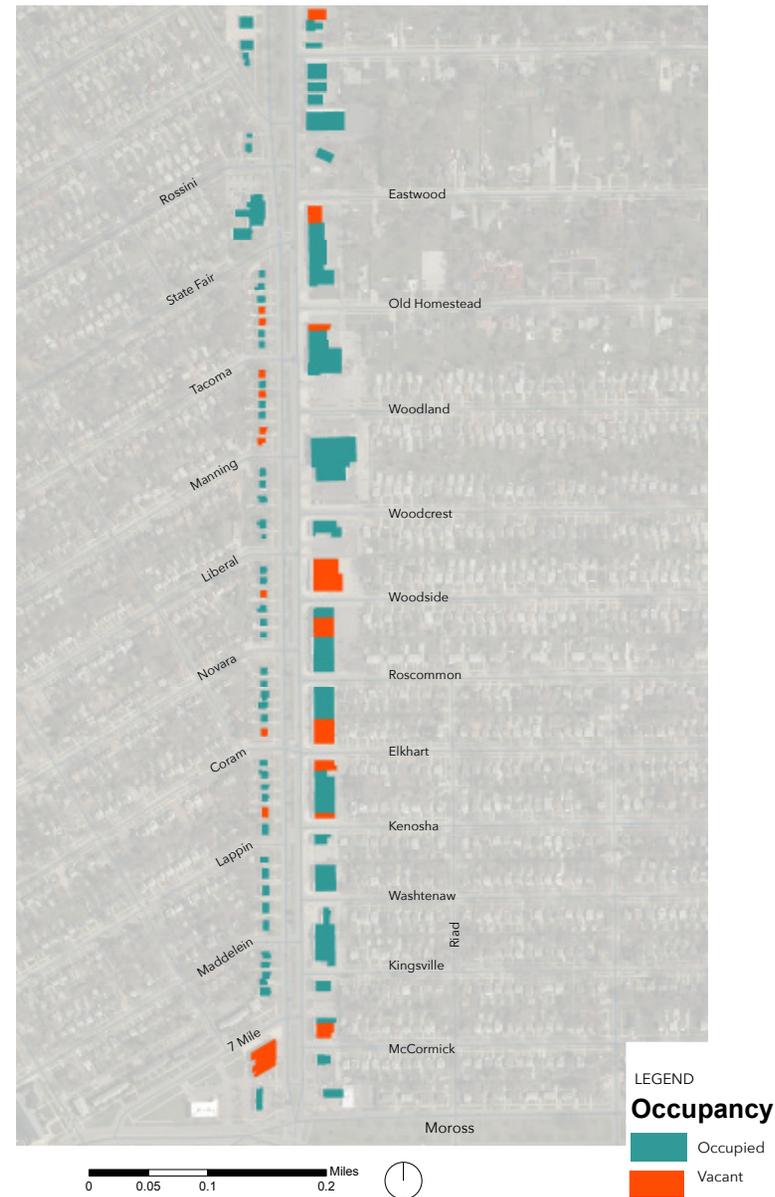
The vacant and blighted houses on the Detroit side of Kelly Road were mentioned in all of our focus groups and interviews as barriers to revitalization; they are not only unattractive, but also perceived as unsafe. Residents noted these structures are often vacant and not boarded up for long periods of time. Many also considered the vacant and abandoned businesses on the Harper Woods side of the corridor to be problematic. They suggested that vacancy issues create a negative perception of the corridor.

**Resident Quote:**  
 "The streets connected to Kelly on the Detroit side are heavily blighted and heavily crime-ridden; this deterioration led to the deterioration on Kelly."

**Resident Quote:**  
 "...now it's [Kelly Road] darker and depressing, partly because the homes are not maintained. Even vacant houses could be boarded up, the grass isn't cut in the summer."

**Physical Conditions Assessment Showed Abandoned/  
 Vacant Homes and Businesses**

Our physical conditions assessment showed nine residential houses on Kelly Road that seemed abandoned, with three of them (19401 Kelly, 19701 Kelly, and 19829 Kelly) blighted enough to warrant larger interventions such as demolition or properly securing the property until an investor or owner can be found. All nine structures are located within the southern half of the Greater Regent Park side. There are two businesses on the Detroit side of Kelly Road that are abandoned: the former Milt's Bar-B-Que (19151 Kelly) and 19143 Kelly. According to our analysis, they also require larger interventions. There are 12 vacant businesses on the Harper Woods side, but only one (19536 Kelly) shows enough signs of abandonment to warrant a larger intervention or demolition. Figure 4.14 shows both residential and commercial vacancies.



**Figure 4.14:** Vacancies on Kelly Road, 2018

Source: Physical Conditions Assessment; SEMCOG (Southeast Michigan Council of Governments). (n.d.). Open Data Portal. Retrieved from <http://maps-semcog.opendata.arcgis.com/>

### **Residents View Homeownership as a Route to Stabilization**

In our focus groups, residents noted decreases in homeownership rates and subsequent increases in renter households in recent years. Some suggested this has led to housing instability and negative perceptions of the neighborhood and commercial corridor. Residents in both focus groups noted their overall interest in attracting homebuyers to the neighborhood.

#### **Background Research Findings:**

- **Increase in vacancy rates and presence of blighted structures**
- **Decline in homeownership rates**
- **Decrease in property values**
- **Many residents in both communities are housing cost-burdened**

### **Increase in Vacancy Rates and Presence of Blighted Structures**

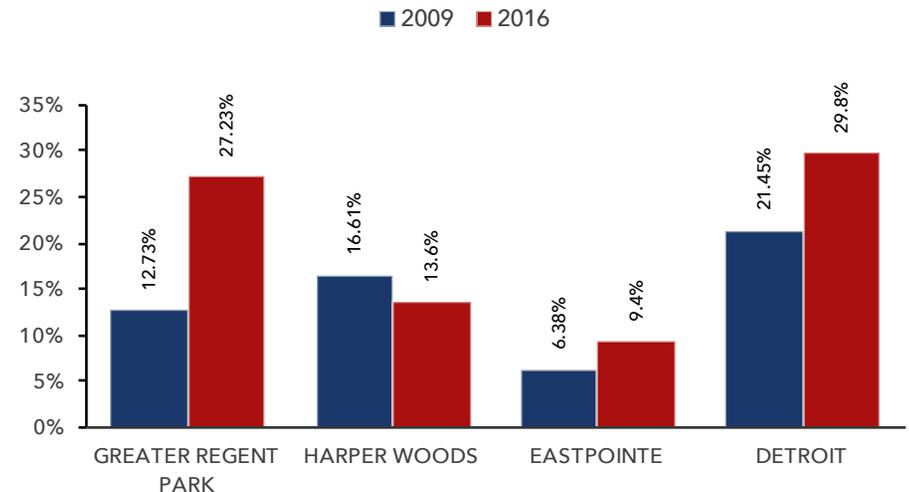
In its 2017 Neighborhoods Improvement Plan, the Harper Woods Neighborhood Development Coalition expressed its goal of reducing the number of vacant and abandoned buildings in the city.<sup>61</sup> Addressing vacant and abandoned structures is also central to LifeBUILDERS' mission in Greater Regent Park.<sup>62</sup> As Figure 16 displays, 2012-2016 ACS 5-year estimates show that the vacancy rate in Greater Regent Park was 27.2%, a 14.5 percentage point increase from 2005-2009 estimates.<sup>63,64</sup>

The vacancy rate in Harper Woods was 13.6%, a 3.0 percentage point decrease from 2005-2009 estimates, suggesting a more positive trend for Harper Woods.<sup>65,66</sup> Harper Woods Census Tract 5516 (see census tract map in Chapter One), which directly abuts Kelly Road in southwest Harper Woods, had a 23.0% vacancy rate between 2012-2016, which is significantly higher than the other Harper Woods tracts.<sup>67</sup> However, according to our physical conditions assessment, many of the vacant structures in this area are business structures that are still tenantable and not

blighted. Current research suggests retail is likely to follow residential growth and revitalization. This means addressing residential vacancies and blighted structures in both neighborhoods will increase the likelihood of a successfully revitalized commercial corridor.<sup>68</sup> Addressing vacant and blighted structures can also help address recent decreases in property values, which many residents perceived as harming homeownership rates.

### **Decline in Homeownership Rates**

According to 2012-2016 estimates, Greater Regent Park had a higher rate of renters (54.8%) than Harper Woods (37.4%) and Eastpointe (33.1%).<sup>69</sup> As Figure 4.16 shows, between 2005-2009 and 2012-2016, the percentage of renter-occupied units significantly increased and owner-



**Figure 4.15:** Vacancy Rates, Greater Regent Park, Harper Woods, Eastpointe, and Detroit, 2005-2009 and 2012-2016

Source: U.S. Census Bureau. American Community Survey. (2009). 2005-2009 American Community Survey 5-Year Estimates, Table B25002: Occupancy Status. Retrieved from <https://factfinder.census.gov>; U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-year Estimates, Table B25002: Occupancy Status. Retrieved from <https://factfinder.census.gov>

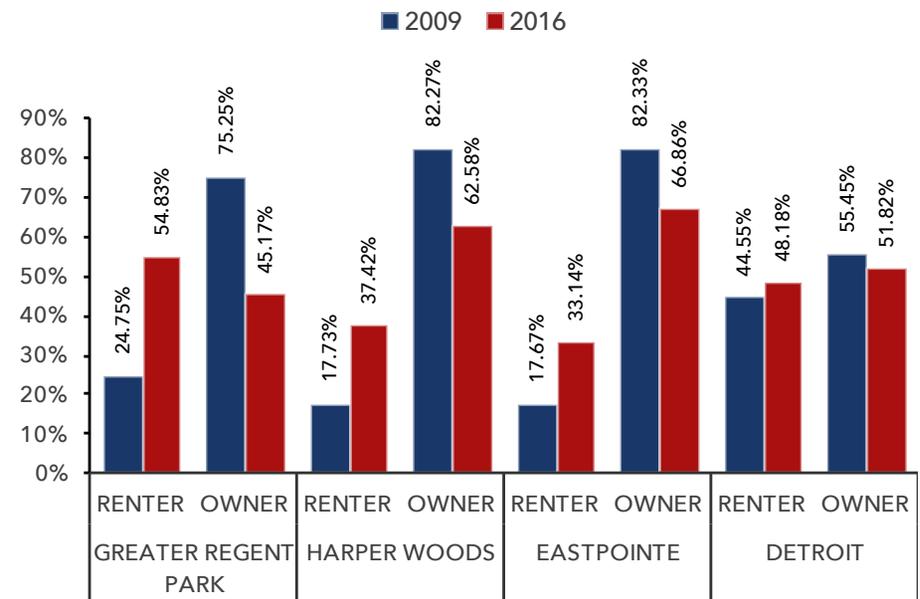
occupied units decreased for all four geographies.<sup>70,71</sup> Changes in housing tenure were most significant in Greater Regent Park, which saw a 30.1 percentage point increase in renter occupied units.<sup>72,73</sup> Harper Woods experienced a 19.7 percentage point increase.<sup>74,75</sup> This shift is in line with Detroit’s overall change in tenure and is likely a result of the foreclosure crisis, which caused many previous homeowners to become renters.<sup>76</sup>

Changes in Greater Regent Park and Harper Woods reflect larger social inequities; in the metropolitan Detroit region, African American households were disproportionately affected by the Great Recession. Between 2000-2015, African American homeownership rates in the region dropped by seven percentage points in Wayne County, 11 percentage points in Oakland County, and 10 percentage points in Macomb County.<sup>77</sup> As Greater Regent Park and Harper Woods have large African American populations, they have been affected by these racially disparate outcomes of the housing crisis. Many view this change to be a sign of an unstable housing landscape, as renters are often perceived to be less likely than homeowners to maintain and/or improve their homes.<sup>78</sup>

Strategies to increase homeownership rates promote neighborhood stabilization by increasing the amount of stakeholders and customers for neighborhood retail.<sup>79</sup> More homeowners help stabilization efforts, as correlations exist between homeownership rates and property maintenance, length of tenure, and property values.<sup>80</sup> In interviews with LifeBUILDERS staff, several Greater Regent Park and Harper Woods residents alluded to the need for homeownership assistance, stating that “poor access to traditional financing, such as declined/rejected mortgage applications, poor financial literacy, poor credit, and no or low down payment options,” represented barriers to homeownership.”

**Decrease in Property Values**

According to 2012-2016 estimates, the median house value in Harper Woods was significantly higher (\$66,200) compared to Greater Regent Park (\$32,147). Median gross rents were relatively comparable, with Harper Woods at \$1,040 and the median in Greater Regent Park at \$974.<sup>81,82</sup> Notably, the aforementioned Harper Woods Census Tract 5516 had a significantly lower median housing value (\$37,700) than the other four Harper Woods census tracts, which were all in the \$70,000+ range.<sup>83</sup> As Figure 4.17



**Figure 4.16:** Tenure Rates, Greater Regent Park, Harper Woods, Eastpointe, and Detroit, 2005-2009 and 2012-2016

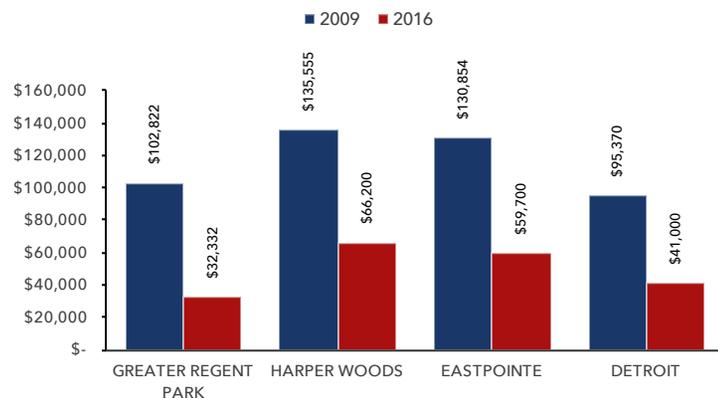
Source: : U.S. Census Bureau. American Community Survey. (2009). 2005-2009 American Community Survey 5-Year Estimates, Table B25003: Tenure. Retrieved from <https://factfinder.census.gov>  
 U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-Year Estimates, Table B25003: Tenure. Retrieved from <https://factfinder.census.gov>

shows, median house values in all geographies severely decreased between the years 2005-2009 and 2012-2016 as a consequence of the Great Recession. Greater Regent Park saw a \$70,490 decrease in this time period and Harper Woods saw a \$69,355 decrease, both of which were greater than Detroit's \$54,370 decrease.<sup>84</sup> Several Greater Regent Park and Harper Woods residents stated in interviews with LifeBUILDERS staff that declining property values and the fear of being 'upside down' after purchasing a home remains a large barrier to homeownership.

**Many Residents in Both Communities are Housing Cost-Burdened**

According to 2012-2016 estimates, the majority of renters in Greater Regent Park (56.4%) and Eastpointe (51.8%) were housing cost-burdened, meaning that they spent 30% or more of their income on rent.<sup>85</sup> This rate was slightly lower for Harper Woods residents (48.3%). Homeowners also experienced unaffordability; 18.6% of Harper Woods homeowners, 30.0% of Greater Regent Park homeowners, and 26.4% of Eastpointe homeowners were considered housing cost-burdened.<sup>86</sup> According to 2017 CoreLogic, Inc. data, there were 34 mortgage foreclosures in the zip code 48205, which includes Greater Regent Park, and 23 in Harper Woods.<sup>87</sup> There were 22 tax foreclosures in Greater

Regent Park and 16 in Harper Woods. These foreclosures exemplify affordability issues in the two communities, which can affect the Kelly Road corridor.<sup>88</sup> Because housing values have decreased, these affordability challenges are likely due to stagnant wages instead of rising rents or housing costs.<sup>89</sup> Housing that is affordable to a diverse range of incomes is needed to support retail establishments on the corridor.<sup>90</sup> Addressing housing affordability issues can help stabilize the corridor by improving residents' purchasing power for accessing staple goods and services like food, clothing, and transportation.<sup>91</sup> Affordable rental housing, in particular, can help preserve/redevelop neighborhoods struggling with negative effects of vacancy, abandonment, and/or foreclosure. It can also improve opportunities for low-income families.<sup>92</sup> Housing cost burdens can also result in home maintenance issues, which could further reduce property values and/or trigger foreclosures.



**Figure 4.17:** Median Housing Value (In 2016 Adjusted Dollars), Greater Regent Park, Harper Woods, Eastpointe, and Detroit, 2005-2009 and 2012-2016

Source : U.S. Census Bureau. American Community Survey. (2009). 2005-2009 American Community Survey 5-Year Estimates, Table B25077: Median Value (Dollars). Retrieved from <https://factfinder.census.gov>; U.S. Census Bureau. American Community Survey. (2016). 2012-2016 American Community Survey 5-Year Estimates, Table B25077: Median Value (Dollars), Table B25003: Tenure. Retrieved from <https://factfinder.census.gov>

## Recommendation

*Initiate cross-jurisdictional housing strategies to address instability and support commercial corridor revitalization of Kelly Road*

Based on the above results of our original and background research, we recommend a multi-pronged strategy to address instability in the local housing market. Efforts should focus on:

- Addressing vacant and blighted structures throughout the corridor;
- Addressing the decline in homeownership rates; and,
- Addressing housing affordability issues.

A cross-jurisdictional approach will help ensure a holistic vision for the Kelly Road corridor, ensuring that businesses are supported by a more stable residential landscape. Coordinated interventions addressing these issues can help improve the quality of life, perception, and economic vitality of Kelly Road and its surrounding residential neighborhoods.

### Strategies to Address Housing Instability

#### Short-Term Strategies (1-2 years):

- **Create a cross-jurisdictional board-up and demolition effort for businesses and homes**

LifeBUILDERS and the City of Harper Woods could work cooperatively to address vacant and abandoned residential and business structures. LifeBUILDERS and the City of Harper Woods could lobby the City of Detroit in its demolition efforts to ensure interventions in Greater Regent Park are completed in a timely manner, with preference to blighted structures on Kelly Road. A targeted reinvestment in the corridor could help make it a place people want to patronize and live. This could be done by effectively communicating demolition needs to the City of Detroit Building Authority. LifeBUILDERS is already focused on securing and enhancing the appearance of vacant and abandoned properties in

Greater Regent Park, but could expand their efforts into Harper Woods. A partnership with the Harper Woods Neighborhood Development Coalition and the Regent Park Community Association could catalyze a cross-jurisdictional board-up effort to supplement demolitions. This effort can focus on houses and businesses facing Kelly Road in Census Tracts 5001, 5515, and 5516 (see census tract reference map in the introduction), such as the house shown in Figure 4.18. Figure 4.19 shows the result of what a successful board-up intervention can look like.

#### Medium-Term Strategies (3-5 years):

- **Conduct a comprehensive housing needs assessment of neighborhoods surrounding Kelly Road**

A comprehensive housing needs assessment could be conducted to identify housing needs in Greater Regent Park and Harper Woods. Analyzing current and future housing needs could lead to quality of life improvements for current residents. A comprehensive needs assessment could guide future housing programming by our clients and evaluate the potential of attracting residents to the



**Figure 4.18:** A House in need of additional board-up efforts (19701 Kelly Rd.)



**Figure 4.19:** A boarded-up house on the Detroit side of Kelly Road (19821 Kelly Rd.)

corridor with new and existing housing (see Chapter Three for our discussion on potential residential developments on the corridor). Both communities could conduct separate analyses, but could be in conversation with each other about their efforts, especially as they relate to housing needs on or around the corridor. The Harper Woods Neighborhood Development Coalition could work in partnership with the City of Harper Woods Housing Inspection and Community and Economic Development offices to accomplish this. In Greater Regent Park, LifeBUILDERS is well-equipped to begin this process.

- **Expand current homeownership assistance programs and connect residents to existing housing resources in the community**

In its Neighborhoods Improvement Plan, the Harper Woods Neighborhood Development Coalition identified developing home ownership programming as one of its action items to address vacant and abandoned buildings. LifeBUILDERS also plans to further its programming and housing strategies to address homeownership and housing instability in Greater Regent Park. These homeownership assistance programs run by the City of Harper Woods and LifeBUILDERS could be expanded on and coordinated to ensure a strong and vibrant residential landscape surrounding Kelly Road. In Harper Woods, this could be the responsibility of the Neighborhood Development Coalition, with support from the Economic and Community Development Department. In addition, programs such as pre- and post-purchase homebuyer counseling and financial literacy could greatly improve housing stability and further support the retail corridor. Wayne Metropolitan Community Action Agency (Wayne Metro), which has an office on Kelly Road, offers similar services, so a targeted referral system from both communities could be established.<sup>93</sup>

- **Expand LifeBUILDERS' home restoration activities into Harper Woods**

LifeBUILDERS is already involved in home rehabilitation activities in Greater Regent Park, and has renovated 30 homes and 16 apartment units.<sup>94</sup> Contingent on capacity, their efforts could be expanded into the southern portion of Harper Woods (Census Tract 5516), the part of the city with the highest vacancy rate and lowest median property values.<sup>95,96</sup> This expansion could help mitigate vacancies and blight that currently affect the corridor.<sup>97</sup> A strong partnership between the City of Harper Woods Community and Economic Development Department and LifeBUILDERS could help facilitate needed home restorations on both sides of Kelly Road.

### Case Study/Example:

#### The 79th Street Coalition for Change Housing and Supportive Services Group <sup>98</sup>

One of the 79th Street Coalition's (see the beginning of this chapter for a description of their cross-jurisdictional task force) main action groups is the "Housing and Supportive Services" group, which launched a first-time homebuyers club to help stabilize the residential landscape across multiple jurisdictions. The group has also been working to identify housing needs in the neighborhood by partnering with their County Commissioner to do 'transect walks' of the neighborhood. On these walks they identify housing and residential needs to further enhance the economic development of the corridor and quality of life of residents. This precedent highlights how cross-jurisdictional housing-based strategies are an essential component to corridor revitalization.



Figure 4.20: A woman in her home in the 79th Street Corridor area

Source: 79th Street Corridor

## RESOURCES

**Planning Issue:** Lack of comprehensive approach to community resources and social service provision

**Recommendation:** Identify gaps in community resources and better connect residents to existing resources, programming, and social services

### **Planning Issue Overview:**

A community resource is anything (including people, physical infrastructure, businesses, and social service organizations) that can be used to improve the quality of community life.<sup>99,100</sup> A city that has strong social resources to support its residents, especially vulnerable groups, speaks volumes about that city's identity and potential.<sup>101</sup> Additionally, cities that provide robust community resources and proactively support residents can draw new business owners, investors, and customers.<sup>102</sup> As Chapters Two and Three of this report have described physical infrastructure and business resources, this section will delve deeper into social resources. Through a combination of community engagement and background research, our team identified a gap in social service needs and an overall lack of connection to existing social services.

### **Original Research Findings:**

- ***Need for additional social services***
- ***Lack of connection to after school programming for youth***

### **Need for Additional Social Services**

In our interviews with Greater Regent Park renters, several discussed their desire for increased access to social services and resources. Some mentioned the desire for a resource center able to provide connections to social service programming for the community, such as enrollment centers for Special Supplemental Nutrition Program for Women, Infants, and Children (WIC). Others discussed the need for increased workforce- and employment-related services. Additionally, residents from focus groups and interviews discussed the need for increased medical services along the corridor.

### **Lack of Connection to After School Programming for Youth**

The idea that mentoring, guidance, and development programs promote positive adolescent development is not new. Research shows that youth engaged in mentorship programs are less likely to begin using drugs and alcohol, less likely to skip school, more likely to show increased self-esteem, and more likely to perform better in school.<sup>103</sup> Many residents stated that youth in their communities need increased access to mentoring and youth development programs. One of the main concerns was that some youth did not have access to after school programming offered

**Resident's Quote:**  
 "There's really no youth development in the neighborhood so you see them walking around"

by LifeBUILDERS, the Chandler Park Academies, and the Ford Resource and Engagement Center (FREC), resulting in youth loitering along Kelly Road after school. In addition, store closures in Eastland Mall represent a loss of after school employment options for youth.

**Background Research Findings:**

- **Community and youth-related resources and social service providers were already available within both communities**
- **High unemployment rates**

**Community and Youth-Related Resources and Social Service Providers were Already Available Within Both Communities**

To understand existing social service providers, our team collected information on the number of social service organizations available in Harper Woods and Greater Regent Park that actively provide resources, programming, and/or assistance to residents. These social service organizations were diverse in their target populations, visions, goals, services, and programs. As seen in Figure 4.21, there appear to be a total of 20 existing social service providers located within a 3-mile radius of Kelly Road, with only four social service providers located on Kelly Road itself (LifeBuilders, Wayne Metro, Resurrection Lutheran Church,

**Resident Quote:**  
 "Biggest thing is teenagers that don't have a place to hang out. [We need] some kind of place for kids to go."

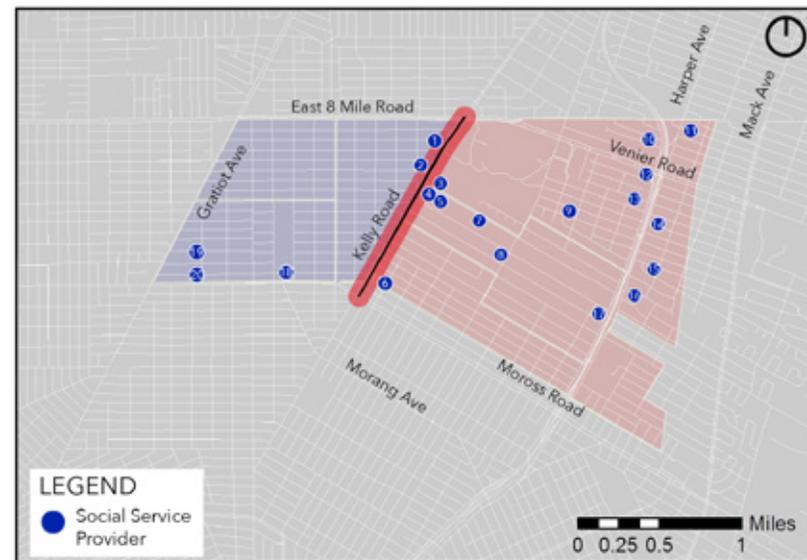
and Corrections to Community).

Our team took the same approach with youth-related service providers that are located within Harper Woods and Greater Regent Park. These youth-related service providers include communal facilities for youth, youth education programs, and after school activities.

As depicted in Figure 4.22, there appear to be total of 14 existing youth-related service providers located within Harper Woods and Greater Regent Park, with three located along Kelly Road (LifeBuilders, New Era Community, and Youth with a Mission). Most of these resources are concentrated on the Harper Woods side. Please note that these findings are a preliminary assessment and more in-depth research needs to be done to understand what kind of programming each service provider offers.

**High Unemployment Rates**

To track employment, we examined data on the unemployment rates for the population 16 years of age and over. Five-year estimates for 2012-2016 showed that



**Figure 4.21:** Social Service Providers Available Within Harper Woods and Greater Regent Park Boundary, 2018

Source: : GuideStar. (2018). Non-Profit Organization. Retrieved April 13, 2018, from <https://www.guidestar-org.proxy.lib.umich.edu/>

Greater Regent Park and Detroit had similar unemployment rates. In contrast, Harper Woods had an unemployment rate 7.6 percentage points lower than Greater Regent Park and Detroit.<sup>104</sup> Looking at trends over the past seven years, the unemployment rates in all three locations did not change much, with Greater Regent Park and Harper Woods experiencing a slight increase in unemployment rates.<sup>105</sup> By providing community assistance, resources, and training to those who are unemployed, the communities could strengthen their local economies and encourage job creation for residents, which could support and strengthen neighborhood retail.<sup>106</sup>

## Recommendation

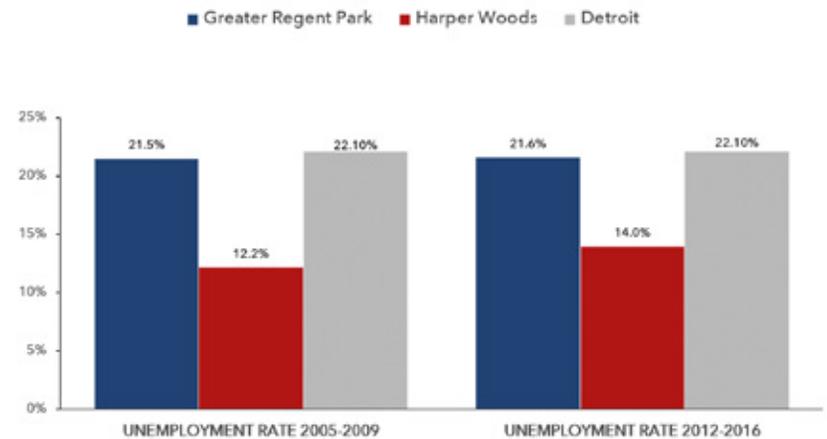
*Identify gaps in community resources and better connect residents to existing resources, programming, and social services*

Based on the above results of our original and background research, we recommend an assessment to identify community assets and service providers. This assessment can be leveraged to develop practical solutions and connect residents with existing assets through coordinated multi-platform communications. Better connecting residents could improve not only their quality of life, but strengthen the cohesiveness of communities surrounding Kelly Road.



**Figure 4.22:** Youth-related Service Providers Available Within Harper Woods and Greater Regent Park Boundary, 2018

Source : : GuideStar. (2018). Non-Profit Organization. Retrieved April 13, 2018, from <https://www-guidestar-org.proxy.lib.umich.edu/>



**Figure 4.23:** Unemployment Rate for Population 16 Years and Over, Greater Regent Park, Harper Woods, and Detroit, 2005-2009 and 2012-2016

Source : : U.S. Census Bureau. "2012-2016 American Community Survey 5-Year Estimates, Table S2301: Employment Status," 2016. <https://factfinder.census.gov>. U.S. Census Bureau. American Community Survey. (2009). 2005-2009 American Community Survey 5-Year Estimates, Table S2301: Employment Status. Retrieved from <https://factfinder.census.gov>

## **Strategies to address the lack of connection to after school programming and need for additional social services.**

### **Short-Term Strategies (1-2 years):**

- **Conduct a community resource assessment**

Assistance programs for minority and lower socio-economic populations, job assistance program, and youth after school programming were often referenced as a need during our focus groups. This need was aligned with our background findings of high unemployment rates, lower educational attainment levels, and the presence of income inequality in both communities. Though we have listed area resources and service providers that address some of these issues, more research is needed to understand what services are currently lacking on Kelly Road. An assessment could be conducted by the the City of Harper Woods with support from the Harper Woods Community and Economic Development Department, Regent Park Community Association, and our proposed Kelly Road Task Force (see beginning of this chapter for more information). This community resource assessment could be used as a tool to better understand service gaps and help connect residents to existing services by providing a comprehensive inventory of existing services and programs.<sup>107</sup> If service gaps are discovered, the Harper Woods Business Association (see Chapter Two for more information) and the Kelly Road Task Force could work to help attract service providers to the area. Research on best practices from communities with similar needs and demographics can also be conducted.<sup>108</sup>

### **Medium-Term Strategies (3-5 years):**

- **Launch multiple coordinated online platforms to share resources and information**

A coordinated online presence with multiple platforms (such as a website, email listserv, social media, mapping, and/or text messaging service) could be used to help

create increased community knowledge of the nearby existing resources and social service providers that are available to residents. Based on our preliminary assessment of existing social services and youth-related service providers, 34 local social service providers may be able to provide the desired services. However, not all residents seem to know about these existing services. It is important for residents to be able to easily access information about what kinds of services are available to them. The proposed media platforms aim to inform the public and provide residents and business owners with balanced and objective information to assist them in accessing needed services. These platforms could also be used to promote and market business and employment opportunities.

HB Lanarc Golder, a private planning, policy, and design company based in British Columbia, collaborated with the Urban Sustainability Directors Network (USDN) to create a comprehensive guidebook of digital engagement initiatives for local governments in the United States and Canada.<sup>109</sup> In their report, the USDN highlighted the best practices of various multimedia platforms. Examples of their analysis include:<sup>110</sup>

- Website: one of the most effective ways to inform residents about the services, community resources, upcoming local events/news, contact lists, resident success stories, and business lists in an area.
- Bulk text messaging (SMS): can be used to inform residents about important live updates and emergency alerts.
- E-newsletter/email: can update residents and stakeholders with specific information or events on a weekly or daily basis, such as job fairs, cultural events, future construction alerts, and other important local events.

This type of online platform could be actively maintained by the City of Harper Woods Community and Economic

Development Department, with active collaboration and input from the Harper Woods Neighborhood Development Coalition and the Regent Park Community Association. In addition, residents, business owners, and community service providers could also help by actively informing the Harper Woods Community and Economic Development Department about upcoming events, services, and programming occurring in both communities. One challenge that the City might face is understanding what kind of platform would be the most suitable for residents of Harper Woods and Greater Regent Park, and ensuring that all residents, including lower socio-economic populations, have access to this platform.

### Case Study/Example: MPACT Initiative, City of Richmond



Figure 4.24: MPACT's website for the City of Richmond, Virginia

Source: City of Richmond. (2011).<sup>111</sup>

The City of Richmond faced communication issues between residents and City Hall related to quality of life concerns. To address this, the Mayor's Participation Action and Communication Team (MPACT) was launched. MPACT functions as a streamlined point of contact through an online website and hotline service for residents to report issues, and introduced a system for staff to address them. MPACT has been popular with residents, and has led to improvements in infrastructure, public spaces and utilities, and responsiveness to constituents. In addition, MPACT has created employment opportunities and enhanced residents' sense of belonging in their communities. The City's ability to respond to public demand also helps build trust between residents and the local government.<sup>112</sup> Residents also use MPACT's website to promote their businesses and neighborhood events. In addition, MPACT also includes a comprehensive map of the area and information about existing community resources, businesses, and various government services available for the residents.

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## **Chapter 5:**

# **Implementation**

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The purpose of this section of the report is to provide guidance to the City of Harper Woods and LifeBUILDERS in their efforts to revitalize the Kelly Road corridor. Previous sections have provided findings and recommendations connected to the vision for a stronger and more collaborative future.

The following chart summarizes steps to advance and implement the recommendations to enhance Kelly Road. These proposed actions are organized by time frame: Short-Term (1 to 2 years); Medium-Term (3 to 5 years); and, Long-Term (5 or more years).

For each strategy, we suggest potential groups and/or city departments that could lead each effort. We know there is a strong desire for individual citizens to be involved in the revitalization of Kelly Road and helping to bridge the communities. The commitments will be vital in building momentum for this effort.

For some action items, more than one organization is listed, indicating opportunities for collaborative work. We also created goals for each action item in the “Benchmarks” column as ways to track progress.

Each action has an symbol assigned to it indicating what chapter the recommendation is linked to. Some have more than one symbol because the action is related to multiple recommendations and chapters of this report. These multi-purpose actions could be ideal first steps because of their far-reaching benefits to the corridor.



Chapter 2: Retail & Economic Development



Chapter 3: Built Environment & Transportation



Chapter 4: Neighborhood & Quality of Life

## SHORT-TERM

Component	Strategy	Leaders	Benchmarks
	Use pop-up tents/shops to test different business ideas, potentially in vacant spaces such as Silver Dragon Restaurant (19558 Kelly Road) or Geneva's Cafe (19524 Kelly Road)	City of Harper Woods	Try out 2 pop-up tents/shops by 2020
	Create a new logo for banners, signage, trash cans, and other items	Harper Woods/Kelly Road Business Association	New banners by 2020
 	Create a place-based Kelly Road Task Force that focuses on revitalizing the corridor to bridge communities and help plan neighborhood activities/events	LifeBUILDERS, Harper Woods Neighborhood Development Coalition	Biweekly or monthly meetings to discuss concerns and strategies to address them
	Organize a business resource fair	LifeBUILDERS, FREC	Hold a business resource fair by 2020
	Actively recruit diverse and cross-border business owners to newly formed business association	Harper Woods/Kelly Road Business Association	2 Detroit side businesses added to the association
	Identify one of the shared challenge and address it with a low-cost activity	Harper Woods/Kelly Road Business Association	Address the challenge identified
	Explore possibility of client-led community coffee shop	LifeBUILDERS, FREC	Coffee stand (possibly shop) developed by 2021
 	Host inclusive, cross-border, and family-friendly events on Kelly Road to create opportunities for positive social experiences	LifeBuilders, City of HW Economic Development, Harper Woods/Kelly Road Business Owner Association	2 events per year
	Use "positive loitering" techniques to encourage safety in areas that residents perceive to be dangerous	LifeBuilders, Harper Woods Neighborhood Development Coalition, Regent Park Community Association	Two positive loitering events held annually beginning in 2019

## SHORT-TERM

Component	Strategy	Leaders	Benchmarks
	Conduct a community resource assessment	The City of Harper Woods with support from Harper Woods Community and Economic Development Department, proposed Kelly Road Task Force and Greater Regent Park, and Regent Park Community Association	List of assets and social services available in both neighborhood by 2020
	Prioritize coordination, marketing, and expansion of existing neighborhood patrol programs in Harper Woods and Greater Regent Park	Harper Woods Neighborhood Development Coalition, Harper Woods Police Department, Harper Woods Business Association, Regent Park Community Radio Patrol	HW neighborhood patrol group fully functioning with active membership by 2019, hold three meetings per year in conjunction with Regent Park Community Radio Patrol
	Increase cross-jurisdictional police presence on corridor and enhance relationships between police and residents	Harper Woods Police Department, Detroit Police Department 9th Precinct	Noted increase in police presence by end of 2019, One cross-jurisdictional crime and safety walk held by end of 2019
	Create a cross-jurisdictional board up and demolition effort for businesses and homes	LifeBUILDERS, Harper Woods Neighborhood Development Coalition, City of Detroit Building Authority, Regent Park Community Association	Board-up group created by end of 2019, all blighted properties along Kelly Road addresses within 5 years
	Create and facilitate a facade improvement program for businesses	City of Harper Woods, Harper Woods/Kelly Road Business Owner Association	5 Facades improved by 2020
	Enhance code enforcement to ensure the physical maintenance of buildings on Kelly Road	City of Harper Woods, Detroit and Harper Woods Residents	No visible code violations on Kelly Road by 2020

## SHORT-TERM

### Component

### Strategy

### Leaders

### Benchmarks



Coordinate Kelly Road commercial corridor neighborhood cleanups for businesses, medians, and vacant lots

LifeBUILDERS, Harper Woods Neighborhood Development Coalition, Regent Park Community Association

Cross-border events held bi-annually beginning in 2020



Build crosswalks near bus stops, higher population densities, and existing businesses

City of Harper Woods Transportation Engineering, Wayne County Roads Division

Install 5 new crosswalks by 2020



Install Detroit Department of Transportation (DDOT) Route 17 bus stop signs in Harper Woods

City of Harper Woods City Hall, DDOT Transit

Install all 5 bus stop signs in Harper Woods along Kelly Road by 2019



Create a school zone

City of Harper Woods Transportation Engineering, Wayne County Roads Division, Safe Routes to School

Install new signs, lights, and pavement markings by 2020



Remove shrubs in the median

City of Harper Woods Engineering or Public Works, Wayne County Roads Division

Reduce accidents at intersections by 25% by 2020



Where possible, install street furniture to enhance Kelly Road's aesthetics, visual identity, function, and pedestrian mobility

City of Harper Woods Department of Public Works, LifeBUILDERS

Adequate seatings installed by 2020



Build pocket parks as public spaces and multi-use destinations

City of Harper Woods Department of Parks and Recreation, LifeBUILDERS

Pocket Park built at 19536 by 2022

## MEDIUM-TERM

Component	Strategy	Leaders	Benchmarks
	Attract businesses to utilize existing infrastructure at former Royal Grill Diner (19840 Kelly Road) and Milt's Gourmet Bar-b-que (19143 Kelly Road)	Harper Woods/Kelly Road Business Association	Filling of Royal Grill Diner by 2022
	Increase community programming through festivals and events	LifeBUILDERS, City of Harper Woods Economic Development	3 new community events by 2022
	Establish access to sources of financial capital and technical assistance	LifeBUILDERS, City of Harper Woods Economic Development	Established relationship with at least 1 financial institution as well as educational materials (e.g. pamphlets, etc.)
	Survey residents and consumers regularly to monitor demand and assist quality control	Harper Woods/ Kelly Road Business Association	Assess customers/residents by 2021
	Narrow traffic lanes to promote compliance with the speed limit	City of Harper Woods, Wayne County, City of Detroit	Reduced 85th percentile of vehicle speeds to 35 mph by 2023
	Create a wood chip path in median	City of Harper Woods, City of Detroit	Improved pedestrian experience and access
	Coordinate Kelly Road commercial corridor neighborhood cleanups for businesses, medians, and vacant lots	LifeBUILDERS, Harper Woods Neighborhood Development Coalition, Regent Park Community Association	Cross-border events held by annually beginning in 2020

## MEDIUM-TERM

Component	Strategy	Leaders	Benchmarks
	Enhance coordination of policing strategies, data sharing, and transparency between the Detroit Police Department and Harper Woods Police Department, and surrounding communities	Harper Woods Police Department, Detroit Police Department 9th Precinct	First quarterly meeting held by end of 2019, Harper Woods Crime Data tool available to public by end of 2020
	Encourage targeted Detroit businesses along Kelly Road to enroll in Project Green Light and replicate the program for Harper Woods businesses	Harper Woods Police Department, Detroit Police Department 9th Precinct	HW program running by 2020, 1 Detroit business on Kelly has Green Light by end of 2019
	Expand LifeBUILDERS' home restoration activities into Harper Woods	LifeBUILDERS, Harper Woods Economic and Community Development Department	LifeBUILDERS expands into Harper Woods by 2020
	Launch a coordinated multi platform for sharing neighborhood resources, services, and events	The City of Harper Woods, Harper Woods Neighborhood Development Coalition, Regent Park Community Association	Upgraded HW Website and set up an E-newsletter that include comprehensive list of business information, service providers, promotional event, and other information by 2022
	Conduct a comprehensive housing needs assessment of neighborhoods surrounding Kelly Road	City of Harper Woods Community and Economic Development Department and Housing Inspection Department, LifeBUILDERS	Assesment conducted by end of 2020
	Expand current homeownership assistance programs and connect residents to existing housing resources in the community	Harper Wood Neighborhood Development Coalition, Harper Woods Economic and Community Development Department, LifeBUILDERS	Expansion and coordination of homeownership programs by 2020, between 5-10 referals to Wayne Metro or other housing service provider per year

## LONG-TERM

### Component

### Strategy

### Leaders

### Benchmarks



Develop business attraction strategies through newly formed Harper Woods Business Association, a chamber of commerce or economic development administration

Harper Woods/Kelly Road Business Association

Build relationships with 2-3 CDFIs with the intent of pursuing funding within 5-7 years



Turn Harper Woods Business Association into a Micro-Business Improvement District (BID)

Harper Woods/Kelly Road Business Association

Establishment of a BID



Launch a matching grant program for entrepreneurs

City of Harper Woods Economic Development

Matching Grant Program available for entrepreneurs



Create a main street mixed-use overlay district

City of Harper Woods Planning Commission, McKenna, City of Detroit Department of Planning and Development

Creation of an overlay zoning district by 2023



Create a shared-use asphalt path in median

City of Harper Woods, City of Detroit, Wayne County

Improved experience and access for pedestrians and bicyclists



Lighting interventions

City of Harper Woods, City of Detroit, Wayne County

Improved lighting and safety for businesses, drivers, pedestrians, and bicyclists to be in compliance with Illuminating Engineering Society of North America (IESNA)



Redesign parking and curbs

Wayne County, City of Detroit, City of Harper Woods,

Adopt a Vision Zero framework: reduce pedestrian & bicycle crashes and fatalities on Kelly Road to zero by 2030



## Chapter 6:



# Appendices

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## **APPENDIX A: Retail Gap Analysis - Methodology**

ESRI, a leading software developer of geographic information science software, offers Retail Opportunity Maps through its ArcGIS Online platform. The 2017 Opportunity Map features retail industries categorized by 2012 NAICS (North American Industry Code System) definitions at different geographic scales. The retail sales potential for each industry incorporates data from the 2014 and 2015 Consumer Expenditure Survey information from the Bureau of Labor Statistics. Retail sales information comes from 2012 Census of Retail Trade data, as well as data from the U.S. Census Bureau's Nonemployer Statistics division.

To capture retail landscape in the study area, we chose census tracts as our unit of analysis for this analysis. We defined a point in the middle of Kelly Road between East 8 Mile Rd and Moross Road and used the Buffer Tool to create three different buffer zones with 1-mile, 2-mile, and 3-mile radii from that point.

## APPENDIX B: Business Owner Survey - Letter



Students from the University of Michigan are conducting this survey to gain a better understanding about the business/retail ownership on Kelly Road. The results from this survey will inform recommendations we give the city of Harper Woods to support and enhance the business environment on the corridor. These recommendations should be out by the end of the summer.

This survey should take less than 10 minutes. If you have any questions or want to follow-up, please contact Emilie Yonan at [emilley@umich.edu](mailto:emilley@umich.edu).

Thank you!

Faculty affiliated:

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# APPENDIX B: Business Owner Survey - Questions



## Kelly Road Business and Property Owner Survey

Please fill out this form to the best of your ability. Your feedback is much appreciated.

1. Business name: \_\_\_\_\_
2. Name & position: \_\_\_\_\_
3. Type of business: (Check one)
 

<input type="checkbox"/> Automotive Sales & Services	<input type="checkbox"/> Food Services
<input type="checkbox"/> Beauty & Personal Care	<input type="checkbox"/> Grocery
<input type="checkbox"/> Childcare	<input type="checkbox"/> Household Services
<input type="checkbox"/> Convenience & Beverage Retail	<input type="checkbox"/> Health Services
<input type="checkbox"/> Financial Services	<input type="checkbox"/> Other: _____
4. How long have you owned / managed this business? \_\_\_\_\_
5. How long has this business been on Kelly Road? (if different from above) \_\_\_\_\_
6. What brought you to Kelly Road? (Check all that apply)
 

<input type="checkbox"/> Inexpensive rent	<input type="checkbox"/> Proximity to Eastland Mall
<input type="checkbox"/> Customer base	<input type="checkbox"/> Traffic Volume
<input type="checkbox"/> Location	<input type="checkbox"/> Proximity to competitors
<input type="checkbox"/> Other: _____	<input type="checkbox"/> Don't Know

### Circle one:

7. My business is: **family-owned / not family-owned**
8. My business has: **one location / more than one location / part of franchise**
9. I **rent / own** this space  
 If you rent this space, when does the lease end? (Check one)
 

<input type="checkbox"/> This year	<input type="checkbox"/> Next 2 years	<input type="checkbox"/> > 2 years
------------------------------------	---------------------------------------	------------------------------------

### Please fill in the blanks:

10. On average, how many customers do you serve per day on weekdays \_\_\_\_\_?  
 On the weekends \_\_\_\_\_?
11. Where do your regular customers come from OR how far do you travel to do business?  
 Check all that apply.
 

<input type="checkbox"/> Harper Woods	<input type="checkbox"/> Eastpointe
<input type="checkbox"/> Detroit	<input type="checkbox"/> The Grosse Pointe Communities
<input type="checkbox"/> Other: _____	

## 12. What are the peak times for your business? (check all that apply)

	Weekday (Monday - Friday)	Saturday	Sunday
Early Morning (before 9am)			
Late Morning (9am - 12am)			
Afternoon (12pm - 2pm)			
Late Afternoon (2pm - 5pm)			
Evening (5pm - 8pm)			
Night (after 8pm)			

13. What are your impressions of how customers / workers get to Kelly Road? (Check all that apply)
 

<input type="checkbox"/> Personal vehicle	<input type="checkbox"/> Public transportation	<input type="checkbox"/> Walking
---	--	----------------------------------
14. Do you have adequate parking? Check one:  Yes  No
15. How would you describe Kelly Road? (Check all that apply)
 

<input type="checkbox"/> Attractive	<input type="checkbox"/> Not Attractive
<input type="checkbox"/> Convenient	<input type="checkbox"/> Not well planned
<input type="checkbox"/> Vibrant	<input type="checkbox"/> In decline
<input type="checkbox"/> Safe	<input type="checkbox"/> Unsafe
<input type="checkbox"/> Other: _____	
16. In the past 5 years, the conditions on Kelly Road have (check one):
 

<input type="checkbox"/> Improved	<input type="checkbox"/> Declined	<input type="checkbox"/> Stayed the same
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17. What are some of the challenges you face as a business owner on Kelly? (Circle all that apply)
 

<input type="checkbox"/> Customer base	<input type="checkbox"/> Financing	<input type="checkbox"/> Safety
<input type="checkbox"/> Employee base	<input type="checkbox"/> Marketing	<input type="checkbox"/> Attractiveness of space
<input type="checkbox"/> Traffic	<input type="checkbox"/> Parking	<input type="checkbox"/> Litter
<input type="checkbox"/> Other: _____		

## 18. What changes to Kelly Road would you like to see?

\_\_\_\_\_

\_\_\_\_\_

## 19. Any additional comments you would like to add?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## APPENDIX B: Business Owner Survey - Result

Total businesses surveyed: 14

\*some respondents did not answer every question so totals might be less than 14\*

### 3. Types of businesses:

- Automotive Sales & Services: 1
- Beauty & Personal Care: 2
- Childcare: 0
- Convenience & Beverage 2
- Financial Services: 2
- Food Services: 4
- Grocery: 0
- Household Services: 1
- Health Services: 1
- Other:1

### 4. Tenure of Business (years):

- Average: 18.6
- Max: 72
- Min: 3 months

### 5. Tenure on Kelly Road (years):

- 7 out of 8 respondents: 10 years or more

### 6. What brought you to Kelly Road?:

- Inexpensive rent: 0
- Customer base: 4
- Location: 4
- Proximity to Eastland Mall: 0
- Traffic volume: 3
- Proximity to competitors: 0
- Don't know: 1
- Other :1

### 7. Type of ownership:

- Family-owned: 11
- Not-family owned: 3

### 8. Number of locations of businesses:

- One location: 7
- More than one location: 5
- Part of franchise: 2

### 9. Rent/own space

- Rent: 4
- Own: 9
- N/A: 1

### 10. Average customers reported by businesses Weekdays

Number of Customers	Businesses reporting
0-24	4
25-50	2
51-75	2
76-100	2
101-500	2

### Weekend

Number of Customers	Businesses reporting
0-24	3
25-50	5
51-75	0
76-100	0
101-125	1
126-150	1
151-174	0
175-200	1
201-500	1

### 11. Origins of customers (mark all that apply):

- Harper Woods: 9
- Detroit: 2
- Eastpointe: 0
- The Grosse Pointe Communities: 4

12. Peak times for businesses (check all that apply)

	Weekday (Monday - Friday)	Saturday	Sunday
Early Morning (before 9am)	3	1	1
Late Morning (9am - 12am)	4	4	1
Afternoon (12pm - 2pm)	5	5	3
Late Afternoon (2pm - 5pm)	6	2	0
Evening (5pm - 8pm)	7	5	2
Night (after 8pm)	1	2	1

13. How do you perceive your customers/workers get to Kelly Road? (check all that apply)

- Personal vehicle: 9
- Walking: 7
- Public transit: 1

14. Do you have adequate parking?

- Yes: 10
- No: 4

15. Descriptions of Kelly Road (check all that apply):

- Attractive: 3
- Convenient: 3
- Vibrant: 1
- Safe: 0
- Not attractive: 7
- Not well-planned: 2
- In decline: 7
- Unsafe: 6
- Other: 0

16. In the past 5 years, the conditions on Kelly Road have:

- Improved: 0
- Declined: 10

- Stayed the same: 3

17. What are some challenges you face as a business owner on Kelly? (Circle all that apply)

- Customer base: 8
- Employee base: 3
- Traffic: 2
- Financing: 2
- Marketing: 5
- Parking: 2
- Safety: 5
- Attractiveness: 7
- Litter: 6
- Other: 0

18. What changes to Kelly Road would you like to see?

- "Bring [more] variety of business"
- "More business so it won't look abandon & old"
- Theme and marketing of the corridor
- No empty store. Rent is way too high compare to other county
- Greater police presence along the commercial corridor
- More police, more police
- Each business should paint the face of the building, remove all awning, city of Harper Woods remove all snow from front of all business, put more garbage cans on Kelly, more lights facing the parking lot on Kelly, more police cars for security, fix all building thats bandit force to lease or sale
- Increase in customer traffic
- Better Parking

19. Additional comments:

- "More public light, brighter!"
- "Wish we could build a wall and keep Detroit out"
- "Litter is becoming a bigger problem"
- "I believe if there were more police patrolling Kelly Road (day/night) there would be a decrease in crime"
- "When I purchased the business, there was no bulletproof glass. The continuous robbery made me put glass in it."

# APPENDIX C: Focus Group - Methodology, Agenda, and Talking Points

## Methodology

In order to better understand residents' usage, preferences, and opinions relating to the Kelly Road commercial corridor, our team hosted two focus groups with Harper Woods and Greater Regent Park residents in March 2018. The focus groups were held on separate nights, with one for Harper Woods residents held at the City's Neighborhood Economic Development Center (NEDC) at 20010 Kelly Road, and one for Greater Regent Park residents held at the Ford Resource and Engagement Center (FREC) located at 15491 Maddelin Street in Detroit. Recruitment for the groups was facilitated by our clients, the City of Harper Woods and LifeBuilders.

The focus group agenda (see following) includes questions that were used as a guiding framework for the conversation. Participants also completed two map activities: one activity allowed all participants to place dots on a large map of the corridor to mark they liked and do not like, with further opportunity to explain why; the other activity consisted of individual maps in which participants drew the common routes they take to and around Kelly Road, as well as parts they avoid. Both focus groups lasted approximately two hours. We analyzed the responses from these conversations and the map activity by coding them for common and dissimilar themes between the two focus groups. They were then used helped guide the recommendations included in this report. The agenda that follows below includes discussion questions and brief descriptions of the activities that were used at each focus group.

**Greater Regent Park Focus Group Agenda**  
**Kelly Road Capstone**  
3/15/18  
6:00 - 8:00pm

**6:10pm - Welcome, Introductions and Consent**

- **Thank you**
- **Introductions**
- **Purpose of the meeting**
  - *This conversation, hosted by students at the University of Michigan Urban and Regional Planning Program, will help guide recommendations aimed at improving the physical conditions and economic activity for small businesses in the Kelly Road corridor ---- between Moross and 8 Mile Road as big map shows.*
  - *These recommendations will be included in a final report for the City of Harper Woods and LifeBUILDERS and will be available to the public.*
- **Purpose of them as participants** - we wanted a diverse but small group of Harper Woods residents to openly discuss your opinions and attitudes of Kelly Road as well as what they'd like to see in the future - your feedback is critical in crafting recommendations
- **Flow of the meeting** - Please feel free to discuss the questions with one another, we are only here to moderate; please be respectful; please bring in personal experiences if at all possible
- **Recording** - We would like to audiotape this meeting, so as to better represent participants opinions/feedback into our final report. This recording will **not be available** to anyone besides those UofM students working on this project and will be deleted after the final report is completed.
- **Photo Consent Form** - mainly to get consent around photographs and recording, but please know that you can choose not to answer any question. They can leave at any time etc.

**6:15 pm - Opening Activity:**

- Round robin: please say one to two words that you could use to describe Kelly Road

**6:20pm - Memories: General:**

- Could you share any memories on/about Kelly Rd? (one or two people share, only 5 mins)
  - Assuming positive, what's changed since then?

**6:30 - 7:30pm - Consumer behavior and preferences:**

**6:30pm** - For those of you who often find yourselves visiting the Kelly Rd Corridor, why?

- What do you think are the most important businesses along Kelly Rd?
- How often do you use businesses on Kelly Rd?
- What do you primarily shop for (or visit for)?
- When do you primarily visit Kelly Rd?
- What type of transportation do you take to get to Kelly Rd?
  - Lead: Car, bus, bike, or walk (Route?)

# APPENDIX C: Focus Group-Methodology, Agenda, & Talking Points

Greater Regent Park Focus Group Agenda  
 Kelly Road Capstone  
 3/15/18  
 6:00 - 8:00pm

- SMART / DDOT
- Where do you park?

6:45 For those of you who rarely or do not shop on Kelly Rd. what prevents you from visiting Kelly Rd? Or if you find yourself shopping in others areas, why?

- **Lack of business:**
  - What can't you find on Kelly Rd?
  - Where are you traveling for shopping, groceries, entertainment?
- **Crime:**
  - Where do you think crime is happening the most frequently?
  - When do you think it happens most frequently?
  - What types of crimes are you most worried about?
- **Parking/Traffic**
  - What specific aspects of parking and traffic are troubling?
  - What time of day do you find it the hardest to find parking? Or traffic related time of day question
- **Physical appearance/litter**
  - Where do you notice this the most?

7:00pm - **Desired outcomes of Kelly Rd**

- What would you like to see there in terms of retail and other offerings?
- What would make Kelly Rd a better neighborhood center?
- What other business corridors do you find exciting? And why?
  - Probe: More seating, more colorful buildings
  - Follow up question: Is this something you'd like to see on Kelly Rd?

7:15pm - **Quality of Life/Neighborhood Experience Questions**

- What amenities are you lacking in your neighborhood/community as a whole?
  - Specific that we're zooming out from Kelly Road to their neighborhood
  - Prompt for amenities: services, conveniences and/or resources
- Which of these amenities that you've listed would you like to see on Kelly Rd?
- **If we have the time and the convo doesn't go there -----**
  - What other parts of your neighborhood do you feel concerned about?..... related to housing, resident retention, renters.....?

7:30pm - **Mapping Exercise**

- 7:30pm - How do you feel about the appearance and physical conditions of Kelly Rd?
  - One large map - 10 minutes
    - "Identify positive areas, blocks, or buildings you appreciate with green dots" --- up to 5 dots
    - "Identify negative areas, blocks, or buildings you would like to change with red dots" --- up to 5 dots
    - "Draw or write on post-it notes what you would like to see on Kelly Road or comments about Kelly Road"
    - "Let us know if you have any questions"

Greater Regent Park Focus Group Agenda  
 Kelly Road Capstone  
 3/15/18  
 6:00 - 8:00pm

- **Share out if people want to facilitate it to say where put dots/why/takeaways**

● 7:45pm - Individual Maps for Routing, and feedback not included in focus group conversation (no share out)

- How do you feel about walking along or driving along or to Kelly Rd?
  - "Draw what walking/driving/bus routes you take to or around Kelly Road on the map"
  - "Identify unsafe walking/driving/bus routes routes with red markers"
  - "Identify heavily used and/or safe walking/driving/bus with green markers"
  - "You can use the backside for additional comments and feedback"

● 8:00 pm - Wrap up and thank you

# APPENDIX D: Renter Interview - Methodology & Questions

## Methodology

After the focus groups in Greater Regent Park and Harper Woods, we recognized that there was a gap in understanding the attitudes, opinions, and preferences of renter households. For this reason, and with major support from LifeBUILDERS staff, our team conducted a series of eight 30-minute phone interviews to collect additional information from Greater Regent Park renters (NB: there is a larger population of renters there compared to Harper Woods). All renters that participated rent their homes on or near Kelly Road. To complement the data gleaned from our focus groups, we adapted the list of focus group questions to fit within a 30-minute time frame. The following script includes interview questions that our team asked participants. Combined with our focus group responses, these interviews helped guide the recommendations in this report.

Greater Regent Park Renter Interviews  
Kelly Road Capstone  
3/19/18 - 3/20/18

### Introduction - 2 minutes

- **Quick introduction:** Hi I'm \_\_\_\_\_, a graduate student from the University of Michigan
- **Thank you:** Thank you for taking 15-20 minutes of your time to speak with me today
- **Purpose of capstone and interview:**
  - As **Alaina Jackson** from LifeBUILDERS may have mentioned on the phone last week, I am working with a team of graduate students in collaboration with LifeBUILDERS and the City of Harper Woods to help craft recommendations for improvements along Kelly Rd that help businesses and residents
  - Kelly Road corridor refers to the section between Moross and 8 Mile Road
  - These recommendations will be included in a final report for the City of Harper Woods and LifeBUILDERS and will be available to the public in early May.
  - As we are in the process of conducting resident interviews to help gain more insight on the use and perceptions around Kelly Road, **Norma Foster and Alaina Jackson** from LifeBUILDERS mentioned that you would be a great person to talk to as you rent in the area and might be within walking distance of the Kelly Road Corridor.
- **Flow of interview:** The interview will be approximately 15-20 minutes in length and includes 5 questions (with subsequent follow up questions depending on your answers)
- **Confidentiality:** Lastly, please note your answers are confidential and we will not use your name in any way within our report
- Any questions?
- With that, let's start with the first question....

### Questions: 3-4 minutes each

1. **Do you visit the Kelly Rd Corridor? If so, for what purposes? Please go to #2 if the answer is "I don't"**
  - a. What do you think are the most important businesses along Kelly Rd?
  - b. How often do you use businesses on Kelly Rd?
  - c. How do you usually get to Kelly Road?
  - d. On what days and times do you primarily visit Kelly Rd?
2. **If you rarely visit Kelly Road, why? IF yes to #1 question: Do you often find yourself visiting and shopping in others areas? If so, why?**
  - a. **IF lack of business:**
    - i. What can't you find on Kelly Rd?
    - ii. Where are you traveling for shopping, groceries, entertainment?
  - b. **IF crime:**
    - i. Where do you think crime is happening the most frequently?
    - ii. When do you think it happens most frequently?
    - iii. What types of crimes are you most worried about?
  - c. **IF parking/traffic**

## APPENDIX D: Renter Interivew - Methodology & Questions

Greater Regent Park Renter Interviews  
Kelly Road Capstone  
3/19/18 - 3/20/18

- i. What specific aspects of parking and traffic are troubling?
  - ii. What time of day do you find it the hardest to find parking? Or traffic related time of day question
  - d. **IF** physical appearance/litter
    - i. Where do you notice this the most?
  - e. **IF** other
- 3. How do you feel about the overall appearance and physical conditions of Kelly Rd?**
- a. Can you identify particular blocks, buildings, or areas that you really like?
  - b. Can you identify particular blocks, buildings or areas that you would like to see changed in some way?
- 4. What would make Kelly Rd an overall better neighborhood center?**
- a. What would you like to see there in terms of retail and other offerings?
  - b. What other business corridors do you find exciting? And why?
- 5. What else do you feel you are you lacking in your neighborhood/community as a whole?**
- a. Which of these amenities that you've listed would you like to see on Kelly Rd?

## APPENDIX E: Retail Opportunity Matrix

This matrix is meant to be used as an inventory for possible retail development. It is meant to show retail opportunities along Kelly Road, highlighting where our clients should focus their efforts for prospective tenants. The properties listed as in “good physical condition” (with a physical condition rating of 3) could be the vacancies to be filled because of the perceived lower investment costs needed to make them tenable.

This information came from Corelogic, Inc., Loveland Technologies, the City of Harper Woods, and our Physical Conditions inventory conducted on February 18.

Property Address	Assessed Value	Physical Condition (Rate on scale of 1-3; 3 being best)	Tax Status	Vacant / For Lease / For Sale
19304 Kelly Road	\$37,600	3	Paid	Vacant
19344 Kelly Road	\$86,800	2	Paid	For lease
19354 Kelly Road	\$159,300	2	Delinquent	For lease
19524 Kelly Road	\$44,100	3	Paid	Vacant
19528 Kelly Road	\$223,300	2	Paid	For Sale
19536 Kelly Road	Unknown	1	Unknown	Vacant
19550 Kelly Road	\$108,300	3	Paid	For Rent
19840 Kelly Road	\$74,500	3	Delinquent	Vacant
19898 Kelly Road	\$97,000	3	Paid	Vacant
20052 Kelly Road	\$51,400	3	Delinquent	Vacant
19143 Kelly Road	\$37,100	1	Subject to foreclosure	Vacant
19151 Kelly Road	\$28,400	1	Subject to foreclosure	Vacant

**Figure E1:** Retail Opportunity Matrix

Source: CoreLogic, Inc. (2017). 2017 Wayne County Deeds., Detroit. (n.d.). Retrieved February 7, 2018, from <https://makeloveland.com/us/mi/wayne/detroit>, City of Harper Woods

## APPENDIX F: Physical Conditions Methodology

On February 18, our team conducted a physical conditions assessment along Kelly Road. We divided the corridor into 6 sections, which consisted of 5 blocks each on the Detroit side and 4 blocks each on the Harper Woods side.. Each of the six teams assessed the buildings on every block on a descending scale (3 being the best condition and 1 being the most concerning) according to the following criteria:

- 3: Superficial Improvements Needed: Superficial improvements may be necessary (paint, cleaning). Windows and doors are intact and interior is visible from the sidewalk.
- 2: Minor Structural Repairs Needed: Less than 50% of paint is peeling. Window or door glass is cracked. Windows and doors are broken or boarded up. Business sign is torn, faded, or broken. Gutters and downspouts are slightly rusty. Paint/siding missing, graffiti present.
- 1: Major Repairs Needed: Foundation is crumbling. Walls and/or chimneys are leaning. Roof is sagging. Wood is rotting or masonry is loose. Doors and/or windows are missing. Minor fire damage that may be repaired.

Each block was also assessed with teams making notes about the following factors:

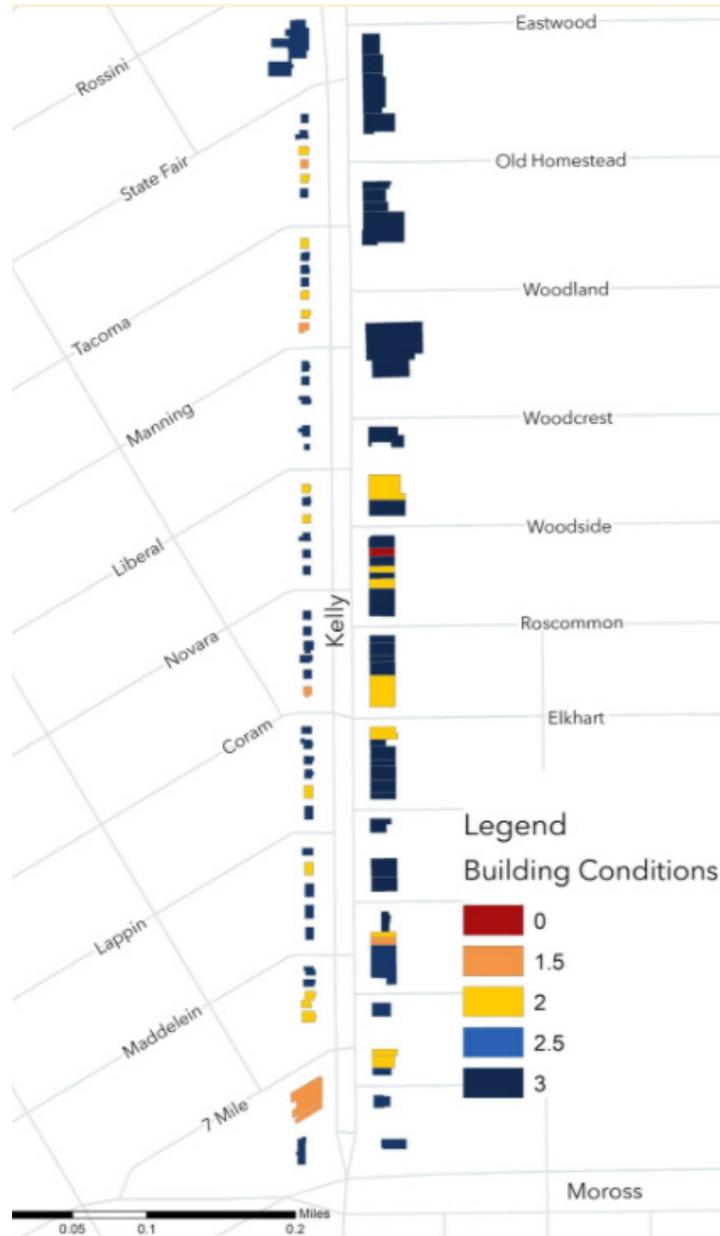
- Number of streetlights;
- Existing street landscaping (number of planters, street trees, shrubs, flowers and quality: good, fair, poor, based on health and apparent maintenance);
- Number of benches and/or seating areas;
- Number of trash cans;
- Street banners and/or signage;
- Litter;
- Graffiti and/or vandalism;
- Gateway signs, for example, signs that say "Welcome to Harper Woods" (if applicable);
- Number of parking spaces;
- Condition of parking spaces, considering potholes, visibility of lines, miscellaneous factors; and,
- Presence of marked bus stops.

Figure F1: Map of Physical Condition Assessment



# APPENDIX F: Physical Conditions Methodology

Figure F2: Physical Conditions assessment results



## APPENDIX G: Code Enforcement

In our report, we recommend that the City of Harper Woods improve their enforcement of code violations along Kelly Road to improve the physical environment of the corridor. To supplement this recommendation, we developed a template that the City can adapt and use to manage data around code enforcement. This will allow the City to track the type of code violations, when they were found, when progress checks were scheduled, whether the violations were checked, and whether the property owner is currently in compliance or not. We developed this template by examining the city's code enforcement reports, which were generated by the city's code enforcement consultant, SafeBuilt. A spreadsheet similar to this could be a simple and effective tool to consolidate data around code violations, and guide code enforcement.

Address	Parcel Number	Enforcement Number	Violation Type	Owner	Violation/Complaint Details	Date of Initial Inspection	Initial Violations Found	Date of scheduled progress check	Date of actual progress check	Uncorrected violations/ comments	Compliance?	Result Date
19228 Kelly Rd	42 001 01 0675 000	E171202		Candlelite Lounge		27/9/2017	14 Day Notice to Pull a Permit and Repair the Front Elevation of the Building Per City Ordinances or Further Action may be taken	1/11/2017	21/2/2018	Owner Removed Unsecured Metal and Is going to pull permits in the spring for a front elevation repair	Partially Complied	21/2/2018
19240 Kelly Rd	42 001 01 0677 000	E150-307	Business license	Reasonable Rides		7/7/2015	Operating without a business license	10/8/2015	10/8/2015	(1) Add smoke detector to furnace room on first floor and to the 2nd floor office. (2) Add fire extinguisher to the 1st floor, bay area. (3) Add metal cabinet for combustible materials	Partially Completed	
19240 Kelly Rd	42 001 01 0677 000	E150681	None	Package Delivery Inc	People living upstairs	17/12/2015						
19354 Kelly Rd	42 001 01 0702 000	E171262	Vacant Property Registration	Select Commercial Assets LLC	Vacant Registration Required							

Figure G1: Sample Code Enforcement Spreadsheet

# APPENDIX H: Crosswalk Design Guidance

## Crosswalk Design Guidance

To create additional crosswalks on Kelly Road, simple signage may be appropriate. However, vehicles often do not yield to pedestrians at unsignalized crosswalks, which can create safety concerns for pedestrians and bicyclists. As a four-lane corridor, the width of Kelly Road creates more potential for conflicts between vehicles and pedestrians, which corresponds to our recommendations for bulb-outs, or extensions of the sidewalk and curb at intersections which could be used as a tool to help demarcate parking spaces, slow traffic, reduce crossing distances for pedestrians, and improve visibility. To respond to these concerns, we recommend signalized crosswalks (with traffic control devices) to promote the safest environment for non-vehicular modes of travel. Several options for signalization exist in the State of Michigan, including Rectangular Rapid Flashing Beacons (RRFBs), Pedestrian Hybrid Beacons (PHBs), and full signalization of intersections for the facilitation of pedestrian movement. What follows are descriptions of each crosswalk type and short discussion of the legal requirements involved in their installation.

RRFBs would be most ideal for Kelly Road's crosswalks due to their low cost (cheaper than PHBs and traffic lights) and high effectiveness (higher vehicle stop compliance rate than an unsignalized crosswalk, and equal stop compliance rate to PHBs).<sup>1</sup> RRFBs add a rapid yellow flashing light component to existing Manual on Uniform Traffic Control Devices (MUTCD) crosswalk signs. RRFBs encourage vehicles to comply with existing State of Michigan laws to yield to pedestrians.<sup>2</sup> Municipalities may also enact local legislation requiring vehicles to stop for pedestrians, further encouraging pedestrian safety.<sup>3</sup> RRFBs were recertified for national use by the Federal Highway Administration in March 2018.<sup>4</sup>

**Figure H1:** A pedestrian crosses at an RRFB crosswalk. This crosswalk has ladder style pavement markings and is fully MUTCD compliant.

Source: Texas Transportation Institute. (2016).<sup>5</sup>



Like RRFBs, Pedestrian Hybrid Beacon (PHB) crosswalks are pedestrian activated signals that are permissible under Michigan state law. Although they are more expensive than RRFBs, the PHB provides a full light cycle movement that includes yellow warning lights and red stop lights for drivers.<sup>6</sup>

With full signalization of pedestrian crossings at intersections (standard traffic lights for vehicles and pedestrians), we recommend that all intersections have automated pedestrian cycles that do not require pedestrian activation. Pedestrian activation signals (with push buttons) should only be used at locations with low vehicular traffic volumes.<sup>7</sup>



**Figure H2:** Pedestrian-Hybrid Beacons are more intensive crosswalk control devices, with full-stop red signals.

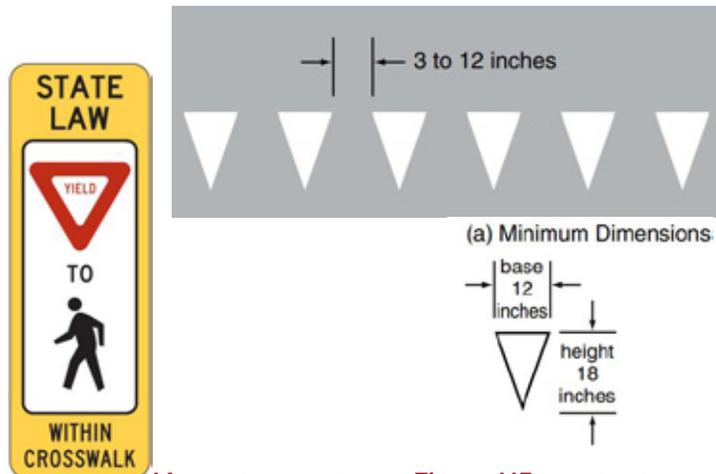
Source: Pedestrian and Bicycle Information Center. (2018).<sup>8</sup>

## APPENDIX H: Crosswalk Design Guidance

Thermoplastic paint is ideal for all pavement markings, to increase lifespan and reduce maintenance costs. The National Association of City Transportation Officials (NACTO) recommends that all crosswalks along the corridor be marked with 12 feet - 24 feet bars (continental/ladder style), not with the formerly recommended two 6" transverse lines (standard style).<sup>9</sup>



**Figure H3:** MUTCD R1-5a "Yield Here to Pedestrians" sign  
Source: Michigan Department of Transportation. (2011). Manual on Uniform Traffic Control Devices.<sup>10</sup>



**Figure H4:** MUTCD R1-6 "State Law: Yield to Pedestrians Within Crosswalk" sign, intended for use between lanes of traffic and on the outsides of lanes.  
Source: Michigan Department of Transportation. (2011). Manual on Uniform Traffic Control Devices.<sup>12</sup>

**Figure H5:** MUTCD "Shark Teeth" Yield Lines can be used in advance of crosswalks to encourage drivers to yield to pedestrians  
Source: Michigan Department of Transportation. (2011). Manual on Uniform Traffic Control Devices.<sup>13</sup>

Signage for unsignalized crosswalks could also include R1-5A "Yield here to pedestrians" signs. In advance of crosswalks, "shark teeth" yield lines can also be used, in compliance with MUTCD 3B-16 pavement markings.

The addition pavement markings can serve as a relatively low cost method of improving driver stop compliance (approximately \$120 in material costs per crosswalk before labor). Crosswalks can also be supplemented with MUTCD R1-6 signs on the white dashed line between the lanes of through traffic.<sup>11</sup>

All crosswalks should be well lit for safe night-time crossings, and should provide good visibility for pedestrians as well as drivers. And, in accordance with federal law, all crosswalks must also be ADA-compliant.

### Methodology for Crosswalk Locations

In determining the locations for recommended crosswalks along Kelly Road, we considered four factors:

- Existing crosswalks
- Bus stop locations
- Population density
- Existing business locations

The first criteria involved analyzing the locations of the existing six crosswalks on Kelly Road and determining the largest gaps between crossing points. The second criteria considered existing DDOT Route 17 bus stop locations, with particular focus on bus stops that do not have crosswalks in close proximity (0.25 mile walking distance). The third criteria analyzed population densities (residents per square mile) in Harper Woods and Regent Park census tracts to determine where the need for crosswalks may be highest. The fourth criteria involved analyzing business locations based on our physical conditions assessment to determine where crosswalks would be most beneficial.

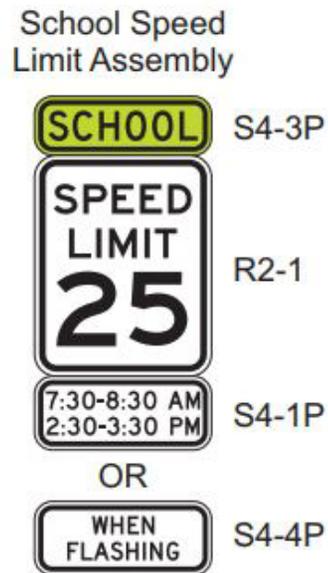
All four factors were taken into account equally in developing recommended locations for short- and medium-term crosswalks. In the long-term, we recommend installing crosswalks at almost every intersection to encourage pedestrian safety, retail foot traffic, and cross-jurisdictional community connectivity.

# APPENDIX I: School Zone

## Michigan Manual on Uniform Traffic Control Devices: School Zone Implementation

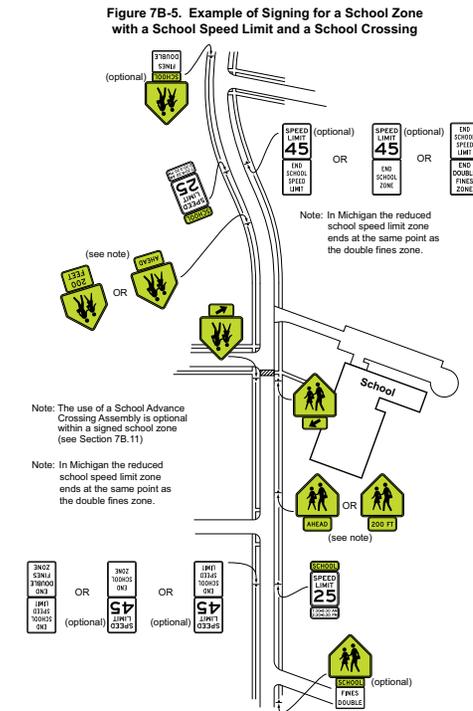
The State of Michigan encourages the use of “School Zones” as tools to reduce vehicle speeds in front of school buildings during arrival and departure times. Michigan allows for the 30 minutes prior to the start of school and the 30 minutes after the end of school to be signed for 25 miles per hour to better facilitate safe pedestrian movement (Figure 1). School zones can be supplemented with SCHOOL zone pavement markings (Figure 3), additional crosswalk signs, and increased fines for vehicle speeding.<sup>14</sup>

**Figure I1:** Michigan Manual on Uniform Traffic Control Devices (MMUTCD) Speed Limit Signage for School Zones



**Figure I2:** A sample school zone set-up

Source: Michigan Manual on Uniform Traffic Control Devices (MMUTCD)



**Figure I3.** MMUTCD-compliant school zone pavement markings



## APPENDIX J: Lighting Design & Cost

### Lighting Design Considerations

There are six principles to consider in lighting design:

- Safety - ensure drivers and pedestrians having an adequate view of surroundings;
- Security - provide a setting that will deter criminal activities;
- Limit amount of light trespass - avoid over-lighting an area;
- Environmental responsibility - use energy efficiently;
- Cost - consider the initial cost of the installation and maintenance cost; and,
- Uniform and consistent lighting - provide uniformity and consistency in lighting designs.<sup>15</sup>

In addition to conforming to the six principles, city governments should apply distinct design standards to different road classifications.<sup>16</sup> Because there is a variety of retail on the Harper Woods side, Kelly Road is a business arterial that should have 24-foot street lights every 70 to 80 feet. In contrast, the residential houses are mainly located on the Detroit side should have 16-foot street lights every 100 to 150 feet along the Kelly Road.<sup>17</sup>

### Lighting Cost

The initial capital cost of street lights varies from style to style. Purchasing cost varies by types of poles and luminaire materials (light fixtures and associated parts). The City of Columbus, Ohio conducted a street light master plan to inventory their street lights and determine the cost of every type of street light. Within the master plan, luminaire cost is approximately from \$150 and \$950 while pole cost is between approximately \$450 and \$2900.<sup>18</sup> Each street light requires \$2,000 to \$4,000 in installation costs.<sup>19</sup> The final cost of each street light is between approximately \$2,600 and \$8,000 depending on the particular style.

City of Harper Woods receives \$150,000 funding on March

2018 from the state aiming to improve public safety and quality of life through improved street lighting.<sup>20</sup> The state grant will be used to replace aging and nonfunctional street lighting infrastructure with LEDs,<sup>21</sup> and can be a good funding source to improve lighting conditions along Kelly Road. If LED street lights are implemented on Kelly Road, they can consume approximately one-third of the energy required by incandescent street lights (the standard for street lighting between the 1930s and 1940s) and last three to four times longer, reducing maintenance costs and improving service.<sup>22,23</sup> In addition to cost reduction, LED street lights offer improved lighting quality and more uniform light distribution as shown in Figure 1, offering the better lighting quality than traditional lights.



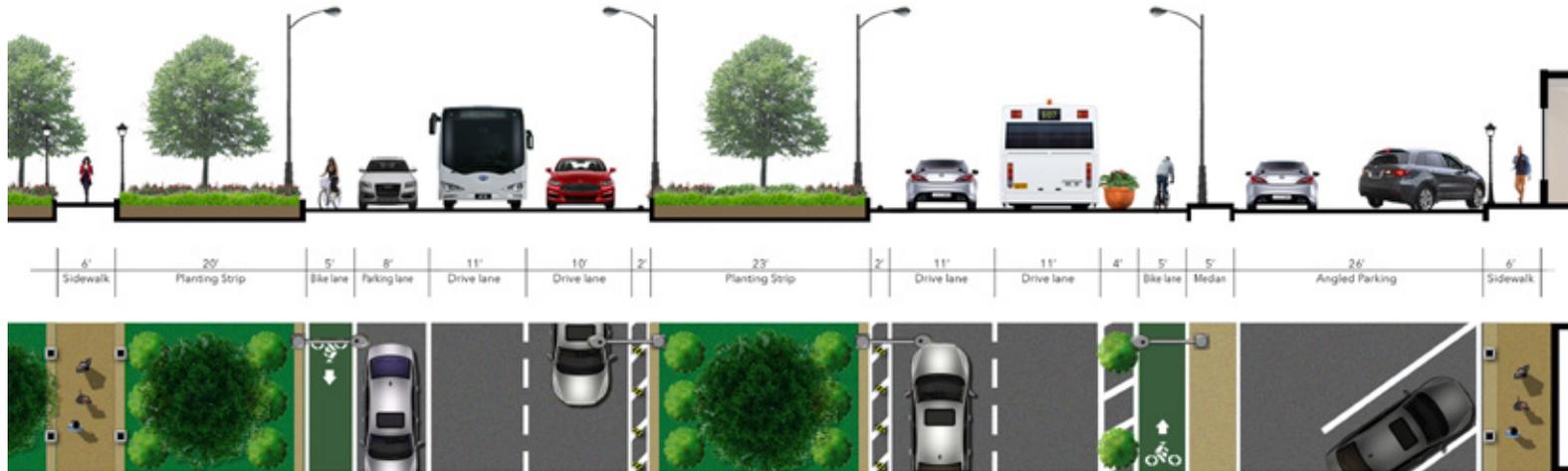
**Figure J1:** Comparison of traditional (top) and LED street lights (bottom)

Source: World, U. (2015).<sup>24</sup>

## APPENDIX K: Lane Narrowing - Supplementary Tool: Bike Lanes

In Detroit there is an ongoing effort to introduce bike lanes on roads throughout the city. These are seen as tools to help narrow lanes, provide an alternative transportation mode, and improve driver and bicycle safety.<sup>25</sup>

As highlighted in Chapter 3, we recommend narrowing traffic lanes on Kelly Road. Methods introduced include lane striping, using armadillo bumps (also known as traffic exclusion domes), and rumble strips to narrow lanes along Kelly Road. However, an alternative method of lane narrowing includes implementing bike lanes. For example, near Maddelein Street, the lanes could be narrowed to 11 feet, making room for two protected 5-foot bike lanes. Bike lanes should be designed and installed in accordance with the MUTCD and NACTO design guidelines.<sup>26</sup>



**Figure K1:** Bike lanes can serve as an interim lane narrowing tool, helping to reduce driver speed and provide a safe space for bicycles. The image above represents the right-of-way along Kelly Road at Maddelein.

## Endnotes

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