

**E: Warren/Cadiieux 2021**

# EAST WARREN / CADIEUX

## NEIGHBORHOOD FRAMEWORK PLAN

Planning and Development Department

City of Detroit, April 2021





**E. WARREN /**

**CADIEUX**

NEIGHBORHOOD FRAMEWORK PLAN

**CITY OF DETROIT**

MAYOR MICHAEL DUGGAN

**PLANNING AND DEVELOPMENT DEPARTMENT**

KATY TRUDEAU, ACTING DIRECTOR

APRIL 2021



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# ACKNOWLEDGMENTS

This project would not be possible without the invaluable contributions offered by the residents of MorningSide, East English Village, and Cornerstone Village throughout the planning process. The project team would like to thank everyone who participated in the planning process during an especially difficult year. The project team would also like to recognize the contributions from the following individuals and groups that contributed to the project:

## CITY OF DETROIT

Planning & Development Department (PDD)  
Housing & Redevelopment Department (HRD)  
Department of Neighborhoods (DON)  
Historic District Commission (HDC)  
General Services Department (GSD)  
Detroit Land Bank Authority (DLBA)  
Department of Public Works (DPW)  
Detroit Economic Growth Corporation (DEGC)  
Detroit Department of Transportation (DDOT)  
Detroit Water & Sewerage Department (DWSD)  
Detroit City Council District 4, Office of Council Member André Spivey

## COMMUNITY PARTNERS

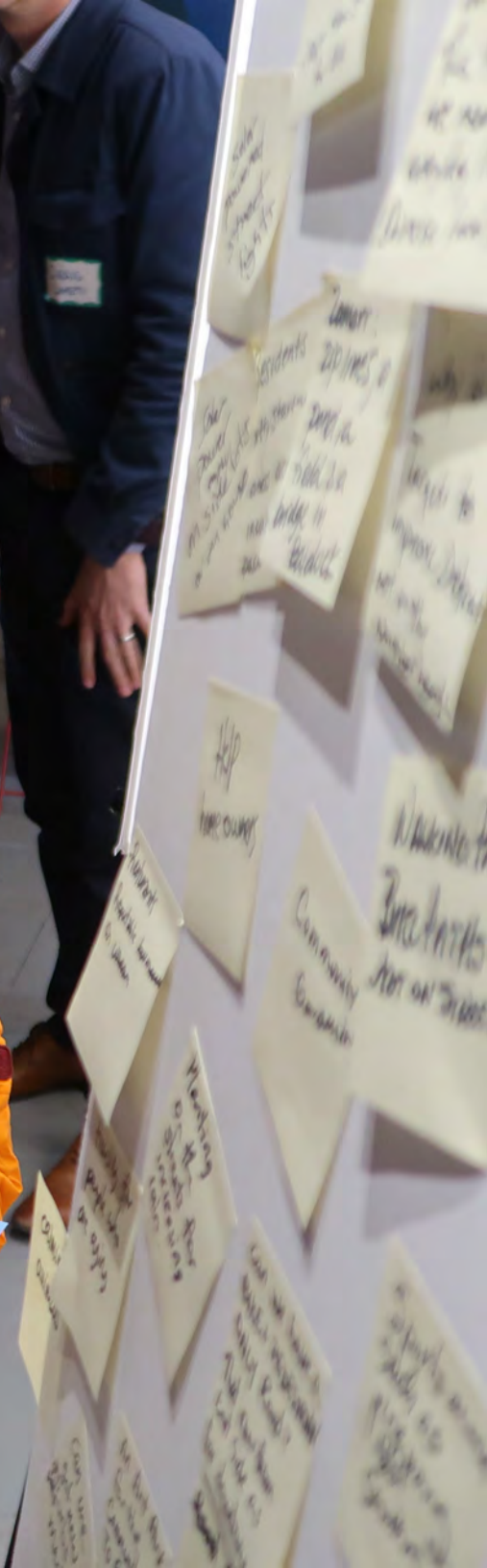
Invest Detroit  
Eastside Community Network  
East English Village Neighborhood Association  
MorningSide Neighborhood Association  
Cornerstone Village Neighborhood Association  
U-SNAP-BAC  
MECCA  
East Warren Development Corporation  
Blue Cross Blue Shield of Michigan

## Neighborhood Residents

The many community residents and community members who devoted their time and energy to provide thoughts, feedback, and guidance throughout this process.

## CONSULTING PARTNERS

OHM Advisors  
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3C Associates  
livingLAB  
4Ward Planning  
Quinn Evans Architects



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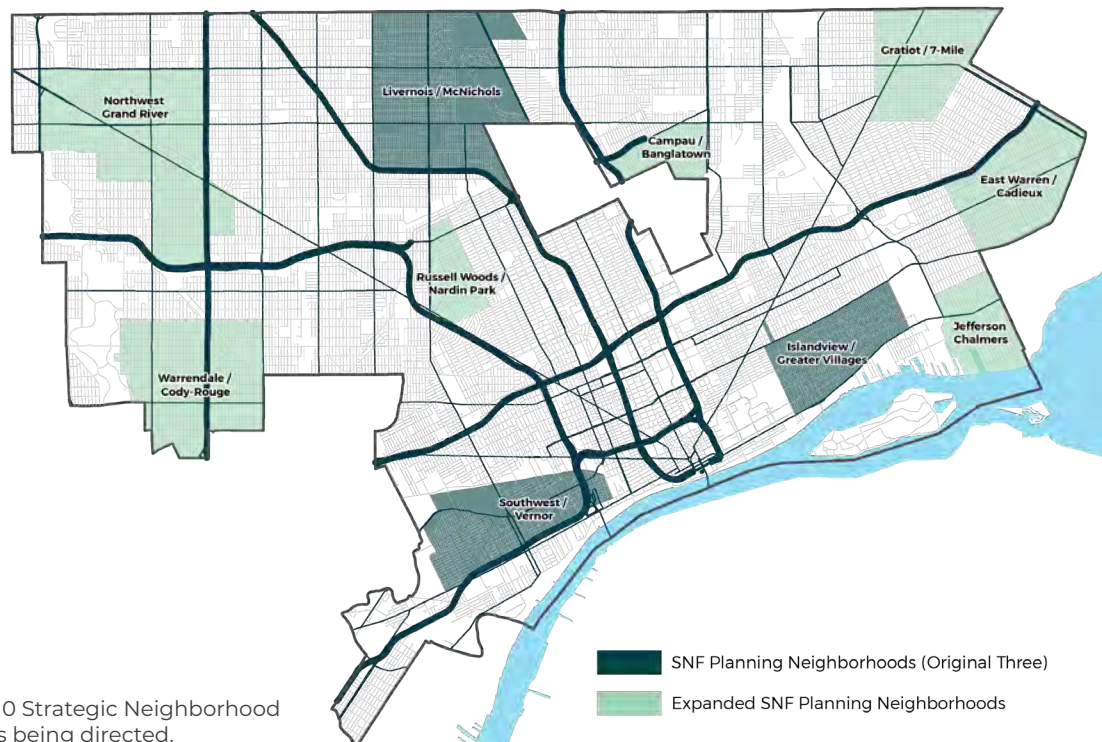


# 1 INTRODUCTION

**The E. Warren/Cadieux Neighborhood Framework Plan is a plan of action to guide growth and investment in the neighborhoods of MorningSide, East English Village and Cornerstone Village. The plan was co-crafted by the City of Detroit and neighborhood residents.**

**The following section outlines the purpose of the Plan and process undertaken to craft it.**

The E. Warren/Cadieux Neighborhood Framework Plan is supported by the Strategic Neighborhood Fund (SNF), a funding strategy layering philanthropic and public contributions to improve and catalyze change in Detroit neighborhoods. The SNF was started in 2014 with \$42M in contributions and was applied to three neighborhoods. In 2018, the SNF was expanded to an additional seven neighborhoods with a budget of \$130M. The E. Warren/Cadieux Plan is one of ten planning initiatives happening in the City to deliver the mission of a “healthy and beautiful Detroit, built on inclusionary growth, economic opportunity, and an atmosphere of trust.”



The E. Warren/Cadieux Planning Area is one of 10 Strategic Neighborhood Fund (SNF) neighborhoods where investment is being directed.

# 1.1 PURPOSE OF THE NEIGHBORHOOD PLAN

In 2019, the City of Detroit embarked on its ninth neighborhood framework plan, the E. Warren/Cadieux Neighborhood Framework (“the Plan”). Just like previous Neighborhood Plans, this is a plan of action crafted in coordination with community residents and the City’s Planning and Development Department to identify feasible strategies to improve the quality of life for all residents.

This Plan focuses on the far east side of the City and a set of neighborhoods surrounding E. Warren Avenue: MorningSide, East English Village, and Cornerstone Village (“the Planning Area”). Long heralded for their unique histories, these neighborhoods embody diversity in architecture, income, demographics, and businesses. This Plan builds on and supports that community identity by directing local investments that will have broad benefits across the neighborhoods.

This Plan will guide investment in all three neighborhoods and connect streetscapes, commercial corridors, parks, and residential areas in a coordinated framework that will build on the existing strengths of the community. The recommendations of the E. Warren/Cadieux Neighborhood Framework Plan will be funded in part by the Strategic Neighborhood Fund, a funding strategy intended to jump-start private investment in the ten neighborhoods in the City. Approximately \$130 million in total investment is planned across ten neighborhoods that will receive a portion of the money to target specific public investments.



The E. Warren/Cadieux Planning Area consists of the MorningSide, East English Village, and Cornerstone Village neighborhoods.

## Neighborhood Snapshot

The E. Warren/Cadieux Planning Area is home to a wide variety of individuals, businesses, and institutions. The population in the Planning Area has mirrored population changes in the rest of the Detroit through its history, with a decrease starting in the 1970s and finally leveling out in the late 2010s. More recently, the steep decline from 2010 to 2016 has been replaced by a gradual increase over the last three years.

MorningSide is the largest neighborhood in the Planning Area, and also has the highest population with 11,007 residents. Cornerstone Village's population is 8,153, and East English Village has 5,061 residents. There are over 8,400 households in the Planning Area and an average household size of 2.83 people.



**24,221**  
2019 Population



**8,462**  
Households



**2.83**  
Average Household Size

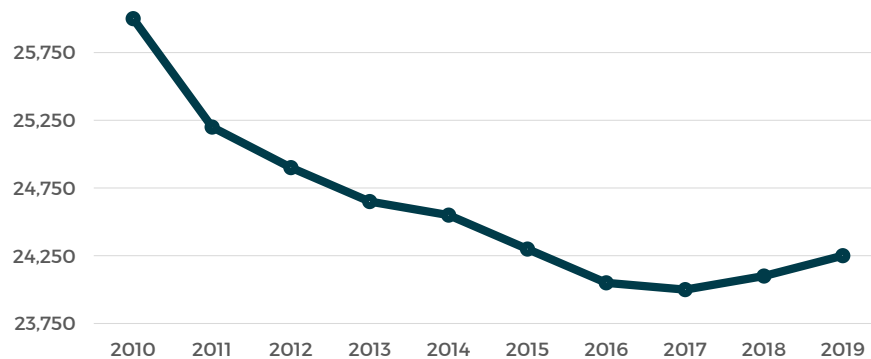
### NEIGHBORHOOD POPULATION

**11,007**  
MorningSide

**5,061**  
East English Village

**8,153**  
Cornerstone Village

### RECENT POPULATION TRENDS



### PLANNING AREA BUSINESS

**481**  
Total Businesses

**7,870**  
Employees

**\$38,632**  
Median Household Income



**55%**  
White Collar



**23%**  
Blue Collar



**22%**  
Service Jobs

# Planning Focus Areas

The E. Warren/Cadieux Neighborhood Plan centers on four Planning Focus Areas that are important to the future success of the neighborhood: (1) Commercial and Mixed-Use Development, (2) Streetscape Improvements, (3) Parks and Open Spaces and (4) Neighborhood Stabilization. Specific strategies were developed for each Focus Area, building on resident feedback and aligning strategies across Focus Areas to stretch public investment as far as possible.



The Coe is a new, mixed-use development with residences and neighborhood focused retail spaces located in West Village.



A Neighborhood Framework Plan for Livernois-McNichols envisions Livernois Avenue as a corridor that is comfortable for all users and supports local business. Image: Spackman Mossop Michaels



## Commercial and Mixed-Use Development

This Focus Area is about attracting and supporting the success of new shops and businesses along the E. Warren Corridor, which serve the neighborhoods in the Planning Area and help to stabilize them. This Focus Area also includes adding new housing options on the E. Warren corridor to meet community needs, and consideration for preserving and enhancing important structures in the community.



## Streetscape Improvements

The renovation of E. Warren Avenue applies to the infrastructure of the street, or streetscape, and how it can be redesigned to work better for all users in the community. The renovation of E. Warren Avenue will be closely tied to the specific locations identified through the Commercial and Mixed-Use Development Focus Area and will improve safety, comfort, and usability for non-motorized users. This also includes concepts for safe, convenient, and adaptable parking and improved transit stops.



Park spaces, such as the playground at Ella Fitzgerald Park, that offer activities for all neighborhood residents can improve the quality of life in the E. Warren/Cadieux Planning Area. Image: Earthscape



## Parks and Open Space

The major park asset in the Planning Area is Balduck Park, and this Focus Area explores the community's vision for new and improved amenities there, along with improved access, safety, and functionality for the park. This Focus Area also considers opportunities for improving or creating other parks and open spaces elsewhere in the community.



Detroit Abloom in the Jefferson Chalmers neighborhood transformed a vacant home and lot to a non-profit flower farm and sanctuary garden.



## Neighborhood Stabilization

This Focus Area relates to supporting the vitality of neighborhood streets. This includes encouraging more occupancy of existing homes, supporting the regeneration of the housing market, encouraging property maintenance and reuse of vacant lots, and clearing the most challenged structures where they are affecting residents' sense of safety or the value of their properties.

## 1.2 COMMUNITY ENGAGEMENT

The Neighborhood Plan was developed with residents and stakeholders in MorningSide, East English Village, and Cornerstone Village. Residents, local business owners, community leaders and other interested Detroiters participated in person, in writing, over the phone, and online over the course of the planning process, and their ideas and commitment shaped the Plan.

Nobody knows MorningSide, East English Village and Cornerstone like the people who live and work there. The community knows the history of the neighborhoods, and can speak to years – and sometimes generations – of lived experience. Community members also know and continue to generate the local culture, and are the experts on where their neighborhoods have been and where they are going. This expertise was evident throughout all community events held during this process.

Community members were extremely generous in sharing their time, expertise, and creativity to develop the Neighborhood Plan, which embeds their input in two important ways. First, the Neighborhood Plan Strategies in Section 3.1 reflect the ideas and input community members shared. Second, the Plan provides a record and illustration of the broader set of Community Ideas, so that local expertise will continue to set the course for community improvements after this Plan is complete (see Section 2.2).

# COMMUNITY ENGAGEMENT BY THE NUMBERS

**60+**

Attendees

Community Meet & Greet  
October 2019

**125**

Average

Community Meeting  
Attendees

**500 & 550**

Page 'Likes'

Followers

Project Facebook Page  
April 2020–February 2021

**2,500**

Page Views

Project Website  
April 2020–February 2021

**20+**

Sessions

Virtual Office Hours  
April–November 2020

**720**

Residents

Neighborhood  
Canvassing Responses  
October 2020

**195**

Responses

Community Survey  
July 2020

**3,800**

Postcards Mailed

**6,100**

Properties  
Canvassed

**125**

Yard Signs  
Distributed

**8**

Outdoor Project  
Boards



# Community Engagement Process

Community engagement took place throughout the planning process in a variety of ways. Each phase of the planning process included one formal Community Meeting, while other updates, such as informal conversations, neighborhood canvassing, and pop-up events happened as-needed throughout the project. Once physical distancing requirements related to COVID-19 were put in place in March of 2020, all engagement activities were held virtually or with careful distancing measures.



### Other Engagement Tools

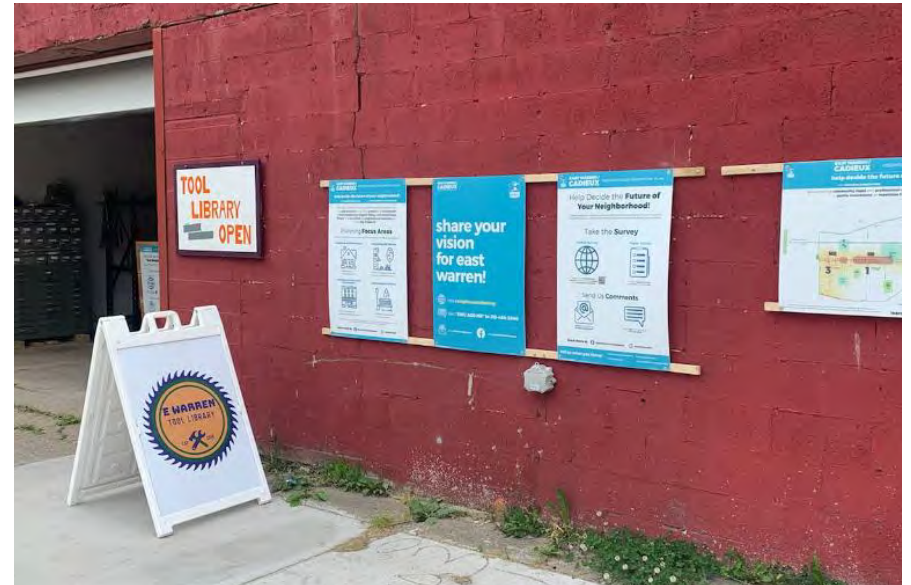
Newsletter Updates	Door Knocking	Project Website	Yard Signs
Virtual and Online Engagement	Social Media	Mailers	Text Alerts

## Recognizing a Challenging Time for the Community

The COVID-19 pandemic began to affect Detroit and other cities in March of 2020, when the planning process was not yet half way complete. Like millions of other people, community members in MorningSide, East English Village and Cornerstone Village were immediately faced with physical distancing requirements and disruptions to everyday life. Many people experienced health or financial hardships personally or among their loved ones. With roughly 40% of Detroit households lacking good access to broadband internet, it was difficult for some to participate and remain connected virtually. On top of these challenges, the death of George Floyd in Minneapolis in May brought a painful example of long-standing racial injustice, and spurred calls nation-wide for systemic change. These were extremely challenging times for the community, and in particular for Black residents.

Despite these challenges, many community members continued to engage in the planning process for their neighborhoods, giving considerable time, honesty and creativity. The consultants and City staff were intentional in shifting the engagement process to make it as accessible as possible in the absence of in-person gatherings, and to make space for people to speak candidly about the challenges of the current moment and how neighborhood planning connects to larger issues. These conversations around race, equity, and community improvement should continue to be a part of planning processes moving forward.

The planning team appreciates every community member who shared their expertise in a challenging time.



Project panels posted outside of the Tool Library safely provided residents with information and updates throughout the process



Signage such as the Alger Theater marquee was used to keep residents engaged and informed throughout the process

## Pre-COVID-19 Engagement Activities

At the onset of the project, two in-person meetings were held.

A community Meet and Greet was at the Alger Theater prior to the start of the project in October 2019 with around 70 residents in attendance. This was a chance for the community to meet the project team, ask questions about the planning process, and identify areas where they thought the plan should focus.

In December 2019, Community Meeting 1 was held at Ronald Brown Academy with over 100 residents in attendance. Following an overview of the project, attendees gathered in small groups to talk about the four project Focus Areas and give input on what they thought the project team should concentrate on. A range of ideas were presented on how to stabilize the neighborhood, redesign E. Warren, improve the parks, and attract new businesses.



Residents talking at Community Meeting 1

## COVID-19 Engagement Activities

COVID-19 resulted in significant challenges for the public engagement process. Much of the engagement with the community had to be completed using techniques ensured safe distancing between people, including:

- Online meeting software like Zoom and Facebook Live;
- Regular (weekly or bi-weekly) virtual office hours to allow community members to stay informed and up to date;
- Online surveys and project newsletters; and,
- Various neighborhood set-ups that brought the project to residents, such as pop-up panels and booths at community events.

Midway through the project it became apparent that the team's outreach efforts were not reaching a representative group of community members. Specifically, fewer residents from the west sides of MorningSide and Cornerstone Village were consistently involved in the online engagement.

To address this, a series of engagement strategies were used to gather input from the community which did not rely on access to the internet or computer. These strategies included mailers to targeted areas in the neighborhoods, yard signs, community posters, text message alerts, and canvassing. Through these channels, a more diverse set of voices contributed to identifying the priorities for the neighborhood.



Virtual community office hours were held on a regular basis



Yard signs were distributed to 125 households



# DISCOVERY



**In the first half of the planning process, research and community input focused on identifying opportunities to positively impact the neighborhoods. This section provides a summary of the Discovery phase.**

The Plan seeks to build on a foundation of existing resources and strengths. The community has provided input into various processes undertaken in the Planning Area over the years. In addition, there are on-going programs and initiatives within the Planning Area which are related to the four Focus Areas of this Plan.

This section provides an overview of recommendations and outcomes from previous plans and studies undertaken in E. Warren/Cadieux, coupled with a summary of the existing tools available within the Planning Area today. In addition, this section summarizes community ideas shared throughout the process and background analysis undertaken to better understand the Planning Area.



October 2019 Community Meet and Greet

# 2.1 PLANNING CONTEXT

## Previous Planning

### Detroit Economic Growth Corporation (DEGC) – Detroit Retail Study

The 2018 DEGC Detroit Retail Opportunity Study outlines recommendations and specific strategies for thirteen Planning Areas in Detroit, including the E. Warren Corridor. The purpose of the study was to determine the current market opportunities, the demands and needs of current residents, and provide information for the Detroit business community and community leaders to make informed community development decisions.

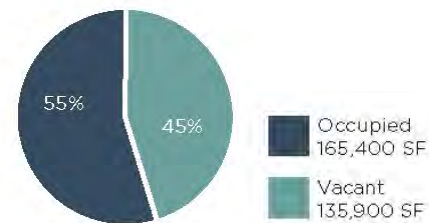
The DEGC found that retail along E. Warren can benefit from the higher traffic counts and strengthening of neighboring communities. The corridor is under-served in neighborhood goods & services and has low access to personal care and household goods and services. However, E. Warren is primed for increasing the amount and quality of neighborhood-serving retail.

Supporting existing retailers is a critical part of an effort to increase access to retail in the City of Detroit. Stakeholders involved in the study expressed that when retailers do open, it is difficult to stay in business due to a lack of clustering and a lower level of sales per square foot, creating challenges in maintaining properties.

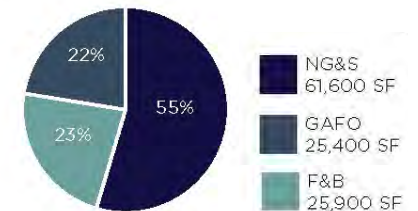
Specific recommendations for the E. Warren corridor include the following:

- Provide resources to restore historic architecture (such as the Alger Theater)
- Focus retail development in a concentrated node at major intersections
- Prioritize a tenant mix to complement the convenience-oriented customer in the corridor

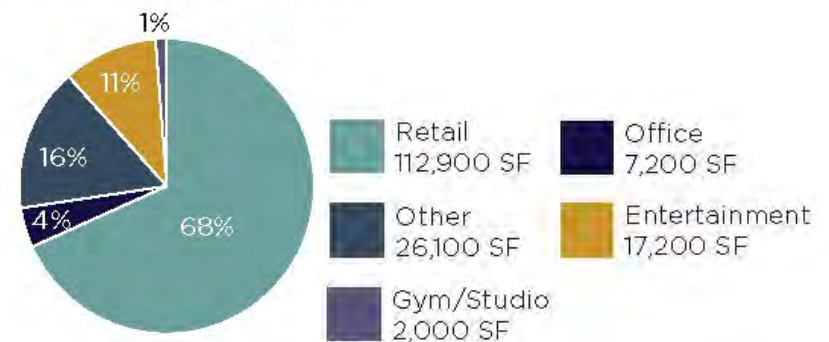
Occupancy Rate



Retail Type Distribution



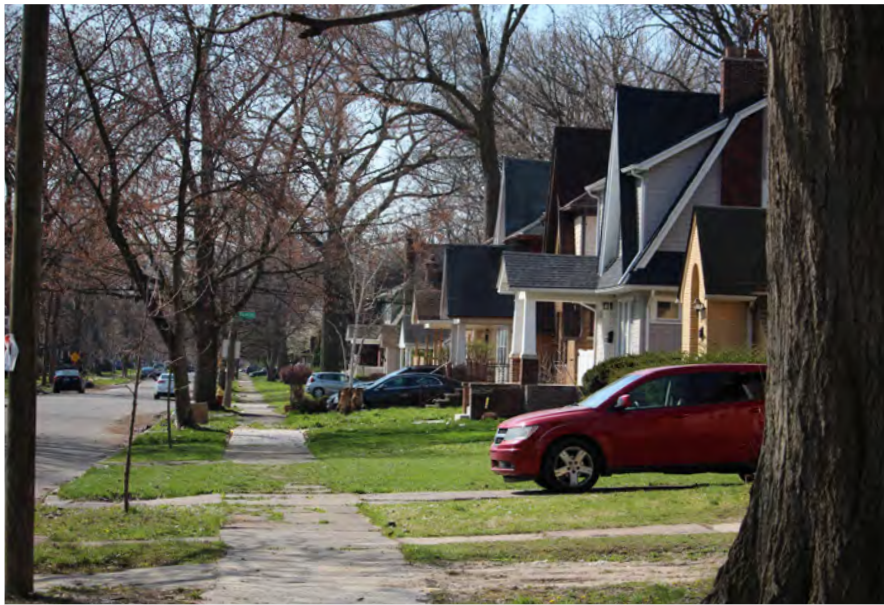
Tenant Type Distribution



Class of Space Distribution



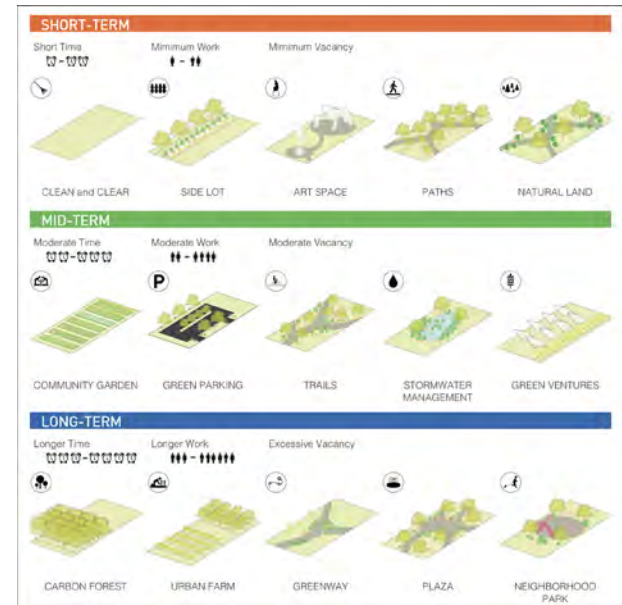
The DEGC's Detroit Retail Opportunity Study found that on E. Warren Avenue, most of the commercial space available was dedicated to traditional retail, and nearly half was vacant.



Homes in MorningSide are available as part of the Bridging Neighborhoods Program.

## City of Detroit Bridging Neighborhoods Program

The Bridging Neighborhoods Program was developed in response to the planning for the future Gordie Howe International Bridge Detroit and Windsor. Homes within the planned footprint of the Port of Entry were purchased by the Michigan Department of Transportation (MDOT) through eminent domain. Residents in the Delray neighborhood, outside of the eminent domain area, have the option to relocate to renovated homes in other neighborhoods in Detroit, including MorningSide. In the future, the homes renovated as part of the Bridging Neighborhoods Program may become available to other Detroit residents, if Delray residents do not select the home first.



Stabilizing MorningSide recommended short, medium, and long term strategies to activate, clean up, and develop vacant land in MorningSide.

## Stabilizing MorningSide

The Stabilizing MorningSide Capstone Project was developed in 2015 by University of Michigan Urban and Regional Planning students. The plan identifies four goals and strategies that can work to strengthen its housing market and stabilize the neighborhood: Preventing Tax Foreclosure, Renovating Houses, Turning Vacant Lots into Assets, and Building Neighborhood Capacity.

The students involved in Stabilizing MorningSide worked with local community organizations to identify the impacts associated with each goal and develop specific strategies that the project partners could use to address each. Many of the specific strategies focus on targeted interventions, such as property tax education, renovating homes in specific areas, creating a greenway utilizing vacant land, and building the network of neighborhood resources.



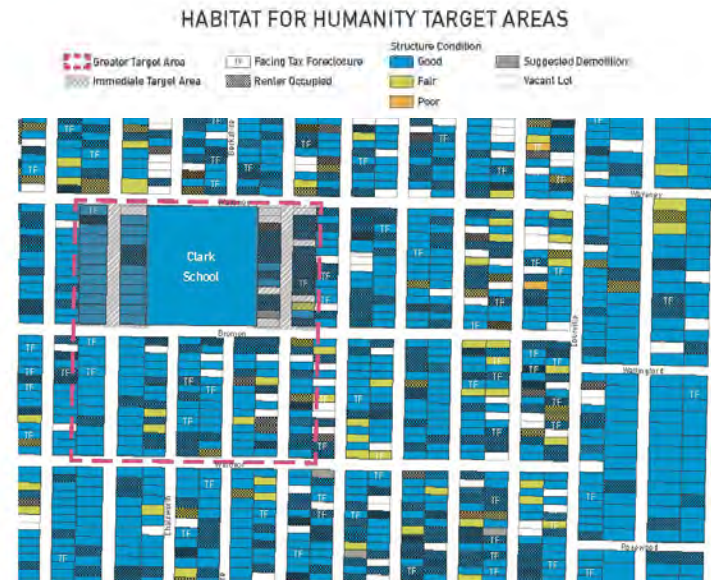


A community meeting was held outside of the Alger Theater to gather input on recommendations identified in the Restorin' East Warren capstone project.

## Restorin' East Warren

Developed by University of Detroit Mercy School of Architecture students in 2017, Restorin' East Warren focuses on a 0.8-mile-long stretch along E. Warren between Bedford Road and Guilford Street. Over 700 residents and business owners were engaged in an effort to develop strategies to improve the corridor. The main goal of the project was to provide a framework to help E. Warren gain 100% business occupancy along the corridor by the year 2022.

Key recommendations from the plan include finding short term, low cost space for businesses to get started, improving walkability within the corridor, implementing an recreational trail through the neighborhood, and finding ways to increase inclusive programming along E. Warren.



A structure condition assessment was completed as a way to determine where Habitat for Humanity homes would provide the greatest value to the community.

## Creating Neighborhoods of Choice on Detroit's East Side

In 2017, the Detroit Chapter of the Urban Land Institute developed a real estate study for Detroit's east side neighborhoods, including MorningSide, East English Village, and Cornerstone Village. As part of the preparation for the E. Warren/Cadieux Neighborhood Framework Plan, the City of Detroit worked with the Larson Center for Leadership to engage with community members, conduct research, and prepare recommendations, specifically about existing blight, future stabilization opportunities, potential development opportunities, and needed transportation improvements.



The Mack Avenue Improvement Plan identified specific policy and design recommendations to make Mack Avenue a more vibrant shopping corridor. Source: HamiltonAnderson

## Eastside Community Network – Mack Avenue Improvement Plan

In 2018, the Mack Avenue Improvement Plan was developed to serve as the strategic framework to guide future investment decisions based on a collective vision for urban design-based economic redevelopment. The Plan contains a design strategy to address physical improvements in the corridor, a strategy to implement the design improvements, and a phased approach of resource allocation and efforts.

Strategic planning recommendations were based off a market analysis of the Planning Area and survey of physical conditions. These key recommendations include creating a business association for the corridor, creating a marketing and branding strategy, coordinate right-of-way improvements, and focusing on corridor monitoring efforts for safety and blight.



Mix Tape Zoning focused on three corridors in Detroit, including E. Warren Avenue, and identified ways to streamline new commercial development and foster walkability.

## Mix Tape Zoning

Mix Tape zoning is a program from the City of Detroit Planning Department that attempts to transform the City’s complex zoning and land use regulations to reduce the amount of “red tape” typically associated with development projects to help revitalize the City’s commercial corridors and promote excellence in design. Updating the existing zoning regulations to more dynamic codes enables developers to construct more mixed-use and non-traditional buildings that encourage foot traffic and drive redevelopment.

The Mix Tape zoning report and ordinance focused on three case studies around Detroit, including E. Warren Avenue, and identified a number of opportunities to make small-scale and mixed-use businesses easier to open. Improvements resulting from the ordinance are aimed at improving the retail connection with pedestrians, enhancing the pedestrian mobility experience, right-sizing parking needs, and spurring more infill and mixed-use development.



Existing street trees along E. Warren provide shade and beautify the street.

## E. Warren Avenue Streetscape Pilot

In 2018, E. Warren Avenue underwent a road diet pilot project to right size the street and make conditions safer for bicyclists and pedestrians. Previously the road was 5 lanes with on-street parking on both sides. Complaints of vehicles traveling too fast, unsafe pedestrian crossing conditions, and the need for an integrated bicycle network prompted the City to redesign the roadway to the current three-lane roadway and parking protected bike lane. Currently the City of Detroit is evaluating how well the redesign of E. Warren is performing.

## Current Programs and Policies

The City of Detroit and its partners have a suite of programs and policies that are used City-wide to address the challenges related to the four planning Focus Areas, many of them focusing on reducing blight, stabilizing residential neighborhoods, and attracting new development. A series of interviews were conducted with the Plan's Steering Committee to understand how these programs should be included in the Plan's recommended strategies.

### Programs Supporting Stabilization

#### DLBA MARKETING PROGRAMS

The DLBA supports market regeneration by proactively marketing DLBA properties in areas where real estate conditions are improving. The DLBA offers bundles of properties for sale, which helps to promote occupancy and upkeep of several properties in varying conditions.

#### DLBA AUCTION AND OWN IT NOW SALES PROGRAM

The DLBA has an ongoing auction and sales program for properties around the City of Detroit. Buyers of Land Bank property must adhere to strict guidelines to bring properties to code and have them occupied within 6 months. This program attracts a wide range of buyers, including many investors.

#### DLBA REHABBED & READY

Rehabbed & Ready is a program operated by the DLBA in which publicly owned homes are completely rehabbed to a move-in ready state. Following renovation, the homes are placed for sale and marketed to prospective home buyers. The main purpose of this program is to sell homes at market rate in order to stabilize the housing market in target areas around the City of Detroit.



This home located on 3 Mile Drive, near the 3 Mile- Munich Park, was recently renovated and listed on the market through the DLBA's Rehabbed & Ready program.



These homes were constructed in west MorningSide near the intersection of Alter Road and Mack Avenue by U-SNAP-BAC.

## DLBA REHABBED & READY TO RENOVATE

Rehabbed & Ready to Renovate is a new program started by the DLBA to prepare publicly-owned homes for renovations by future owners. This program aims to stabilize and secure homes with a smaller investment that would allow a new resident or local investor to rehab the home on their own.

## DLBA NUISANCE ABATEMENT PROGRAM

The Nuisance Abatement Program (NAP) was started in 2014 to combat blight and rebuild neighborhoods in specific areas around the City. This program uses lawsuits to compel owners to secure and remediate vacant and unsafe houses, including suspected drug houses. All of East English Village and the portion of Cornerstone Village east of Balduck Park are included in the program. The program is currently being expanded into central MorningSide.

## CITY OF DETROIT HOUSING AND REVITALIZATION PROGRAMS

The Housing and Revitalization Department (HRD) works with the Planning and Development Department to implement the strategies identified in the Neighborhood Framework Plans by facilitating public private partnerships with developers. HRD has access to funding to assist in the implementation of mixed-use and residential developments in commercial corridors.

## CITY OF DETROIT TACTICAL PRESERVATION

Tactical Preservation is a new pilot project being implemented by the City of Detroit to partially reactivate historic structures to serve the community's need and to stabilize the property. Currently the former Smoken Aces Night Lounge at 16119 E. Warren Avenue has been selected for the program, and the City is exploring funding opportunities to activate the building with retail or residential uses.



The Smoken Aces Night Lounge is the first property being targeted for stabilization and redevelopment through the Tactical Preservation initiative by the City of Detroit.



The Gratiot Central Commons is a new affordable housing development supported by the Housing and Revitalization Department (HRD).

## Programs Supporting Development and Local Business

### INVEST DETROIT

Invest Detroit works in partnership with the City of Detroit to implement retail and commercial projects in the Strategic Neighborhood Fund (SNF) neighborhoods. Invest Detroit manages the SNF funding and is the coordinator for the available philanthropic funding.

### DEGC BUSINESS LIAISON PROGRAM

The Detroit Economic Growth Corporation (DEGC) has a business liaison program established to help small businesses navigate City processes when getting established. Additionally, the program helps connect existing benefits with non-profits and other resources to help them thrive.

### DEGC MOTOR CITY MATCH AND RESTORE

Motor City Match and Restore are programs designed to connect businesses with resources for brick-and-mortar spaces. Motor City Match helps connect existing businesses with commercial space around the City. Motor City Restore is a façade improvement matching grant for businesses that have been open for at least one year. Both programs are going through a transition and may be reinstated soon.

### TRADITIONAL MAIN STREET OVERLAY

The Traditional Main Street Overlay (TMSO) is a zoning overlay district that allows for a greater flexibility in building types along commercial corridors in the City of Detroit. During this planning process, a portion of the E. Warren corridor was designated as a TMSO, which should allow for more flexibility for developers coming to E. Warren.



Motor City Match has helped local businesses, including E. Warren's own Detroit Pepper Company, find brick and mortar locations around the City of Detroit.

## Programs Supporting Streetscape Improvement

### CITY OF DETROIT ROAD BOND PROGRAM

The Department of Public Works has been redesigning streets around the City with a focus on improving safety and multi-modal travel. The street designs include various transportation infrastructure items, including new sidewalks, bus platforms, bike lane markings, bus shelters, and more. Similar design tactics have been used in recent pilot projects around the City, including the redesign of E. Warren in 2018.



A pilot streetscape project along E. Warren Ave was implemented in 2018 to test a new design to improve safety and comfort on the corridor.

## Other Projects in the Community

A number of other community centered projects are present in the Planning Area with the goal of helping to stabilize the neighborhood:

### **3 MILE – MUNICH PARK “GIVE A PARK, GET A PARK”**

The City of Detroit sold a half-acre decommissioned park along I-94 to nearby residents and in return, the MorningSide neighborhood received a new 1.5-acre park on the four corners at 3 Mile Drive and Munich Street.

### **ALGER THEATER**

Ongoing activation and restoration of the historic theater, including the rooftop patio

### **JEFFERSON LIBRARY**

Located next to the Alger Theater, the library was recently renovated and reopened to the public.

### **MOROSS & MACK MOBILITY AND TRANSIT HUB**

DDOT and DPW have planned transit stop improvements for the transfer area outside Ascension St. John Hospital.

### **MACK AVENUE STREETScape IMPROVEMENTS**

Recent infrastructure improvements on the Grosse Pointe side of Mack Ave, east of Alter Road.

### **DWSD GREEN STORMWATER INFRASTRUCTURE (GSI)**

The Detroit Water and Sewerage Department (DWSD) plans green stormwater upgrades at Chandler Park Drive and Canyon Street in Cornerstone Village, and along Chandler Park Dr and at Messmer Playground.

### **DETROIT VINEYARDS**

Currently using a vacant lot in MorningSide for a significant urban vineyard within the Barham Greenway Priority Area.



3 Mile - Munich Park, developed through the “Give a Park, Get a Park” program



## 2.2 COMMUNITY IDEAS

Over nearly a year and a half, community members took part in conversations about the Plan and the future of their neighborhoods. They provided many ideas on how to improve the E. Warren/Cadieux area, with priorities ranging from big moves like adding new features to Balduck Park, to details that support everyday life like fixing sidewalks. This section provides a summary of community desires and ideas for the Planning Area.

### Major Themes from Community Engagement

Through consultations with residents of the E. Warren/Cadieux Planning Area, a consistent set of themes began to emerge within the four Focus Areas for the types of improvements the community would like to see as a result of this planning effort. Overall, residents would like to see the neighborhood restored to the level of activity from years past. This means more local businesses, safe and walkable streets, affordable homes, quality parks, and a stronger sense of community.



Community engagement at the Farmers Market



Community members shared their thoughts with project planners at the Community Meet and Greet at the Alger Theater.



## Commercial and Mixed-Use Development

Many residents attribute the character and identity of the neighborhood to a vibrant E. Warren and would like a return to the number of businesses it contained in the past. There is strong support for new infill development on vacant land and activation of vacant lots and storefronts. Residents are most interested in commercial development that allows them to shop locally at neighborhood businesses instead of having to travel to other neighborhoods in Detroit or nearby cities for daily essentials. Many residents feel that existing businesses do not meet their everyday needs and would like to see businesses such as a fresh food or international market, pharmacies and doctors' offices, local restaurants, bars and bakeries.

Residents voiced interest in locally-owned businesses. There is an entrepreneurial spirit in the neighborhood and the community would like to see spaces that help business owners from the neighborhood get started, as well as maker spaces, commercial kitchens, and other spaces where locals can try out an idea before making a large investment. An example of this is the Farmers Market which was held in a temporary space this past summer.

Residents also indicated interest in new types of housing along E. Warren that would be affordable and accessible to the existing community. More broadly, residents would like new development to focus on local developers and cater to the existing culture and tastes of the neighborhood. To further support culture, residents would like multi-purpose spaces and outdoor gathering spaces that encourage meeting and allow neighbors to build relationships.



Publicly owned storefronts like this will be targeted for redevelopment to increase business activity.

### SUMMARY OF COMMUNITY DESIRES FOR COMMERCIAL & MIXED-USE DEVELOPMENT

- Provide more “everyday” businesses
- Prioritize local businesses
- Prioritize businesses that are accessible to the community
- Create spaces for local entrepreneurs
- Provide community-focused event and entertainment spaces
- Introduce a greater diversity of residences

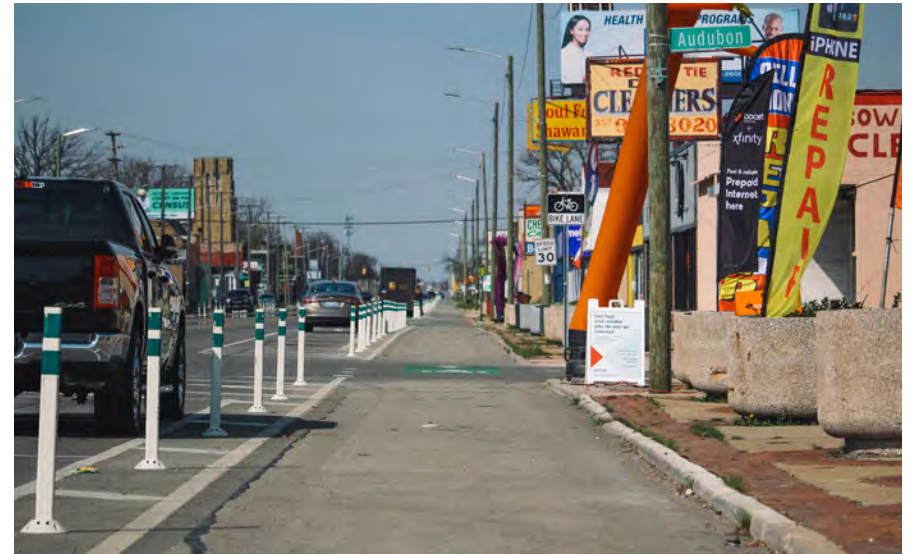


## Streetscape Improvements

Most residents agreed that the current design of E. Warren Avenue is not optimal. Many residents do not feel safe or comfortable walking along E. Warren Avenue due to high vehicle speeds, sidewalks that are in disrepair, vacant storefronts, and poor lighting conditions. Additionally, the new street format resulting from the pilot project redesign has narrowed the roadway to three lanes and caused confusion around parking and where bikes go.

The highest priority for many residents is a safe and walkable main street that encourages residents to walk to local businesses and shop locally. Residents are interested in seeing the standard street amenities – sidewalks, street lights, trash cans, benches, etc. – repaired and maintained to improve the functionality of the street. They would also like to see more street trees and planting areas to add shade to the corridor. There is also a desire for more crosswalks and reduced vehicle speeds to make it safer and easier to cross the street.

With the increased focus on outdoor shopping and dining from COVID-19, the community and local business owners voiced interest in larger or more efficient uses of sidewalk space for patios.



The bike lanes on E. Warren provide a safe place for residents to ride their bikes.

### SUMMARY OF COMMUNITY DESIRES FOR STREETScape IMPROVEMENT

- Create a safe and walkable main street
- Reduce the speed of vehicles
- Integrate decorative and functional lighting
- Increase street trees and other planting areas
- Optimize or expand sidewalk space
- Improve crosswalks so they are safe and accessible
- Ensure parking is available



## Parks and Open Space

Throughout the planning process, many community members identified the need for more activities at their local parks. Many who go to Balduck Park or the others in the neighborhood say that sports fields, particularly baseball diamonds, take up most of the space. Residents are looking for a diversity of sports fields and activity areas, including basketball courts and other facilities that do not require participation in an organized sport. Other residents suggested programming for those that do not want to play sports, including activities like a splash pad, playground equipment, and events at Balduck Park.

Residents would like new pathways through the Park to make getting to destinations easier. They are also looking for ways to access Balduck Park from outside the Park. In particular, community members are interested in improving the connection between the north and south sides across Chandler Park Drive and adding an entrance into the Park from the western edge.

The naturalized area on the north side of Balduck Park is a unique asset to the neighborhood and residents are passionate maintaining and preserving this area. Generally, the community would like more regular maintenance to ensure it is clean and encourage more use.



Residents value the naturalized area on the north side of Balduck Park.

### SUMMARY OF COMMUNITY DESIRES FOR PARKS & OPEN SPACE

- **Maintain and improve existing amenities**
- **Create better internal park circulation**
- **Provide a central community gathering space**
- **Preserve and update existing naturalized areas**
- **Improve pedestrian access to and from the neighborhood**
- **Create distinct spaces that support programs and activities**



## Neighborhood Stabilization

E. Warren/Cadieux community members are highly interested in improving the conditions in their residential neighborhoods. Residents prioritized renovating homes and cleaning up vacant land over demolishing homes. Residents expressed that renovations should be targeted near existing institutions like schools, churches, and E. Warren Avenue businesses in Central MorningSide and Western Cornerstone Village.

Residents want to be included in strengthening their neighborhoods. Participants voiced interest in renovating their properties and receiving more information about the resources available to them to do so. They would like community members to be able to participate in rehabbing homes. There is also interest in exploring paths to home ownership within the Planning Area, particularly through more affordable housing options. Residents want to be able to afford quality housing near other homes.

Residents voiced support for spaces that foster social connection within the neighborhoods and support of the existing community culture. To do so, they would like vacant lots to be activated with temporary uses or green spaces. They would like the community to have ownership and a say in vacant lot activation. In support of this, there was some discussion around the creation of community land trusts as a pathway for becoming involved in activating these lots. There is also an opportunity for neighborhood organizations to facilitate this through the neighborhood lot program.

Participants communicated their frustration with bad actors, particularly those who have purchased properties as investments and left them in vacant and/or blighted conditions. This has made it more difficult to stabilize the surrounding neighborhood and decreased feelings of safety and connection.



New homes like these on the west side of MorningSide have helped to stabilize the neighborhood.

### SUMMARY OF COMMUNITY DESIRES FOR NEIGHBORHOOD STABILIZATION

- Support a safe and socially connected neighborhood
- Include residents in strengthening neighborhood
- Provide high quality, affordable housing, near other homes
- Focus on home rehabs and cleaning up vacant land
- Target improvements near neighborhood institutions
- Target efforts in central and western MorningSide and western Cornerstone Village
- Coordinate stabilization near E. Warren shops and businesses



Residents worked together to organize a successful Farmers Market, which used to be held in the community every summer.

# Capturing Other Ideas

While this Plan focuses on implementing specific strategies within four Focus Areas (see Section 3.1), community members and stakeholders expressed a broad range of ideas for community improvement throughout the process.

While some community ideas are place-specific and have been mapped in Figure 1, others apply across the Planning Area and can be more broadly pursued. Ideas that are relevant to the four Planning Focus Areas have informed this plan, while others have been captured and are summarized in hopes that they will guide further neighborhood planning or future initiatives.



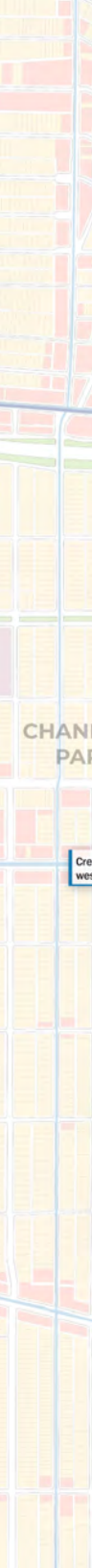
**THE PRIORITIES HAVE BEEN LOOSELY GROUPED INTO FOUR BROAD THEMES:**

**Supporting Arts, Culture & Community**

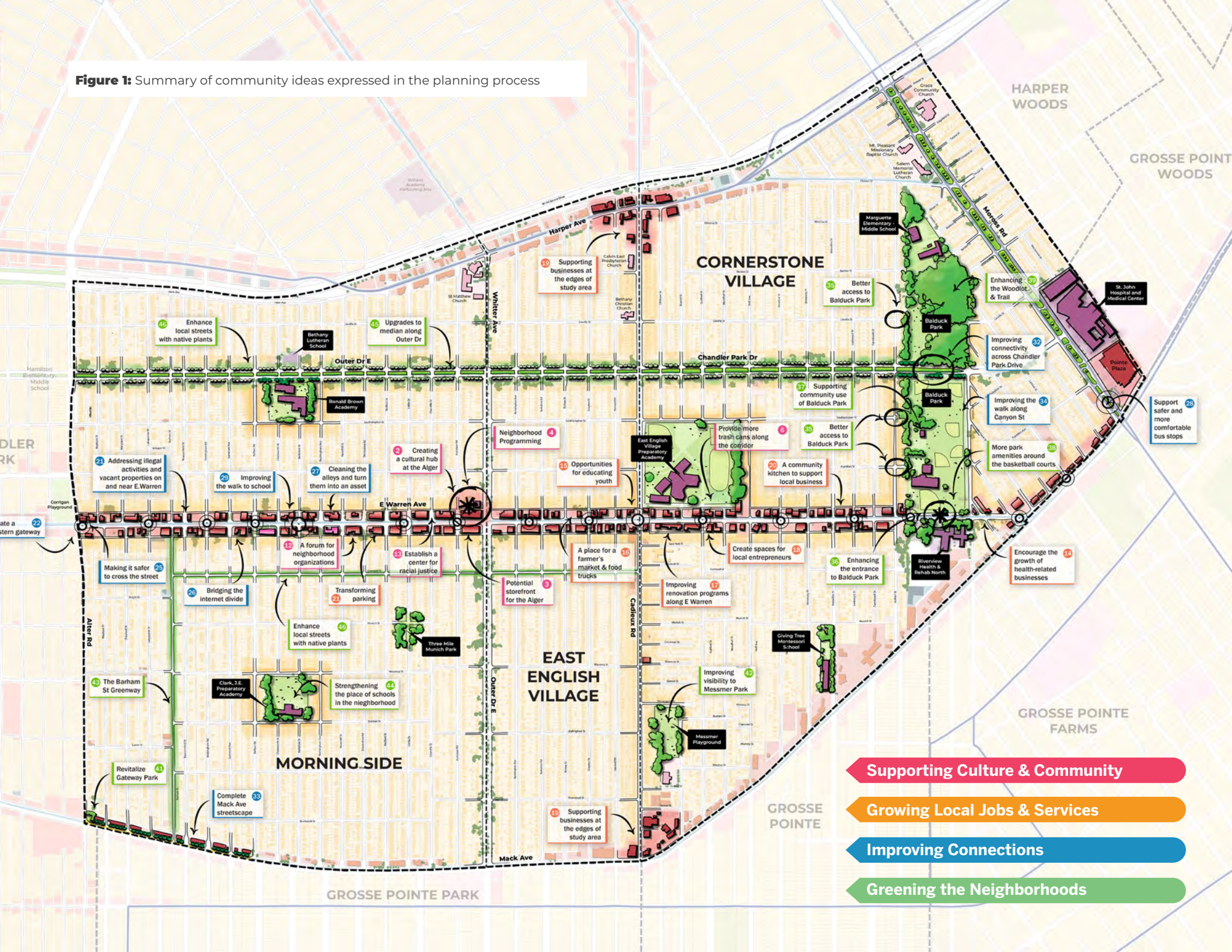
**Growing Local Jobs & Services**

**Improving Connections**

**Greening E Warren & the Neighborhoods**



**Figure 1:** Summary of community ideas expressed in the planning process





## 2.3 PLANNING ANALYSIS

The second Phase of this Study also focused on gaining a more thorough understanding of existing conditions as they relate to the four Focus Areas of the Plan. The findings were confirmed and clarified with the community and opportunities to align strategies were identified. This section summarizes the findings of the assessment.



### Commercial and Mixed-Use Development

E. Warren Avenue has long been the commercial hub for the E. Warren/Cadieux neighborhood and first took shape as the City expanded out with the rise in industrialization. By the late 1920s, the commercial corridor had been established with a strong network of local businesses that served MorningSide, East English Village, and Cornerstone Village. The number of businesses along Warren Avenue grew exponentially over the following decades. Mirroring citywide trends, the corridor declined in the latter half of the twentieth century through the Great Recession due to economic forces, systemic injustices, and social issues.

Revitalization of the corridor is a key objective of this Plan. Recent market conditions and development opportunities have sparked public-private partnerships and development interest. The intent of this Plan is to support this resurgence by setting the conditions for local businesses to thrive, and to increase the viability of high-quality commercial and mixed-use development.

In addition to supporting local business activity, new development can integrate a range of new housing options along the corridor that will contribute to its revitalization. This will support local businesses and diversify housing options in the Planning Area, both in terms of affordability and size. Together, commercial and mixed-use development will contribute to activity along E. Warren and the vitality of the Planning Area, meeting community needs at all stages of life.

Whether and how new mixed-use development will take place on E. Warren will depend on many factors, including local preferences for commercial uses and housing, market conditions, construction costs, and location and building conditions. To this end, a market study and other corridor level analyses were performed to understand how to best activate the E. Warren corridor with new development.

## What We Found

Evaluation of existing land use conditions along E. Warren and market conditions in the Planning Area and beyond provided valuable insight into opportunities and challenges along the corridor. The following takeaways inform development of the Opportunities Framework and the final recommendations of this Plan.



Example of a mixed use development which integrates and supports a strong retail corridor while providing housing options in the Planning Area.

## MARKET ANALYSIS

Findings from the Market Study indicate that the Planning Area is likely to thrive on a subsidized, non-traditional retail strategy that focuses on local businesses and neighborhood support. Development efforts should initially focus in a concentrated area that incorporates small, affordable personal service shops and food-related businesses that create a unique retail identity. It is important to note that the economic data analyzed was compiled in December 2019 and does not consider the effects of the COVID-19 pandemic.

The Planning Area is not a prime location for large scale office development, but there is likely demand for small scale office space. Over 555,000 square feet of medical office space is expected to be needed in the State by 2029 due to growth in health care and social assistance fields. Building on the corridor's proximity to St. John Hospital, there is potential for 17,000 to 28,000 square feet of office space on E. Warren located in a cluster of health and wellness related businesses, including doctors offices, physical therapy centers, fitness centers, health food stores, and others.

In addition to commercial activity, the Market Study found there may be demand for up to 540 new housing units in the Planning Area over the next decade. Opportunities for rehab, infill, and larger mixed-use development exist on the corridor to meet some of this demand, which would provide spillover benefits to new and existing businesses. Based on regional market conditions, new housing and mixed-use development along the corridor would likely consist of a three- to four-story wood frame development with retail on the ground floor, apartments above, and parking at the rear.

Supportive of this, the market exists for additional housing types and sizes along the corridor to complement commercial activity, including apartments, townhouses, condos, and other "missing middle" housing. A diversity of housing choices increases the potential number of people who could move to the neighborhood and stay in the neighborhood. Attracting new residential demand near the E. Warren corridor will also be essential for supporting its economic success and the range of commercial amenities available in the Planning Area.

## EXISTING CONDITIONS ALONG THE E. WARREN CORRIDOR

Much of E. Warren is defined by traditional main street-type buildings that are remnants from the pre-suburbanization period, when the corridor was the major shopping district in the area. Many of these buildings were constructed in the early 20th Century before car ownership became common, the neighborhood population was higher, and walkable retail was a necessity. Over time, additional building types have been introduced, many of which are more auto-oriented and less conducive to walkability.

Similar to many commercial corridors in Detroit, E. Warren was configured during a time of different economics, population, and shopping trends. As these have all changed over the years, rethinking how E. Warren is designed and operates will be key to its future success. While commercial activity can and should continue all along the corridor, this plan looks to create a focused cluster of activity to increase the chances of local businesses succeeding in the near term.

Creating a commercial core requires the right conditions. The E. Warren corridor today has a range of building and land use character areas, and some of them are better suited to supporting a cluster of local business activity than others. Starting from the west end of the corridor, we see five distinct character areas along the E. Warren corridor (Figure 7):

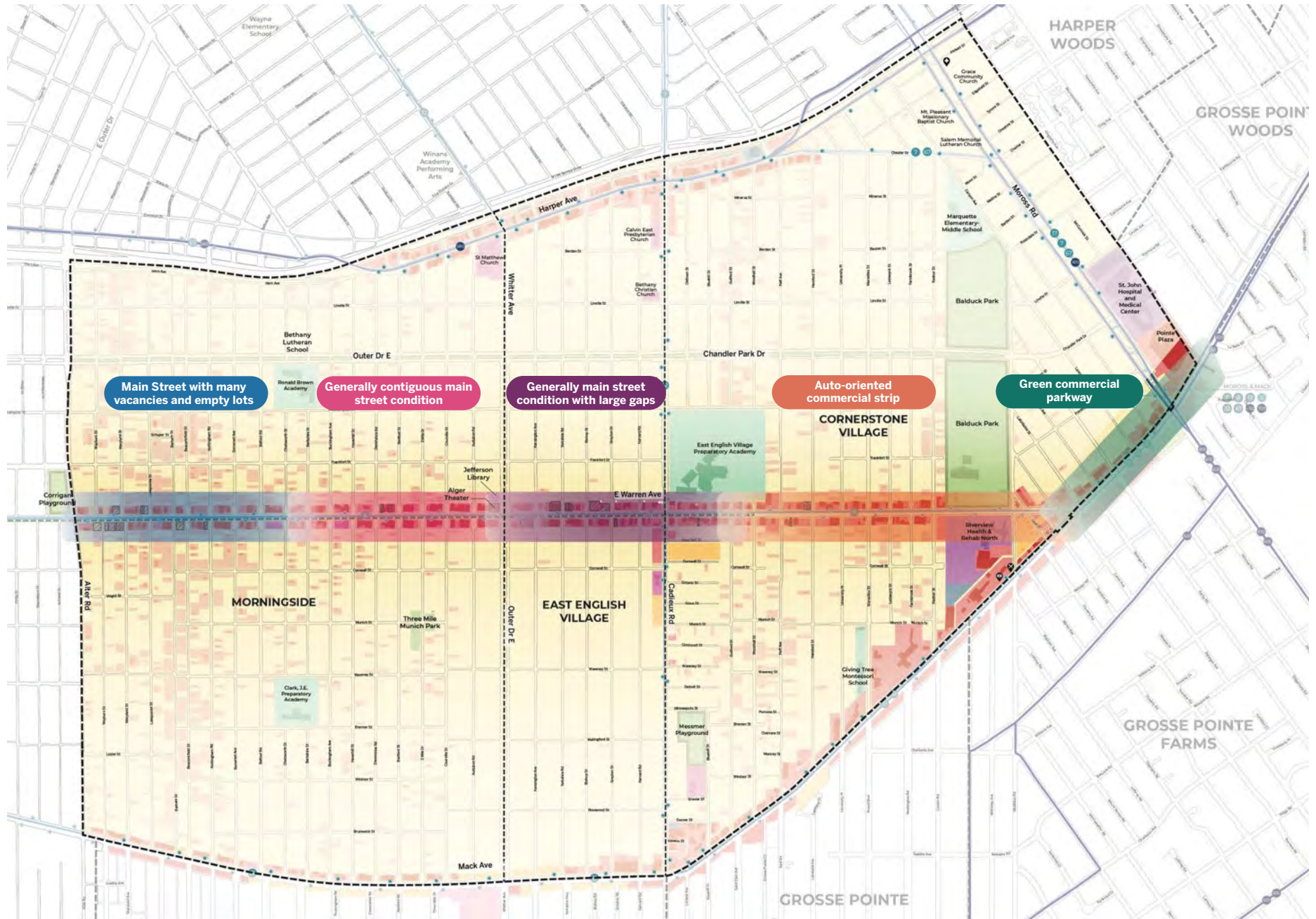
**Commercial Corridor:** many vacant storefronts and open land, next to an area of high residential vacancies

**Intact Main Street Buildings:** many vacant buildings but less open land, next to a neighborhood with fewer residential vacancies

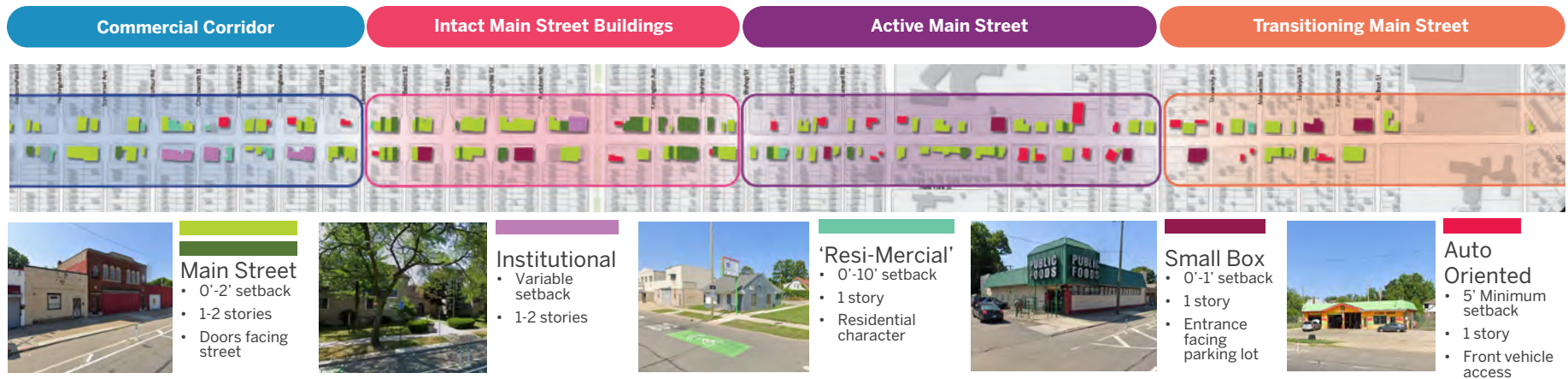
**Active Main Street:** fewer vacant buildings and gaps, next to a residential neighborhood with few vacancies

**Transitioning Main Street:** more auto oriented, surrounded by a neighborhood with some residential vacancy

**Landscaped Commercial Parkway:** few vacancies



**Figure 7:** The commercial corridor in the E. Warren/Cadieux Neighborhood extends from Alter Rd to Moross Rd on E. Warren and Mack Avenues. Five distinct character zones exist through the neighborhood.



**Figure 8:** Building typologies along the E. Warren corridor vary from auto oriented to main street. The central part of the corridor, around Outer Drive contains the greatest concentration of Main Street buildings, with secondary nodes of activity in other sections of the corridor.

Within these five zones, there are five common building typologies which are dispersed differently along the corridor (Figure 8).

The areas between Devonshire Road on the west and Guilford Street on the east contains the highest concentration of traditional **main street** buildings, which provide the most opportunity in terms of redevelopment due to their unique character, siting, and adaptability. These buildings are typically one to two stories, have little to no setback from the sidewalk, and have ground floor windows and doors that open onto the street. This building type helps to create walkable places along E. Warren.

This area also contains a few “**small box**” stores that act as everyday activity generators for the corridor. The existing grocery store and hardware store bring people to E. Warren every day and help people in the residents meet their everyday needs within the neighborhood. These stores are similar to the traditional main street buildings but with adjacent parking lots and front entrances that are oriented toward the parking area.

Other building types are spread out across the E. Warren corridor (sometimes in clusters). These include:

**“Resi-mercial”:** Commercial buildings with a distinct residential design character. These are typically 1 story and are set back about 10 feet from the sidewalk.

**Institutional:** Churches and other cultural organizations are typically larger than the existing commercial development. Setbacks and architectural style vary through the corridor.

**Auto Oriented:** Auto repair and other businesses that feature a parking area in front of the building. These buildings have a larger setback and are typically only one story.

# Development Opportunities

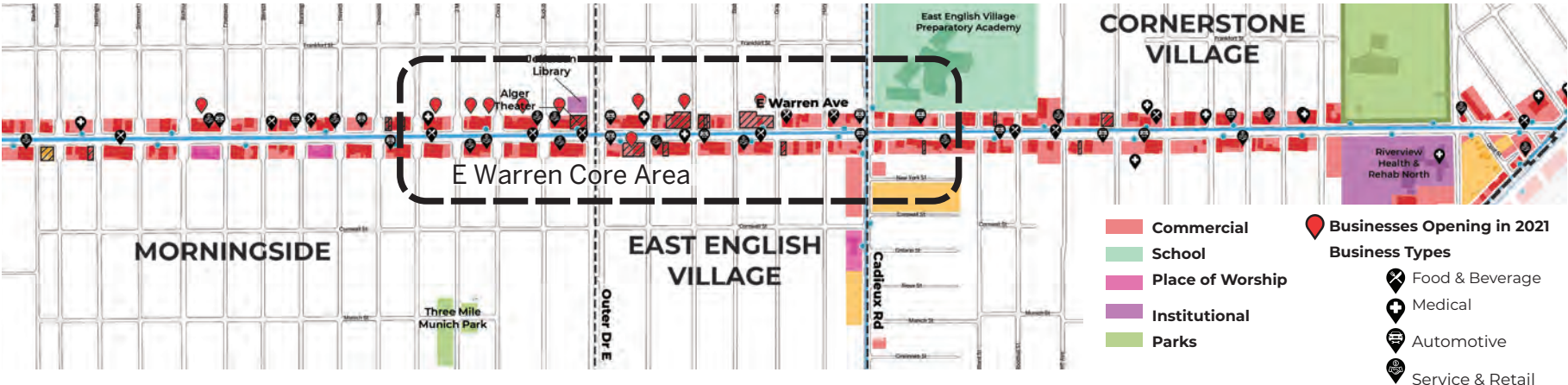
The market study indicates that public investment will have the greatest catalytic effect and most benefit per dollar if it is focused in the “Core Area” of the E Warren commercial corridor. Concentrating development in an 8-10 block area with the strongest market conditions can create a critical mass of activity to best support existing and future businesses. Generally, co-locating businesses and residential developments near each other in a walkable district is essential to bringing a diversity of users to E. Warren, with the hope that visitors will stop at multiple businesses while walking, biking, or driving through the district. The success of this focused effort should ultimately support viability across the corridor, over time.

A “Core Area” of commercial potential on E. Warren emerges when existing and planned businesses are overlaid with public site control and building occupancy (Figure 9). This stretch of the E. Warren corridor extends outward from the Alger Theater and touches all three neighborhoods.

New development or redevelopment can and will take place anywhere on the E. Warren corridor where developers find a viable opportunity. However, this Plan has focused on the Core Area because it currently has the market and site conditions that can best support market viability, and align with other recommendations in the Plan.

The following assets of the corridor can be used to attract new development and redevelopment to the corridor:

- The ‘Core Area’ consists of a block depth that will support new construction and leave space for resident and tenant parking.
- There are opportunities to rehabilitate existing properties that build upon the neighborhood’s history and character while adding infill development to open sites.
- A contiguous alley allows for rear access to buildings for parking and deliveries, keeping the building street wall continuous.
- The broad right-of-way provides ample space to redesign the street to complement new commercial and mixed-use development.

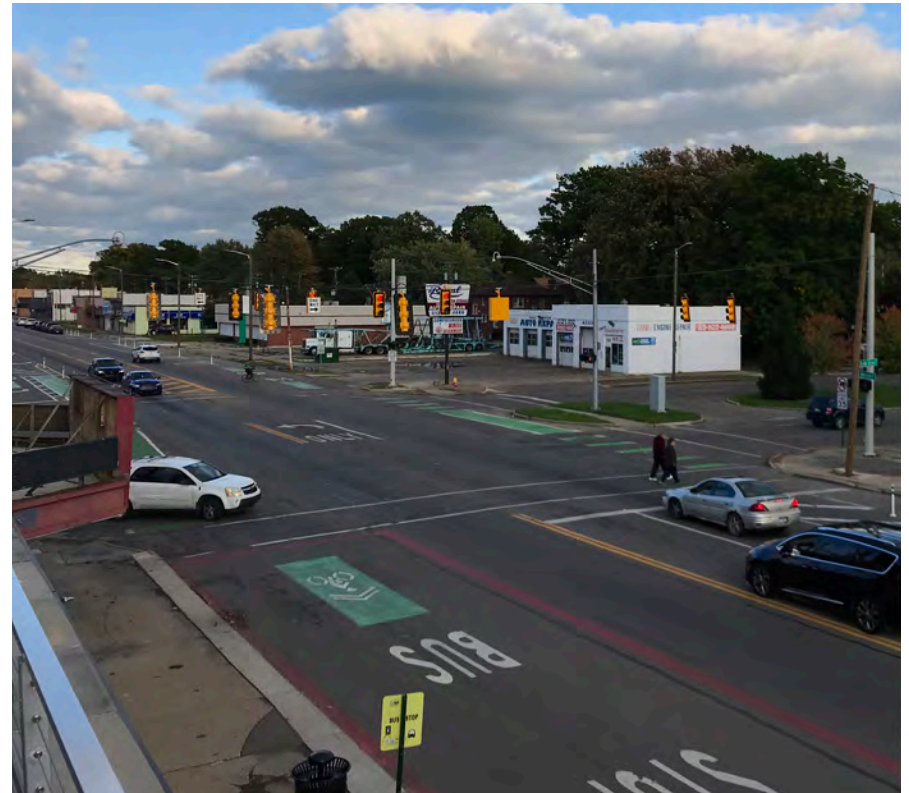


**Figure 9:** Based on the concentration of existing businesses, public site control, and traditional main street buildings, the center of the corridor is best presented to receiving public investment to spur additional private investment.



## Streetscape Improvements

E. Warren is the main commercial corridor and transportation route through the three E. Warren/Cadieux neighborhoods. Historically, E. Warren was a major retail oriented main street for the residential neighborhoods that exist on either side of the street. Over the years as Detroit lost population, the neighborhoods changed, and the retail landscape changed, E. Warren changed with it. The community's priorities for E. Warren have changed to want a safer, more walkable, multi-modal focused street, while still balancing parking for small businesses along the corridor.



E. Warren Ave is a main thoroughfare through the City, but better local design could create better balance amongst users.

## What We Found

A review of E. Warren Avenue's existing transportation and infrastructure conditions formed the basis for the corridor's recommended streetscape design. Understanding where transit routes exist, how parking spread throughout the corridor, intersections with high crash rates, and planned transportation improvements in the neighborhood helps determine where specific infrastructure is needed to improve the experience.

### TRAFFIC AND PUBLIC TRANSIT

As one of the main transportation corridors in the neighborhood, E. Warren Avenue traverses the entire city and connects the neighborhood to areas west. E. Warren carries a similar amount of traffic to other east/west arterial streets in the City with about 12,000 vehicles per day.

The Detroit Department of Transportation's (DDOT) Route 8 Warren runs along E. Warren, terminating at St. John Hospital at Mack and Moross. Route 8 is one of DDOT's ConnectTen routes that run 24 hours per day, 7 days a week and averages over 1 million riders per year. Within the Planning Area, high ridership stops are located at Moross, Cadieux, Haverhill, and Alter and connect with the nearby activity centers located in the neighborhood.

### SAFETY

Overall, E. Warren Avenue does not experience a large number of traffic crashes when compared to other places in the City of Detroit. However, crash 'hot spots' do appear at select intersections along the corridor. Between 2014 and 2018, 328 crashes were recorded along E. Warren Ave between Alter Road and Mack Avenue. Nearly 300 of those crashes happened west of Guilford Street, where the street was 5 lanes wide (until the recent road diet pilot project). 40% of the crashes along the corridor happened at just 5 intersections: Alter, Nottingham, 3 Mile, Outer, and Cadieux.



The existing bike lanes are not working for all users of E. Warren.

### NON-MOTORIZED TRANSPORTATION

Bicycle facilities in the Planning Area are limited to the existing parking protected bike lanes on E. Warren Avenue that begin at Cadieux Road and extend past the Planning Area to St. Jean Street. East of Cadieux Road, a sharrow lane is marked. The bike lanes are wide for the level of use they receive and this can lead to confusion for drivers who sometimes mistake them for travel or parking lanes. Although the bike lanes are intended for cyclists, they also provide additional benefits to other non-motorized users of the street. By narrowing the vehicular portion of the street, crossing distances are reduced and vehicles drive slower creating a safer place for pedestrians to walk and cross the street.





**Figure 10:** E. Warren Avenue is the main transportation corridor in the Planning Area and has multiple modes running along it.

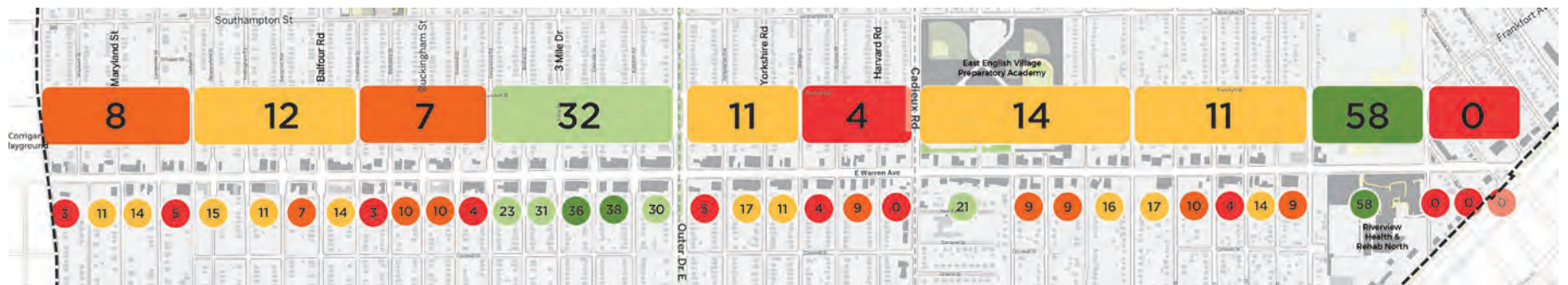
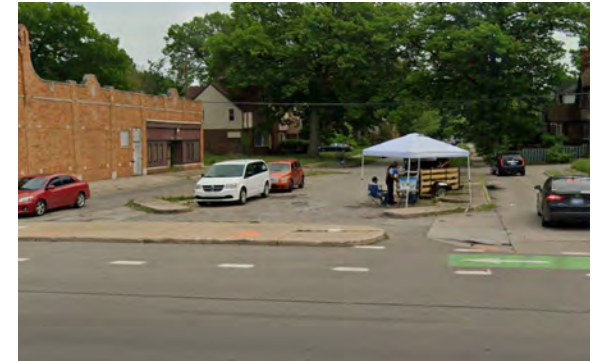
## PARKING

As a commercial corridor, E. Warren must balance space for vehicle parking while still providing safe, comfortable space for pedestrians and cyclists accessing the businesses along the corridor. An inventory of all on-street parking along the E. Warren corridor indicates that most blocks along the corridor average about 10 parking spaces (Figure 11).

The area with the highest amount of existing parking is between Devonshire Road and Outer Drive, near the Alger Theater. These blocks average 32 spaces per block, due to the angled parking areas on the intersecting streets. These parking areas add 7 spaces each, contributing up to 28 parking spaces to a block in a relatively small footprint.

Parking will always be high demand due to the density of businesses and activities near the intersection of Outer Drive. However, having over 30 parking spaces per block, on average, will meet the demand of corridor during most times without adding having to add more parking areas. Outside of these blocks, parking is more constrained, specifically near Cadieux Rd where, on average, there are only four spaces per block.

Through the redesign of E. Warren, there will be an opportunity to maximize on-street parking throughout the corridor. Also, the redesign will encourage parking and walking to multiple destination along E. Warren, reducing the need to find a space at every business.



**Figure 11:** Most blocks along E. Warren Ave average about 10 spaces. However, near the Alger Theater, triple the number of on-street parking spaces are available. Images of angled parking areas are available along the side streets between Devonshire Road to Outer Drive. Additional publicly owned land is available to add new parking assets to the corridor.

## EXISTING RIGHT-OF-WAY AND UTILITIES

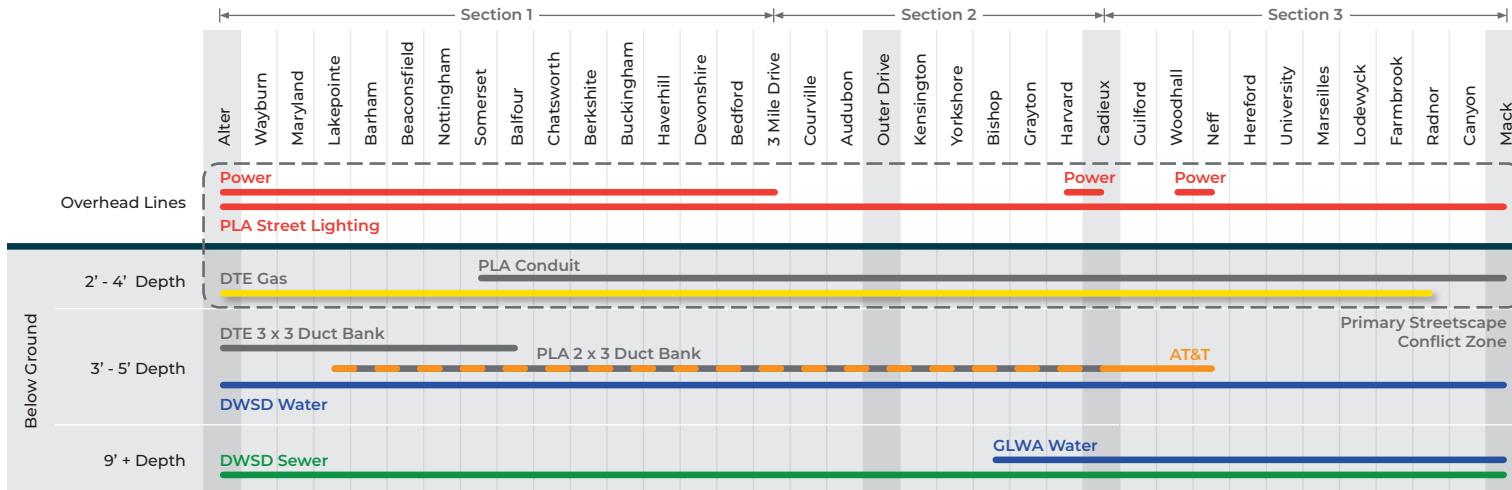
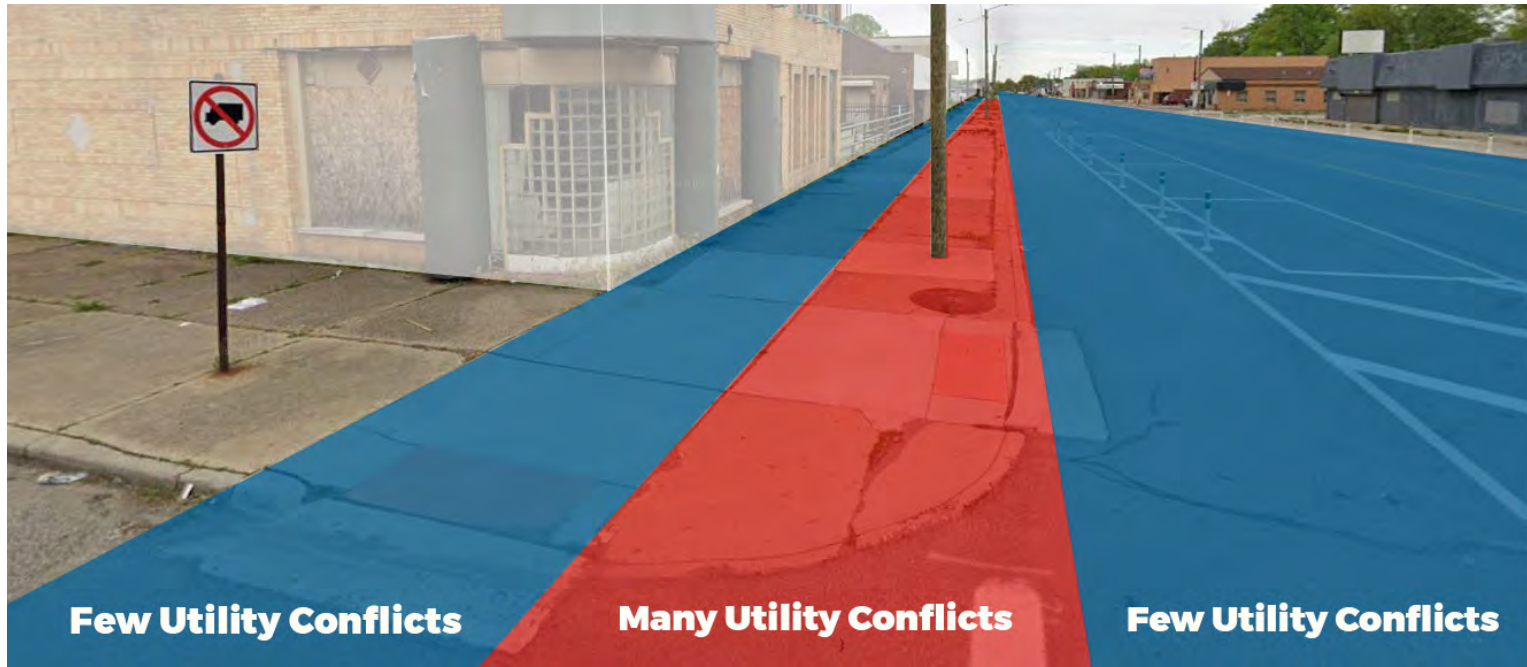
E. Warren consists of a 105-foot right-of-way that provides space for at least four different travel modes: automobiles, public transit, bicyclists, and pedestrians. Continuing the City-wide initiative to make streets safer for non-motorized users, the street was repaved and re-striped in 2018 from a five-lane cross section to its current configuration of three travel lanes, bike lanes next to the curb, and a floating parking lane.

Early on in the process, community members spoke of the utility conflicts with potential street trees along E. Warren Avenue. Upon further investigation into water, electrical, natural gas, and other utilities, it was found that this was true. Utility information from the Detroit Water and Sewerage Department (DWSD), DTE Energy, Comcast cable, and other major utility entities were consulted and found to exist mostly at the curb line. This makes tree planting in the existing configuration an expensive endeavor. In fact, the large concrete planters on the sidewalk in the eastern portion of MorningSide were an attempt to add some street trees and other plantings to the corridor without impacting the utility lines (Figure 12). This investigation helped to drive the design of the E. Warren streetscape because adding street trees and new planting areas to the design were important to the community.

## CONSTRUCTION COSTS

Developing accurate cost estimates for the street design was also an important step in balancing the amenities, length, and overall impact to the neighborhood. Working with staff from the Department of Public Works (DPW) who have built other streetscape projects around the City, accurate cost estimates were developed. These estimates account for material costs, construction costs, design costs, staging, and contingencies based on past experience and were applied to the potential designs developed during the project.

Finally, multiple consultations with City staff and the community were held throughout the planning process. In these consultations, design options related to the layout of the street, connectivity to existing infrastructure, safety needs, street repairs, and more.

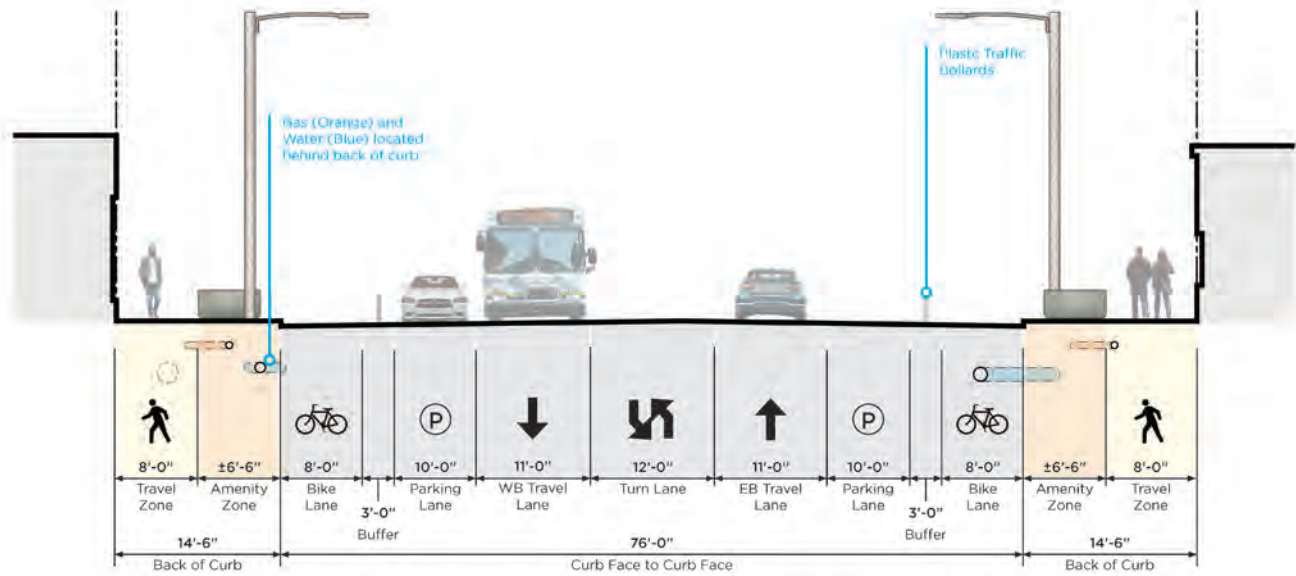


**Figure 12:** Location and depth of underground utilities along the length of E. Warren Avenue.

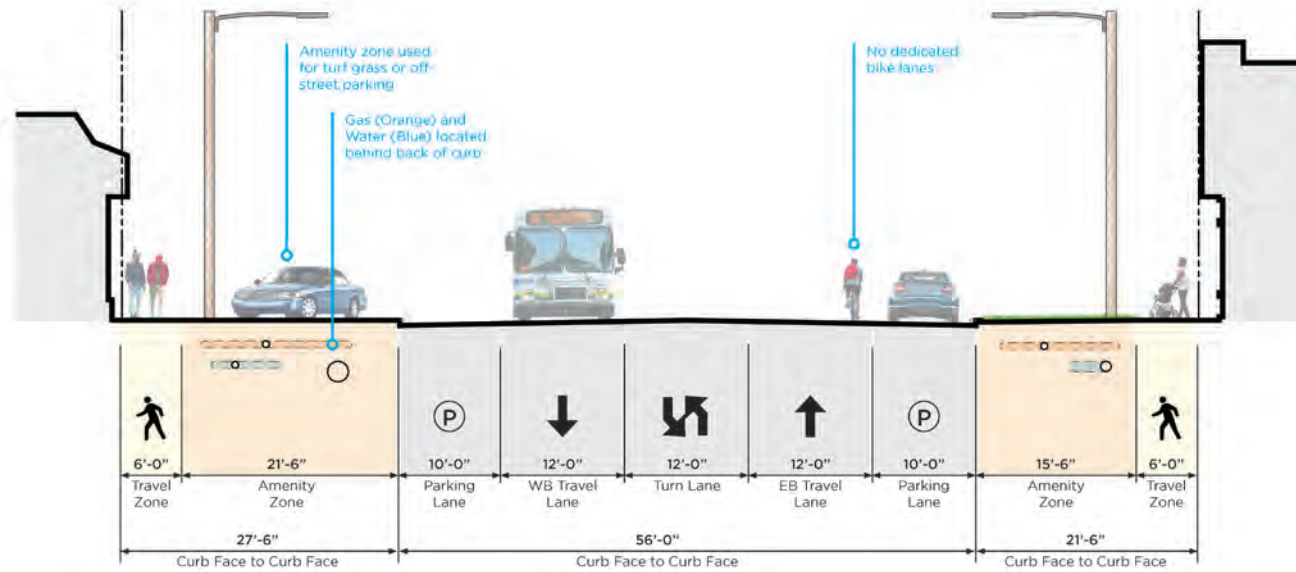
## Street Redesign Opportunities

E. Warren has the ability to be a dynamic, multi-modal, and pedestrian oriented main street corridor. While the wide right-of-way is a barrier to improving the comfort of the street, it is an asset in the ability to add more infrastructure to improve its functionality. Currently, E. Warren is more of a transportation corridor than a place for people to be. With the right design treatments, E. Warren can be a place for both that supports efficient trips to other parts of the City as well as a neighborhood retail corridor.

In order to maximize the impact to the Planning Area, coordination of the streetscape design with the core area for commercial and mixed-use development is vital to making sure both succeed. Investment in the streetscape will bring new sidewalks, bicycle lanes, parking areas, lighting, trees, and other amenities that will draw residents and visitors in. By co-locating the street redesign investment near where public investments in development are being targeted, a greater impact on the neighborhood will be had.



E. Warren Ave Right Of Way: Alter Rd to Cadieux Rd



E. Warren Ave Right Of Way: Cadieux Rd to Mack Ave

**Figure 13:** Two distinct right-of-way conditions exist along E. Warren Avenue. From Alter Road to Cadieux Road and from Cadieux Road to Mack Avenue.



## Parks and Open Space

Balduck Park is the main neighborhood park in the E. Warren/Cadieux Planning Area and one of the larger parks in the City of Detroit that serves as a regional open space asset for many of the neighborhoods on the far east side of the city. As part of the Neighborhood Framework Plan, the main focus for open space improvements will be on Balduck Park and improving its status as a catalytic regional park. Balduck contains many features that are assets to the community but suffers from poor access, visibility, and a lack of place. The park's strengths lie in the existing amenities, sports fields, and distinct places within the park.



The north side of Balduck Park contains more natural amenities but can be hard to access from the south side.

## What We Found

### OPPORTUNITIES TO INCREASE ACCESS

Despite being the Planning Area, Balduck Park suffers from poor access. The parking area for the park is located behind the Eastside Tennis and Fitness Club and is not visible from E. Warren. No signage exists at the parking entrance and may discourage residents from using the park. There is no dedicated parking area on the north side of the park and a sidewalk connection from the parking area to the north side does not exist. Space for parallel parking exists along Chandler Park Drive, however this area is marked with a no parking sign.

Much of Balduck Park abuts the backside of the homes on Radnor Street, but no formal access points into the park from the neighborhood exist. This means that those looking to walk or bike to the park from the west side of Cornerstone Village have to travel to either E. Warren Avenue or Chandler Park Drive to enter the park.

Since Balduck Park is divided by Chandler Park Drive, the two halves of the park feel disconnected from each other. Chandler Park Drive consists of four lanes and a wide center median that feels dangerous to cross on foot. Even though on-street parking is not allowed on Chandler Park Drive, many people park their vehicles here when visiting the park. Within the park, there are few paths that park goers can use. Currently people have to walk with strollers, wagons, and bikes through grass to get anywhere.





**Figure 14:** Parks and schools located within the Planning Area, and the walking distances to each. Schools are shown as potential resources for open space in the neighborhood

## GATHERING SPACES WITHIN BALDUCK PARK

Balduck Park's sports fields offer a specific space for some community members to meet. However, those residents who are interested in a more relaxing park experience do not have many dedicated spaces to meet, gather, and interact with one another in Balduck Park. In a similar way that sports field are designed for a specific set of users, gathering spaces should be designed for another set park users.

Many residents indicated the desire to see and interact more with their neighbors through everyday activities. With parks seeing renewed interest during the Coronavirus pandemic, they have become another everyday activity. Providing dedicated, multi-use spaces in Balduck Park is one way foster connections within the community.

Designing these spaces can be as simple as adding seating areas and connections to the park, or can consist of new structures, topography, and other natural features. Both large events, such as the Alger Theater's Film on the Hill, or small events, like a neighborhood dance club or exercise group, could program these spaces. Additionally, new gathering spaces can provide a place for more informal gatherings, like cookouts, family picnics, or even reading a book.



Dedicated spaces for community events and individual gatherings in Balduck Park can help foster community connections. The Balduck Park Sledding Hill is already a prime spot for community interaction. Image: Model D Media.

## Balduck Park Opportunities

Input from residents indicated that many view Balduck Park as already successful, yet residents would welcome certain upgrades that could make it truly great. By adding new amenities and programming options, Balduck Park could serve as an asset to even more residents. Improving access, views, and connectivity will help residents more easily enter and travel through the park. Adding amenities that encourage impromptu gatherings and free programming will help meet resident's goal of fostering connections between neighbors.

One of Balduck Park's major constraints is the lack of connections to Cornerstone Village along the western side of the park. Poor access into the Park is a barrier to its success as a regional gathering place. The west edge is completely fenced off and backs up to homes located on Radnor Street. The Detroit Land Bank Authority owns property along Radnor Street that could be used as public access points into Balduck Park while helping to stabilize the neighborhood. Poor access within Balduck Park makes getting to a specific ball field or playground or trail tough due to the lack of sidewalks and pathways.

Finally, Balduck Park is limited in the types of distinct, informal gathering spaces that make parks great. Much of the park is taken up by sports fields which provide certain groups of people the opportunity to gather while playing sports. However, not all residents are on teams that use these fields or want to play sports while in the park. Specific lawn areas, patios, benches, gazebos, and other delineated spaces are needed to encourage residents to spend time in the park. These spaces can allow for picnics, yoga, dancing, meetings, sunbathing, and more and at no cost to the park user. Spaces in the park like these provide a sense of place that draws visitors in and makes them feel comfortable while enjoying the park.



**Figure 15:** Initial concept plan for Balduck Park focusing on increasing access to an within the park, identifying gathering spaces, and, upgrading existing assets.



Many sports fields are available at Balduck Park and are well utilized by the community.



## Neighborhood Stabilization

In the context of this Plan, “neighborhood stabilization” relates primarily to two broad strategies: identifying homes that can be brought back to good repair and lived in again, and removing blighted vacant structures that cannot be rehabilitated and that are having a negative effect on the surrounding neighborhood. Neighborhood stabilization can also help provide better housing choices for people within the community, both in terms of housing type and options for affordably owning and renting homes. Along with improvements to residential properties, private and public investments in a community can also support neighborhood stabilization.

Successful neighborhood stabilization relies on the combined actions of private and public land owners and non-governmental organizations. There is also a mutually-reinforcing relationship between community investments and neighborhood stabilization: public investment helps to increase interest in specific neighborhood areas and increase property values, while integrating more residents near recent investments ensures that they are being used to their fullest potential. There are already a number of recent and planned initiatives in the Planning Area that have the potential to support neighborhood stabilization efforts of this Plan. While this Plan will not implement these types of initiatives, recommendations should support the continued work of non-profits and the community in this regard.

This section summarizes resident priorities for neighborhood stabilization, recent trends in home sales and occupancy, and market analysis on housing trends and demands.



MorningSide residents participate in a spring planting and clean up at Gateway Park

## What We Found

Residents were asked where in the Planning Area they would most like to see neighborhood stabilization take place. Their responses are illustrated in Figure 16, and show that priority areas are in eastern MorningSide and western Cornerstone, especially near the E. Warren Corridor.



**Figure 16:** Neighborhood residents would like stabilization efforts near E. Warren in Cornerstone & MorningSide. The areas indicated by residents align well with Proposal N planning and the areas of focus for this Plan.

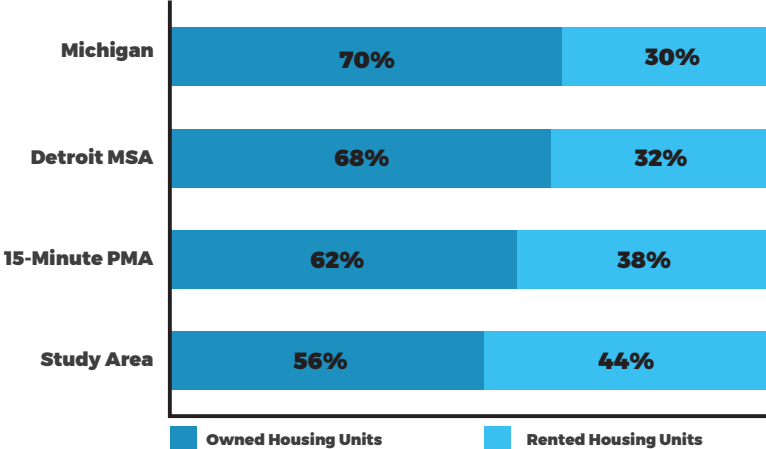
# Existing Housing Conditions

Housing styles and conditions vary throughout the Planning Area depending on the specific neighborhood and block. The three neighborhoods consist mainly of historic homes with a range of sizes, from smaller bungalows in Cornerstone Village to larger brick tudors in East English Village and mid-sized homes in MorningSide. Pockets of vacancy and blighted homes can be found through all three neighborhoods, though to a lesser extent in East English Village.

## HOUSING TYPES AND TENURE

91% of the housing in the Planning Area is comprised of detached, single family homes, while the remaining 9% is a mix of duplex and medium density multifamily housing options. This is higher than the greater Detroit Region, which is comprised of 77% single family homes.

Within the Planning Area, there is a greater share of renter occupied housing when compared to the Detroit region. Over 44% of the Planning Area is occupied by renters, with 56% of the homes occupied by the owner. This means that the majority of the renters in the Planning Area are renting existing single family homes. A portion of those renters may be interested in more compact units that better fit the needs of themselves or their family.



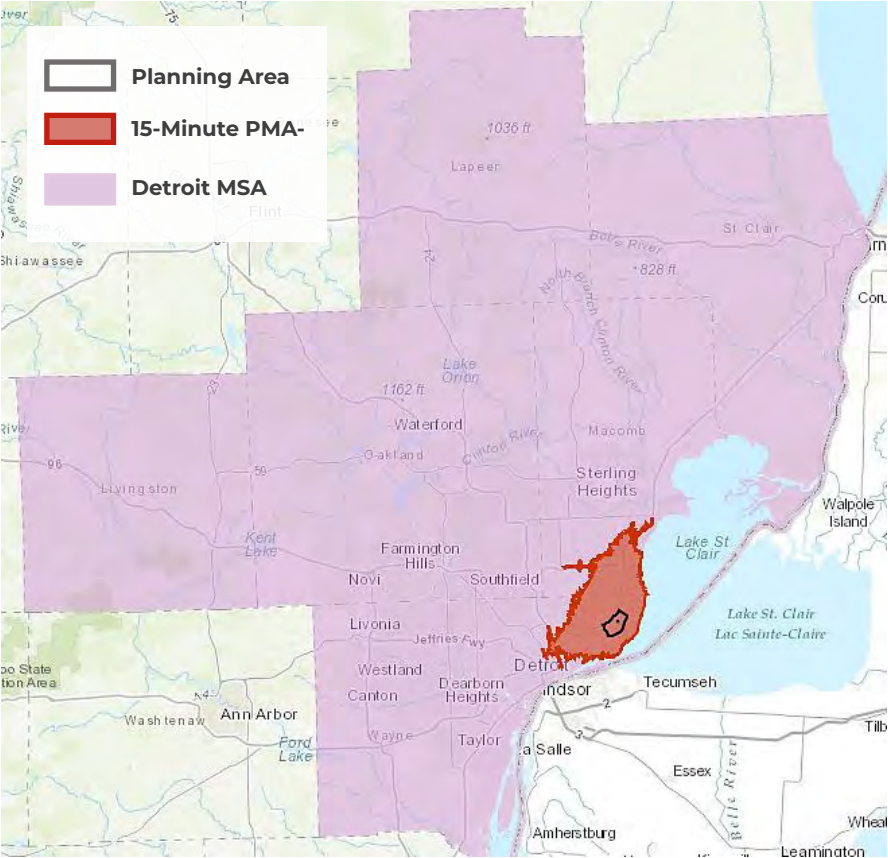
**Figure 17:** 2019 Housing tenure as a share of total occupied housing units, depicting a higher percentage of rental housing in the Planning Area compared to the larger region.

### HOME VALUES

The Planning Area has a median home value that is relatively affordable for many buyers, yet lags behind the Detroit Region. The median home value in the whole Planning Area is just under \$53,000, while the Primary Market Area median home value is close to \$106,000. Home values vary greatly in the Planning Area, with East English Village and the east side of MorningSide seeing the highest sales prices and assessments.

	Planning Area	15-Minute PMA	Detroit MSA	Michigan
<b>2019</b>	\$52,560	\$105,760	\$193,250	\$172,140
<b>2024 (estimated)</b>	\$64,610	\$125,890	\$217,670	\$194,110
<b>Annualized Change</b>	4.6%	3.8%	2.5%	2.6%

**Figure 18:** 2019 Median Home Value, depicting that over the next five years, it is predicted that median home values in the Planning Area will increase at a faster rate than within the larger region. The Planning Area, 15-Minute PMA, and Detroit MSA can be found on the right.





## MARKET DEMAND FOR ADDITIONAL UNITS

Helping existing residents stay in the Planning Area and encouraging new residents to move in are important for continued neighborhood development. A stable or growing residential population helps the community thrive by creating a sense of vibrancy and safety, it supports local business, maintains a healthy real estate market, and encourages well-maintained homes.

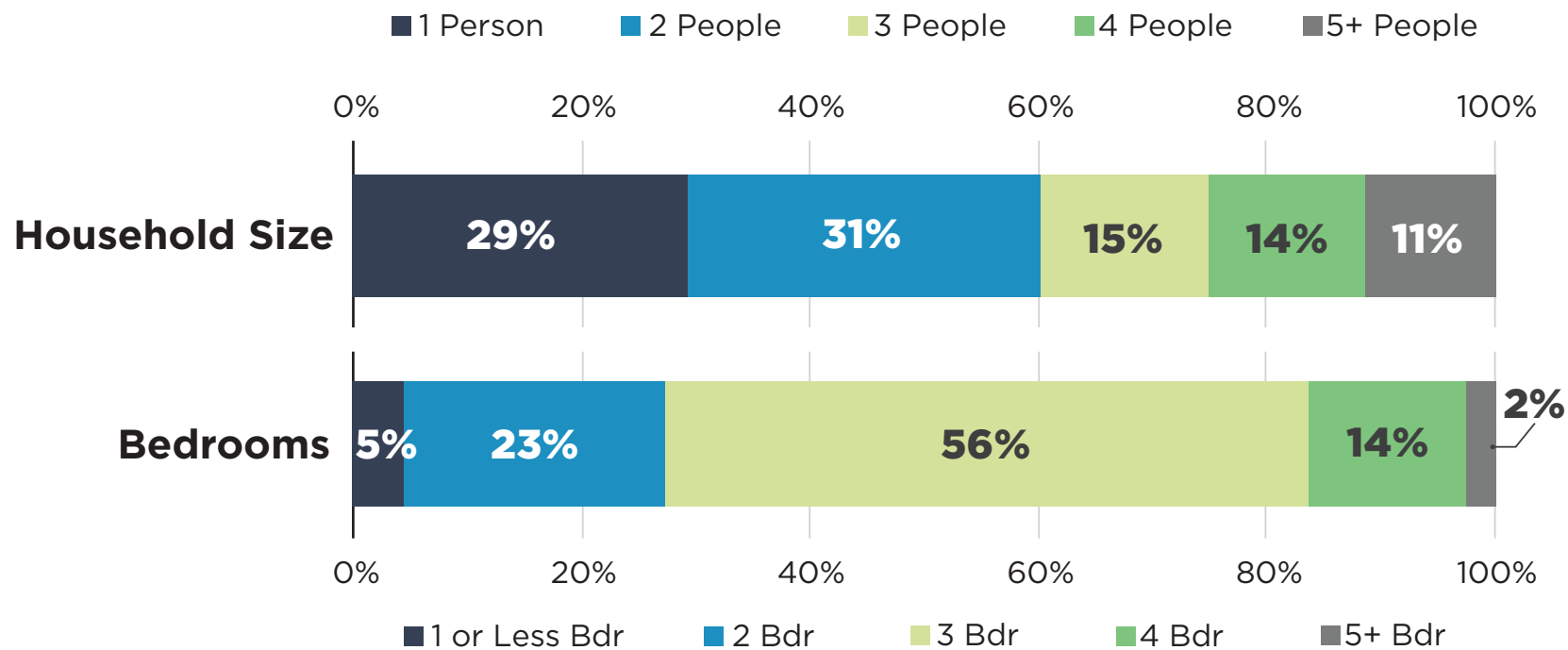
The population of the Planning Area—as with rest of the City —has been declining for many years. While the rate of population decline is beginning to flatten, E. Warren/Cadieux is still expected to decrease by approximately 520 people between 2019 and 2024. Even so, the market analysis suggests that there is pent up demand for quality housing within a 15-minute distance from the E. Warren/Cadieux area.

There is the potential for the Planning Area to capture 25 to 55 net new units of housing per year by 2029, through substantial rehabilitation of existing housing and some new development. Capturing the maximum residential demand from the surrounding area requires providing housing in the locations and types that are most in demand. In particular, new residential demand will be attracted to housing that is close to amenities such as a thriving retail main street. This creates a strong relationship between the success and vibrancy of the E. Warren corridor and adjacent neighborhood stabilization.

Attracting housing demand will require both rehabilitation of existing stock and new housing development that meets specific preferences. The fact that there are currently more 1- and 2-person households in the Planning Area while the majority of houses provide 3 or more bedrooms (Figure 19) indicates that there may be the potential to better meet the needs of existing residents by providing new housing options that do not currently exist in the Planning Area. This includes smaller units for people looking to downsize, or low-maintenance units for people who do not want the up-keep required for a typical single-family home. This form of housing can be integrated along the E. Warren corridor to further support existing and future businesses and bring additional activity to the corridor.



The Coe, a newly built mixed-use development in West Village



**Figure 19:** Household size versus unit size within the Planning Area, 2017 (4Ward Market Analysis Report)

## Trends in Property Sales

Property sales data since 2014 reveals that annual sales have been strong, but have taken place in the areas that were already most stable. From 2014 to 2020, there have been 2,495 total sales and an average of approximately 365 sales annually in the Planning Area. These sales have been spread relatively evenly throughout the Planning Area, except in the western portion of MorningSide where sales have been considerably lower.

The majority of property transactions have been private, making up 87% of all sales. In contrast to the large numbers of private property sales, DLBA properties has made up 13% of overall sales since 2014. On average, the DLBA has sold approximately 45 properties annually.

Similar to private sales, the sale of City-owned lands since 2014 generally started in areas of highest demand, with sales in other areas following gradually with time (Figure 20). Earliest sales generally occurred in East English Village, which is also the neighborhood with most sales throughout this entire six-year period. Over time, these sales have moved outward into the Cornerstone Village and MorningSide neighborhoods. In fact, most recent sales activity (2020 sales) have been observed closer to the western and southeastern boundaries of the Planning Area.

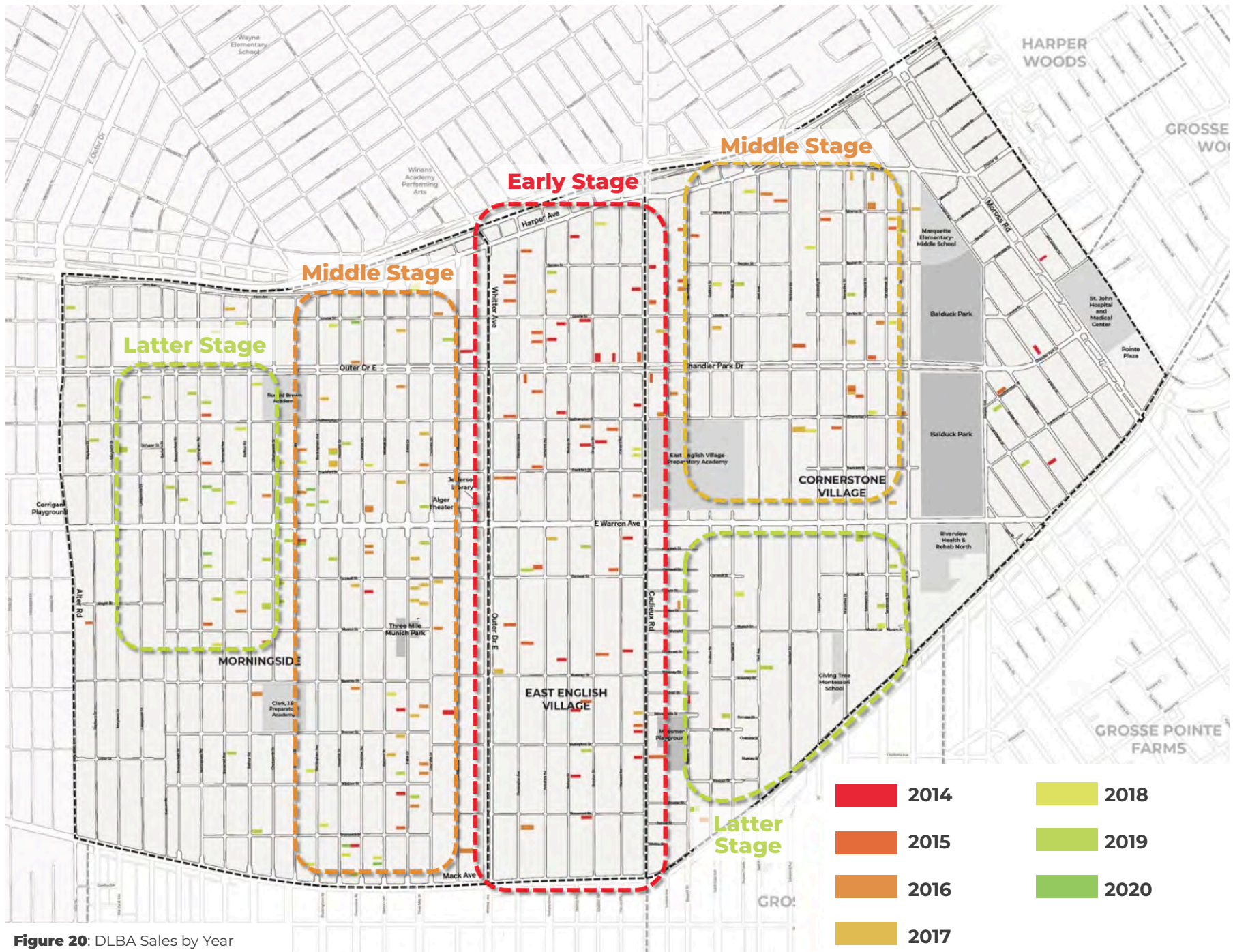


Figure 20: DLBA Sales by Year

## Vacant Property Distribution

Neighborhood blight continues to affect the sense of neighborhood stability and real estate conditions in the Planning Area. The cumulative impact of over 3,200 vacant homes and lots across the Planning Area presents the largest concern for stabilization, having a direct impact on market trends, and lowering desirability and investment within neighborhoods.

Vacant properties have an impact on the sense of safety and community connectedness, with fewer people on those streets to create a vibrant neighborhood condition. Poorly maintained properties can also make neighborhoods feel less safe through illegal land uses.

There are vacant properties in every neighborhood in the Planning Area, with the most significant clusters in MorningSide and Cornerstone Village; specifically in the western portions of MorningSide and in Cornerstone northeast of Messmer Playground, along the western border of Balduck Park, and in an area centered on Neff Ave north of Southampton Street (Figure 21).

All clusters of vacant land create challenges for neighborhood stabilization, but publicly owned properties present greater opportunity for renovation or market sales, to be encouraged to be maintained as side lots, or to be used as community spaces or connections. Private properties however, present the most significant challenge as there less ability for the City to enable rehabilitation, renovations, or active re-uses of the lots for the community. However, selective demolitions and applying nuisance abatement rules can limit their blighting effects, and targeted investments in nearby community assets may over time create a market environment that will enable their return to productive use.



**Figure 21:** Planning Area Public and Private Vacancies

## Building on Community Anchors

The success and stability of neighborhoods can be affected by a number of factors including the mix of housing, proximity to amenities such as a strong retail main street and strength of local community facilities.

The many anchors in the community can help to improve demand in the neighborhoods around them, and provide helpful starting points for strategically focusing neighborhood stabilization efforts (Figure 22).

Neighborhood stabilization efforts should also be targeted to complement other objectives of this Plan, particularly those with the potential to contribute to stronger residential demand and neighborhood stability.

This includes:

- Supporting neighborhood stabilization close to the E. Warren commercial corridor, so that a stable or growing residential base can support local businesses;
- Aligning stabilization efforts with streetscape improvements, so that those investments serve as many people as possible and potentially support stronger real estate conditions;
- Leveraging vacant land to support park and green space objectives by converting vacant lots to activated green spaces or new green gateways to existing parks; and,
- Targeting neighborhood stabilization efforts where they can support and strengthen existing community destinations.



**Figure 22:** Community anchors within the Planning Area



## 2.4 OPPORTUNITIES FRAMEWORK

The community ideas and planning analysis describe some of the key characteristics, opportunities, and challenges in the Planning Area. This section establishes a framework to guide investments within the four Focus Areas, informed by the findings of the existing conditions assessment and an understanding of community priorities articulated through of the Plan.



### A Framework to Guide Investment

Achieving the community’s priorities and making the most of investments in E. Warren/Cadieux will require a range of coordinated actions that not only respond to the conditions, trends and community priorities, but are aligned to be mutually supportive of each other. The inter-related nature of the issues identified across the four key planning Focus Areas is an important aspect of developing successful strategies. As an example, the success of the main street is highly related to the strength the of neighborhoods it passes through. At the same time, the success of the main street is also an important contributor to surrounding neighborhood stability and reinvestment. Investments in both of these areas should reflect the relationship that they have with each other.

The Opportunities Framework (Figure 23) builds on the findings of the existing conditions work and the community priorities to identify opportunities where new investment can be targeted to support a range of objectives, as possible through this Plan; whether it be renovating the streetscape while setting the stage for new investment, stabilizing neighborhoods while supporting the success of the main street, or investing in park improvements that help to contribute to improved health and sustainability while contributing to the resilience of the surrounding neighborhoods.

The Opportunities Framework builds on the community’s priorities to create a framework which can guide the recommendations of this Plan, outlined in Part 3 of this Report.

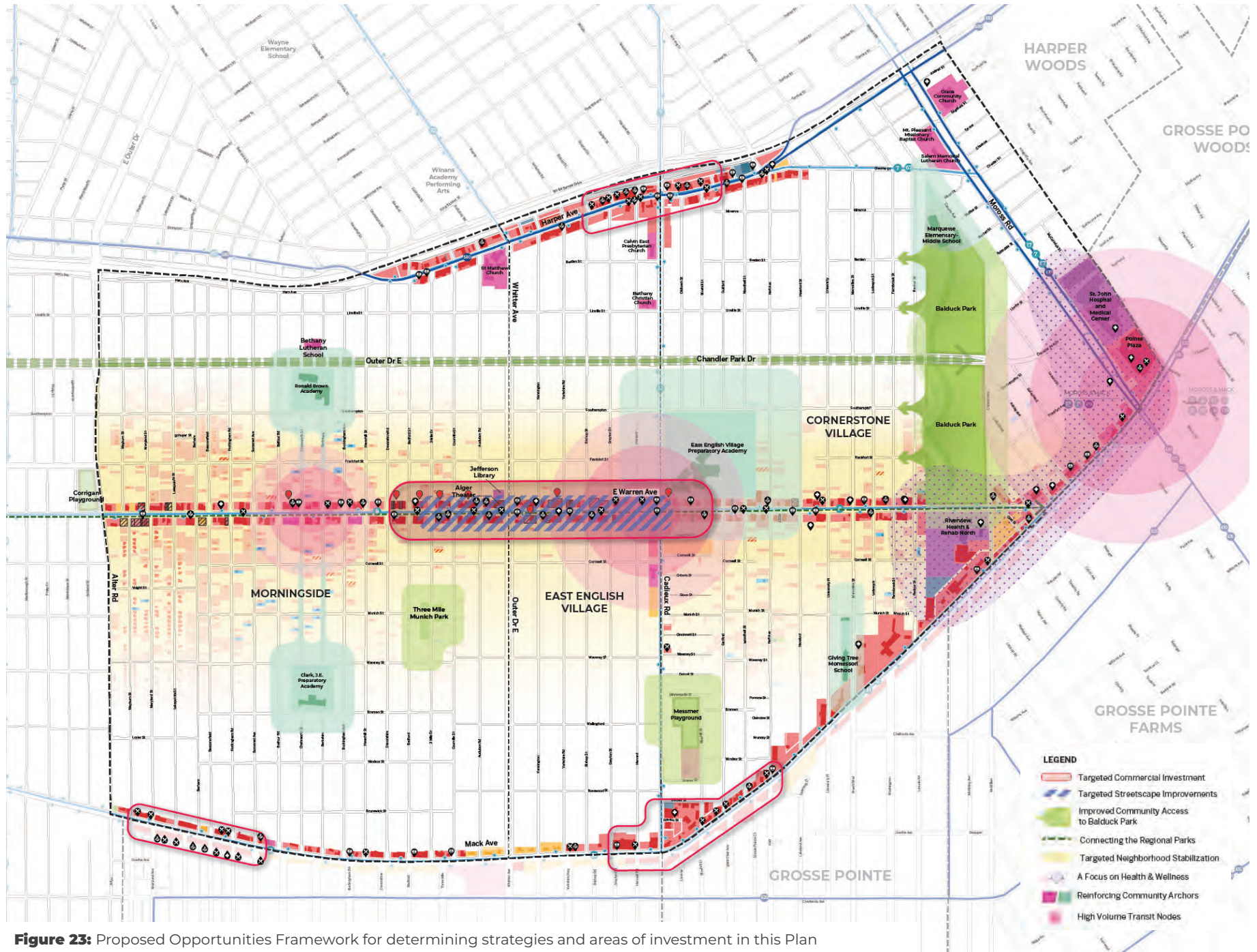


Figure 23: Proposed Opportunities Framework for determining strategies and areas of investment in this Plan

## Opportunity 1: Targeted Commercial Investment

While E. Warren is a long commercial corridor, a review of its characteristics identified a clear area of opportunity for new investment. The area between Devonshire Road and Guilford Street, has an existing cluster of retail uses on both sides of the street, high neighborhood occupancy to the north and south, and several sites where there is active new business/development interest or high potential for redevelopment (Figure 24).

Targeting business and redevelopment incentives generally in this area of E. Warren would help to build upon and strengthen these existing assets while supporting a greater mix of uses. This could include new housing that would contribute to a more vibrant main street, which in turn can become a greater asset to the surrounding community.

## Opportunity 2: Targeted Streetscape Improvements

There are several places along the E. Warren corridor where a high-quality public realm is essential to the vitality of the street. Important places to focus include areas with an existing concentration of walk-up shops and services that rely on pedestrians and convenient parking to support their activities and locations with high bus passenger activity and street crossings.

Targeting streetscape improvements in these locations can help enhance the image of the street and create an improved setting for new investment, supporting access for transit users and increasing safety for all users. The redesign should consider improved crossings and transit waiting areas, more generous sidewalks, and integration of street trees. Where opportunities exist, new community gathering spaces can help support uses that animate the street while bringing people together and supporting local business (Figure 24).



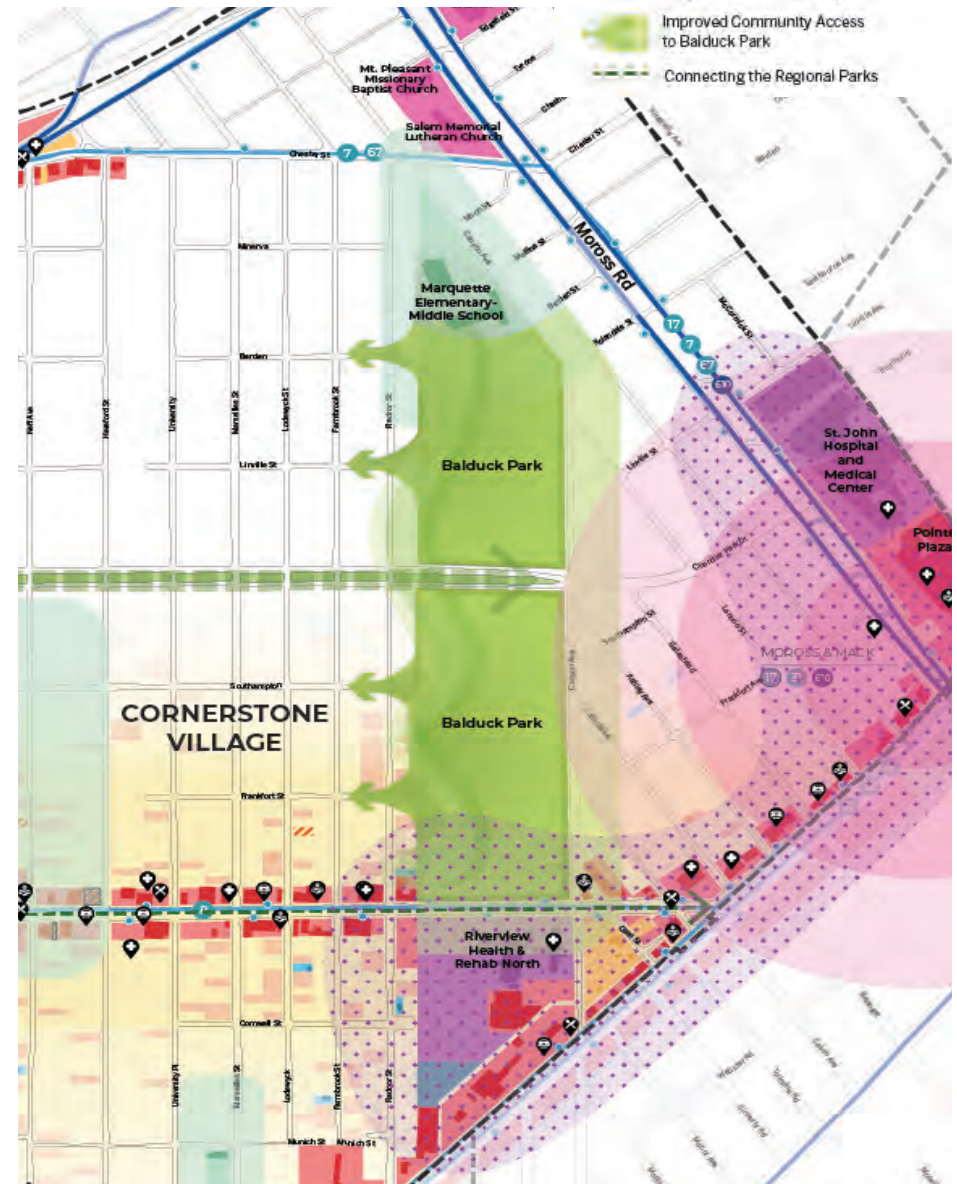
**Figure 24:** The targeted commercial investment area and streetscape improvements should overlap to provide the greatest impact to the corridor.

### Opportunity 3: Improved Community Access to Balduck Park

Balduck Park is an important community asset that attracts people from throughout the Planning Area and beyond, but there is a sense that it is not reaching its full potential. Access to the park is challenging in some places, like the western edge of the park where there are no links to the adjacent neighborhood, and between the north and south halves of the park that are divided by Chandler Park Drive. Once inside the park it can be difficult for visitors to travel within the park to their destination. Additionally, large areas of the park are dedicated to active programed space that may not be serving the local community.

An opportunity exists to deliver significant community benefit by: strengthening the relationship of the park to neighborhoods to the west by opening up new connections across vacant lands; improving connectivity through the park with improved paths and wayfinding; creating a formal entrance to the park on E. Warren; and supporting more local recreational activities and community programming. Additionally, dedicated gathering spaces and community amenities can help make the Park a more attractive destination for neighborhood residents.

These improvements can help to stabilize nearby parts of Cornerstone Village making the park easier to use, improving usability of the park for local residents, and supporting improved access between the park and other health and wellness facilities which surround it.



**Figure 25:** Opening up access to Balduck Park from the west will allow more residents easy access to the park, while fostering a connection to the far west will help connect to Chandler Park.

## **Opportunity 4: Connecting the Regional Parks**

The E. Warren/Cadieux neighborhoods are situated between two regional parks, Balduck Park to the east and Chandler Park to the west. Together these parks serve communities across the east side of Detroit who are attracted to their mix of recreational facilities, open spaces and amenities.

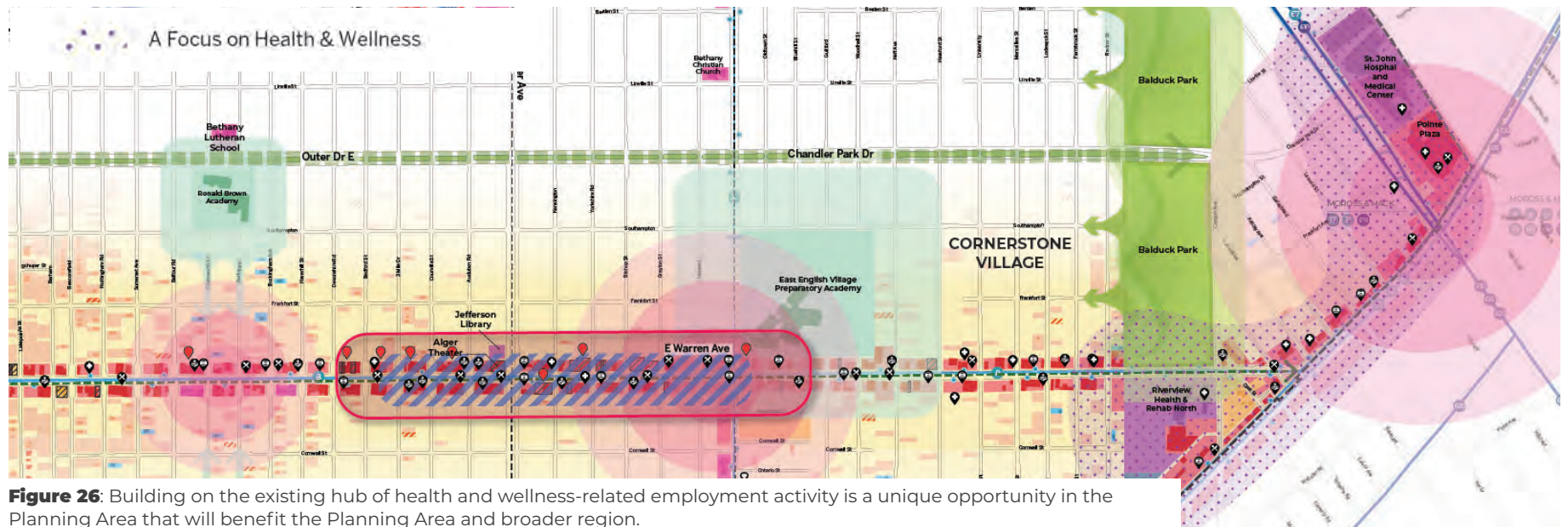
An opportunity exists to use streetscape enhancements to strengthen the relationship between these two regional destinations so that they can play a larger role in the social and recreational lives of area residents and in doing so, support improved mobility throughout the Planning Area. The development of a new recreational trail or improved bike lanes along E. Warren Avenue connecting the two parks would connect four neighborhoods (Chandler Park, MorningSide, EEV and Cornerstone Village), the E. Warren main street, and East English Village Preparatory Academy along its route. E. Warren cycling improvements can reduce conflicts between parked cars and cyclists and be designed to appeal to a wider range of users.

## **Opportunity 5: Focused Neighborhood Stabilization**

There are significant clusters of vacant lots and housing across large swaths of MorningSide and parts of Cornerstone Village which contribute to the destabilization of adjacent neighborhoods and retail areas. Transformation and reinvestment in vacant properties has been incremental, gradually moving outward from more stable neighborhood areas, where there is a noticeable relationship between more stable neighborhoods and the clustering of retail activity. A more targeted approach to neighborhood stabilization focusing on areas in proximity to the main street, parks and existing areas of reinvestment can help to ensure that improvements to the Planning Area neighborhoods also help to contribute to other objectives, such as the creation of a healthier, vibrant main street.

## Opportunity 6: A Focus on Health & Wellness

The St. John Hospital and Medical Center is already a hub for health and wellness-related employment activity within the City and broader region. It anchors a cluster of complementary uses, such as the Riverview Health and Rehab Center, several pharmacies, a health store, physio-therapy services, and the set of recreational and athletic facilities at Balduck Park and along Mack Avenue. Promotion and continued growth of a health and wellness cluster within the Planning Area can improve access to health care for residents within the Planning Area, help support new high-paying local jobs and generate potential demand for office space related to medical jobs. In addition, this will increase demand for housing in the neighborhood and contribute to increased activity along retail and commercial corridors, such as E. Warren Avenue.



**Figure 26:** Building on the existing hub of health and wellness-related employment activity is a unique opportunity in the Planning Area that will benefit the Planning Area and broader region.

## Opportunity 7: Reinforcing Community Anchors

Facilities such as schools and places of worship play an important role in the E. Warren/Cadieux community, providing spaces for interaction, housing community services and strengthening community bonds and resiliency. These benefits indirectly contribute to neighborhood stabilization by providing stable, active uses that have positive impacts on not only property values, but the lives of people living within the community. They can also be important community activators, supporting businesses; students from a school, for instance, may travel to a commercial area during lunch, contributing to increased transit ridership at nearby stops and providing space for recreational activity within the neighborhood.

An opportunity exists to strengthen the role of these facilities as community anchors through improved connectivity and integrated design. Investment should focus on creating safe and direct connections between these facilities, the E. Warren Avenue corridor, and the broader neighborhood, and reducing barriers such as fencing and implementing strategies to broaden the use of these facilities as diverse community spaces.



Community assets such as schools, churches, and libraries play an important role in stabilizing the neighborhood.

## Opportunity 8: Strategies Supporting Sustainability and Resilience

To ensure both short- and long-term success, it is important that all strategies of this Plan support sustainability and resilience wherever possible. This requires improving on present conditions while striving for long-term success, which in turn improves the capacity of communities to thrive as they continue to evolve over the years. This can be built into each of the Plan's Focus Areas.

For instance:

Neighborhood stabilization improves community resilience by creating neighborhoods that meet the needs of all residents through various stages of life.

Commercial and mixed-use development along the E. Warren corridor will improve economic resiliency within the neighborhood by drawing in a critical mass of users to support businesses and providing opportunities for local business and entrepreneurship to support residents. Sustainable development practices that employ different building typologies, materials, and green infrastructure, can also be explored within the neighborhoods and along the E. Warren corridor.

Improved streetscapes along E. Warren will encourage active transportation and allow for the integration of green infrastructure and increased landscape areas, all of which leads to a more sustainable street network.

Enhancing parks, open spaces, and public space through considerations for biodiversity and integration of stormwater management facilities increases the overall sustainability of the surrounding neighborhoods while providing community gathering spaces which build on resilience through social infrastructure. These enhancements can also be explored on vacant parcels along the E. Warren corridor and throughout neighborhoods to further these benefits.



Neighborhoods thrive and stay successful when the amenities support each other and the community, while allow for a great diversity of uses.





3

**THE  
NEIGHBORHOOD  
PLAN**

# 3.1 NEIGHBORHOOD PLAN STRATEGIES

**A primary goal of the E. Warren/ Cadieux Neighborhood Framework Plan is to identify feasible, implementable strategies that the City of Detroit and its partner agencies can use to improve the quality of life for neighborhood residents.**

**This section outlines strategies for each of the Plan’s Focus Areas to support positive neighborhood change and community objectives.**

The Neighborhood Plan Strategies in this section are based on the community engagement, background research, and planning analysis summarized earlier in this report. Using the Opportunities Framework as a guide, these strategies have been coordinated so that the investments support broader community priorities while reinforcing each other. In this way, the Plan can deliver the greatest benefits to the neighborhoods.

The strategies are summarized to the right. Figure 27 depicts how this Plan will provide investment for positive changes across the Study Area.



## Commercial & Mixed-use Development

Cluster new developments within “the core area” and the streetscape project limits to be mutually supportive and maximize the catalytic effect of public investment

In the near term, focus on renovating 4-6 existing structures by providing gap funding through the SNF. In the long term, as the market stabilizes and financing gaps shrink, new-build mixed-use development may become possible.



## E. Warren Streetscape Improvements

Within the “core area,” deliver a streetscape renovation that transforms E Warren into a neighborhood main street. Install new sidewalks, improved lighting, safe crossings, street trees, and other features that support local business and foster a vibrant street life



## Parks and Open Spaces

Invest in capital improvements to Balduck Park that respond to community priorities for the park, and improve the park’s relationship to the surrounding neighborhood.



## Neighborhood Stabilization

Deploy the city’s suite of programs to stabilize distressed areas, stimulate areas that are showing signs of stabilization, and sustain areas that are stable.

Leverage the SNF to expand the Land Bank’s Rehabbed & Ready program and complete additional rehabs in the Planning Area.



**Figure 27:** Summary of the E. Warren/Cadieux Neighborhood Framework Plan Strategies



## Commercial and Mixed-use Development



Commercial mixed-use development alongside new streetscape improvements will help to support a more thriving local business district along E Warren Corridor.

A major focus of the E. Warren/Cadieux Neighborhood Framework Plan is to rebuild the economic conditions in the three neighborhoods to support business development, bring new jobs to the corridor, and improve the quality of life for residents. Strategies for fostering development on E. Warren were developed that account for changes in the economy, local demand for retail, and future trends. This includes both the redevelopment of existing buildings and, eventually new construction on sites along the corridor.

A restored local business district along the neighborhood main street provides immense value to residents. An activated E. Warren comprised of thriving businesses improves safety by increasing the number of eyes on the street. Local businesses provide nearby job opportunities for residents, helping to raise the collective fortunes of the community.

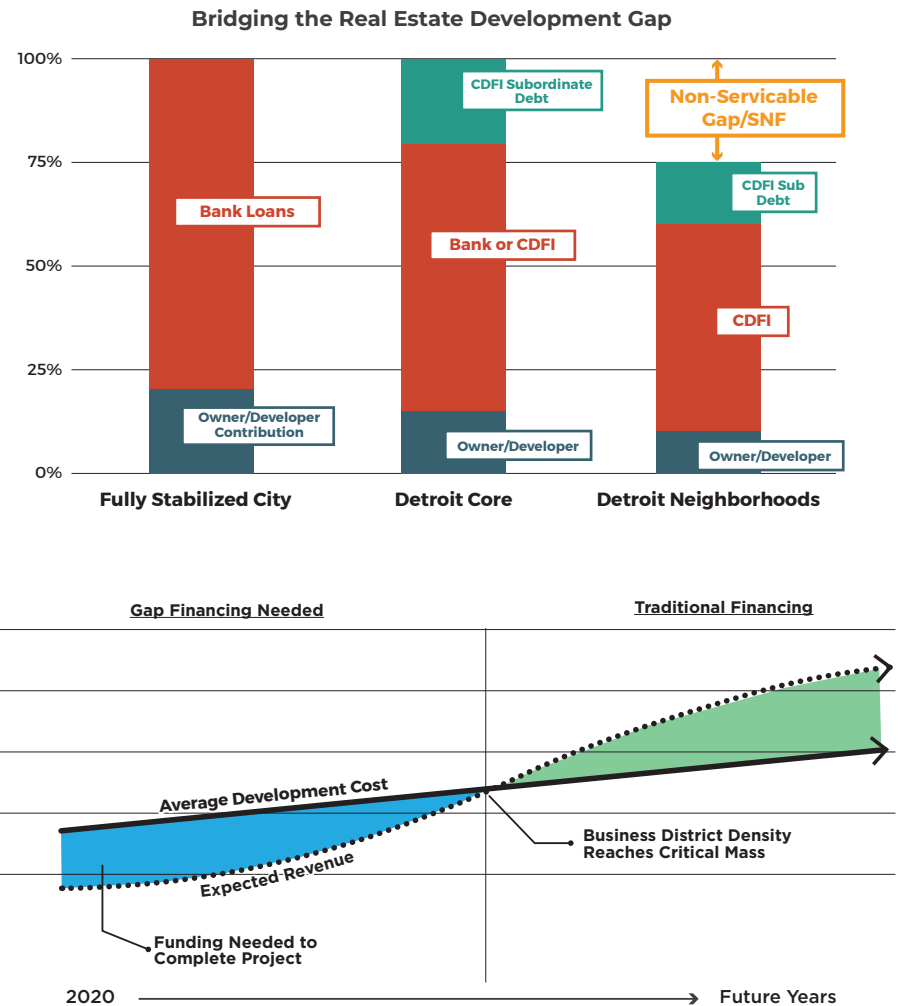
Identifying opportunities for investment in commercial and mixed-use development along E. Warren is important because without public assistance, the prevailing market conditions and quality of the spaces will hinder investment. This Plan analyzes the conditions needed to redevelop properties and construct new buildings to provide space for entrepreneurs and residents while staying true to the needs of the neighborhood. These developments will include affordable retail and residential space, quality spaces for new local businesses, and, when clustered together, support for existing businesses.

## Gap Financing

Funding for commercial development from the Strategic Neighborhood Fund (SNF) is intended to fill differences in the financing of mixed-use and multifamily development projects in SNF targeted neighborhoods.

In many Detroit neighborhoods, development projects are not typically financially feasible because there is a gap between the funds the developer has access to (cash plus the debt capacity that market prices can support) and the cost to complete the project. In recent years, many developments have suffered from high construction costs, high material costs, and limited access to loans, contributing to the gap in financing.

The SNF, through the City of Detroit and Invest Detroit, attempts to bridge these gaps by using patient debt to fill the difference between the developer funds and the project cost. It is intended for projects that receive SNF funding to engage with the community throughout the development process, offer deeper affordability levels in their housing options, and seek out local tenants who reflect the commercial needs identified by the community. The analysis undertaken as part of the E. Warren/Cadieux Neighborhood Framework Plan is intended to determine how far the SNF budget can stretch to bridge the financing gap and affect the most change along the E. Warren main street.



**Figure 28:** Bridging the gap in development costs to assist early commercial projects to help E. Warren achieve a critical mass of businesses will reduce the need for subsidy in the long run.

## Assumptions

The E. Warren/Cadieux commercial and mixed-use development analysis focused on three building typologies. The typologies align with the available development sites along E. Warren Avenue and represent future potential commercial and mixed-use developments in the neighborhood:

- Renovated single story, commercial building: full renovation of smaller, single story buildings into a dedicated commercial space.
- Redeveloped existing two-story, mixed-use building: full rehabilitation of the existing two-story buildings along the corridor with residential units above commercial spaces.
- New build, mixed-use building: new construction with residential and commercial units that would add additional density to the corridor.

The City of Detroit and Invest Detroit control a number of sites along E. Warren Avenue that could serve as potential development opportunities that fit these building types. This analysis methodology allows for a high-level understanding of construction costs, labor rates, market rental rates, and more that would apply to all buildings on the corridor.

As construction costs, material costs, projected rental rates, sales rates, and other factors change over the years, the City can move forward with sites that are most feasible. More detailed proforma for each specific site would then be completed as part of a developer request for proposal (RFP) and include more a detailed review of the specific site.

The proforma for all three typologies assumed consistent financing rates, contingency, contractor fees, vacancy factors, and rental rates for the three development typologies. It is also assumed that there are no major on-site improvements, no acquisition costs, and that the property would be sold after the 15th year.

## Results

The financial analysis for the three building typologies indicated that all three potential development projects would require some type of subsidy to make enough of a return to encourage invest along E. Warren Avenue. This is consistent with previous developments along E. Warren and for other SNF neighborhoods in the City of Detroit.

For each development type, two subsidy options were developed to give Invest Detroit and the City more flexibility in how they fund development in the neighborhood. The funding options are a full up-front equity injection and a combination equity injection and rental subsidy.

- **Scenario 1:** The full up-front equity injection covers the gap in financing on the front end and reduces the cost of financing.
- **Scenario 2:** The combination of a smaller equity injection and 15-year rental subsidy helps to cover the cost of development, provide a sustainable rental rate to build equity in a development, and allows for developers to capture a larger portion of revenue to use toward building maintenance and upgrades.



There are many examples of single story commercial buildings along the E. Warren Ave corridor with the potential for renovation

## Single Story Commercial Renovation

There are many single-story commercial buildings distributed throughout E. Warren Avenue and more commonly found at the eastern end of the corridor in Cornerstone Village. Some of these building types have been recently renovated or are in the process of being redeveloped. There are a variety of buildings in the corridor at different sizes that may be attractive to new retail, restaurant, entertainment, office, or other commercial businesses. For this analysis, a one-story, 4,500 square foot building was assumed. Construction costs were estimated at \$225/square foot for a total renovation cost of \$1.3M.

### SCENARIO 1 FINDINGS

A \$434,000 up-front equity infusion would be needed to renovate the property and activate the site for a commercial business. This scenario would require a \$600,000 investment from the developer to complement the SNF equity.

### SCENARIO 2 FINDINGS

A total investment of \$739,000 over 16 years would be required to renovate the property and activate the site for a commercial business. This is \$305,000 more than the up-front equity infusion. Up front, a \$350,000 equity infusion would get the project started and would be supplemented with a \$24,300 rental subsidy over 16 years, or as long it takes to stabilize rents in the neighborhood.



The City of Detroit, and partners such as Invest Detroit, control a number of commercial properties along E. Warren that fit the two-story, mixed-use typology.

## Two Story, Mixed-Use Redevelopment

There are a number of existing mixed-use, two-story buildings in need of redevelopment along E. Warren. Many of these buildings are smaller, offer historic charm, and can be taken on by local developers with less experience or fewer resources. The analysis assumes a two-story building with 4,800 gross square feet, 2 two-bedroom apartments averaging 800 square feet, and 3,200 square feet of ground floor commercial space. Costs to redevelop this building type were estimated at \$225/square foot for a total project cost of \$1.8M.

### SCENARIO 1 FINDINGS

A \$650,000 up-front equity infusion would be needed to redevelop the property and activate the site for commercial and residential uses. The scenario would require a \$610,000 investment from the developer to work alongside the SNF contribution.

### SCENARIO 2 FINDINGS

A total investment of \$810,000 over 16 years would be required to renovate the property and activate the site for commercial and residential use. This is \$160,000 more than the up-front equity infusion. Up front a \$400,000 equity infusion would get the project started and allow for a distributed investment into the future. \$27,600 would be used as a residential and commercial rental subsidy over the first 11 years. From years 12-16, the residential subsidy would sunset and a \$25,900 annual subsidy would be available for the commercial tenants.





A new build, mixed-use building, similar in size and scale to the B. Siegel development on Livernois Ave, was analyzed for the E. Warren corridor.

## New Build Mixed-Use

This development program features 36,000 total gross square feet over three stories, 24 one- and two-bedroom rental units averaging 830 rental square feet (the upper two floors) and 12,000 square feet of commercial retail and service space on the ground floor. 60 on-site surface parking spaces are also assumed.

Under both equity subsidy scenarios, the estimated total project cost is \$11.2 million, and assumes a loan rate of 6.5 percent, an amortization of 25-years and balloon payment at year 15. The exit capitalization rate for the project is 8.0-percent.

### SCENARIO 1 FINDINGS

\$4.5M would be required in an up-front public equity injection to construct the project. In this option, the developer would provide the \$3.9M in equity to complement the SNF investment.

### SCENARIO 2 FINDINGS:

A total investment of \$5.1M over 16 years would be required in this scenario to construct the new mixed-use building. This \$600,000 more than the up-front infusion. \$3.0M of up-front equity would be needed to start the project and it would be supplemented with a rental subsidy. From years 1-11, the subsidy would be \$162,000 per year for both residential and commercial tenants. From years 12-16, the residential subsidy would sunset and a \$75,600 annually would subsidize the commercial tenants.

# Development Strategies

The purpose of the development typology analysis was to understand the cost of redevelopment, renovation, or new build based on the market conditions in 2020/2021. Based on the analysis, the most costly project to implement would be a new build, mixed-use development (Figure 28).

Each new-build project would take \$4.5M - \$5.1M in subsidy, an enormous strain on SNF resources for a single project. In contrast to the new build development, the two story redevelopment or single story renovation would cost between \$400,000 - \$800,000. Investing in several smaller renovations and redevelopment projects allows the budget to be stretched further and will likely deliver more catalytic impact to the neighborhood.

## BUILDING A DISTRICT

During the planning process, a number of prime sites for redevelopment were identified located within the 'Core Area' of the Planning Area. Many of these sites are controlled by the City or Invest Detroit, who have the ability to solicit developers for these projects. The sites are also located close enough to each other to begin to build a micro retail district along E. Warren that will complement the existing businesses on the corridor.

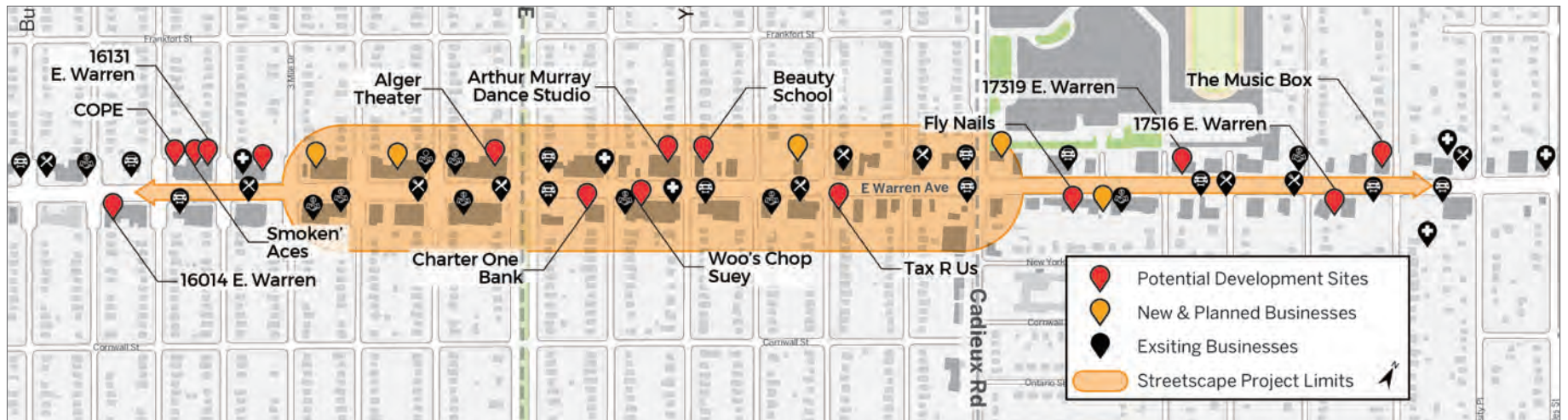
It is recommended that SNF funding is used on the smaller redevelopment projects in the Core Area, as the building are renovation candidates and can more easily prioritize local developers. Building activity in this area first will strengthening the commercial district for all businesses and allow retail development to spread farther through the neighborhood.

	New Build, Mixed Use	Two Story, Mixed-Use Redevelopment	Single Story Commercial Renovation
<b>Upfront Subsidy Only</b>	\$4.5M	\$650K	\$434K
<b>Upfront + Rental Subsidy</b>	\$5.1M	\$833K	\$739K
<b>Upfront Subsidy ROE</b>	7.5%	9.7%	8.2%
<b>Upfront + Rental Subsidy ROE</b>	7.5%	12.7%	11.5%

**Figure 29:** Regardless of the subsidy type, the two-story, mixed-use redevelopment and the single story commercial renovation provide a higher rate of investment return than new construction in 2021.

The 'Core Area' of E. Warren will be the short- and medium-term focus for redevelopment and renovation because of the opportunity to cluster developments to support foot traffic, stimulate the retail market, and to stretch the SNF funding as far as possible. Supporting a cluster of active businesses to the corridor is essential for establishing the street as a 'place' and addressing high levels of vacancy. The lower levels of investment and higher level of return associated with the smaller projects will help to attract development interest and support greater impact, sooner.

The 'Core Area' also aligns directly with the Streetscape Project Limits. Coordinating investments in this area will allow for greater impact to the corridor and result in investment spreading outside of this boundary. Over the next three to five years, the focus for commercial development along E. Warren should be on building a shared place for the three neighborhoods by redeveloping and renovating the existing assets that the City and Invest Detroit control (shown in Figure 30).



**Figure 30:** Potential development sites along E. Warren. Early projects should be targeted within the Streetscape Project Limits

## Strategy Alignment with Community Ideas

The strategies proposed here for Commercial and Mixed-Use Development provide a framework to spur the most impact along the main street corridor through targeted redevelopment along E. Warren Avenue. The strategies also align with community priorities and other aspects of this plan.

Specifically, the strategies:

- Focus on redeveloping, renovating, and building new commercial and mixed use buildings near each other in the core area of the corridor;
- Help subsidize new the developments by focusing on a large, single equity injection or combining an equity injection with an annual rental subsidy;
- Identify opportunities and approaches for adding affordable housing to the corridor;
- Focus on the benefits of adding more population directly to the corridor to support existing and new local businesses;
- Prioritize the need for local businesses, neighborhood spaces, and cultural amenities that allow residents to feel welcome in their neighborhood; and
- Focus on clustering development to increase activity within strategic locations, improve safety along E. Warren, and build everyday activity along the corridor.

Although the strategies aim to capture all community priorities, this Plan recognizes that the desire for specific businesses is still dependent on the market, financing opportunities, and local entrepreneurs. Steps must be taken as new businesses and development come to E. Warren to maintain affordable retail and residential spaces, neighborhood focused retail, and cultural assets to preserve the character of the community.



### SUMMARY OF COMMUNITY IDEAS

#### Commercial and Mixed-Use Development

- Provide more “everyday” businesses
- Prioritize local businesses
- Prioritize businesses that are accessible to the community
- Create spaces for local entrepreneurs
- Provide community-focused event and entertainment spaces
- Introduce a greater diversity of residences



#### Streetscape Improvements

- Create a safe and walkable main street
- Reduce the speed of vehicles
- Integrate decorative and functional lighting
- Increase street trees and other planting areas
- Optimize or expand sidewalk space
- Improve crosswalks so they are safe and accessible
- Ensure parking is available and adequate



#### Parks and Open Space

- Maintain and improve existing amenities
- Create better internal park circulation
- Provide a central community gathering space
- Preserve and update existing naturalized areas
- Improve pedestrian access to and from the neighborhood
- Create distinct spaces that support programs and activities

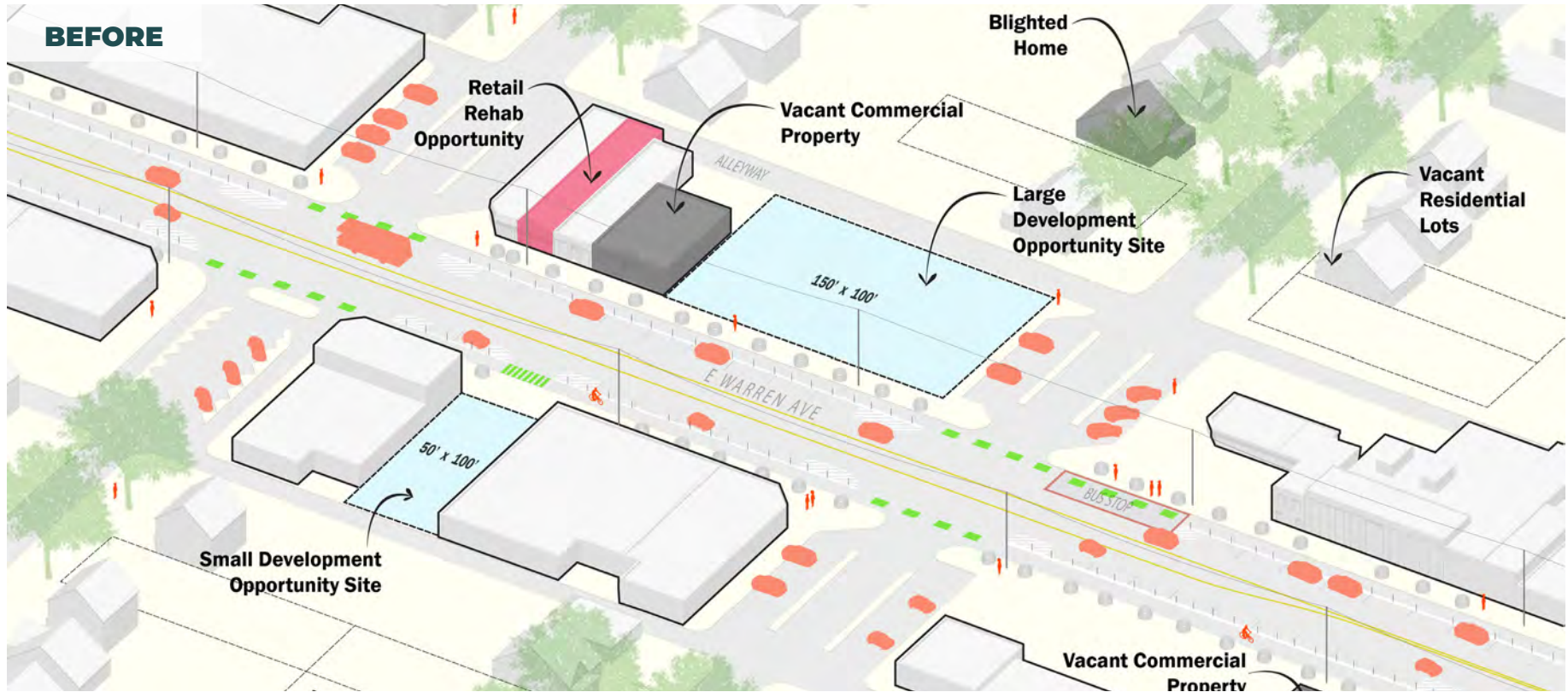


#### Neighborhood Stabilization

- Support a safe and socially connected neighborhood
- Include residents in strengthening neighborhood
- Provide high quality, affordable housing, near other homes
- Focus on home rehabs and cleaning up vacant land
- Target improvements near neighborhood institutions
- Target efforts in central and western MorningSide and western Cornerstone Village
- Coordinate stabilization near E. Warren shops and businesses



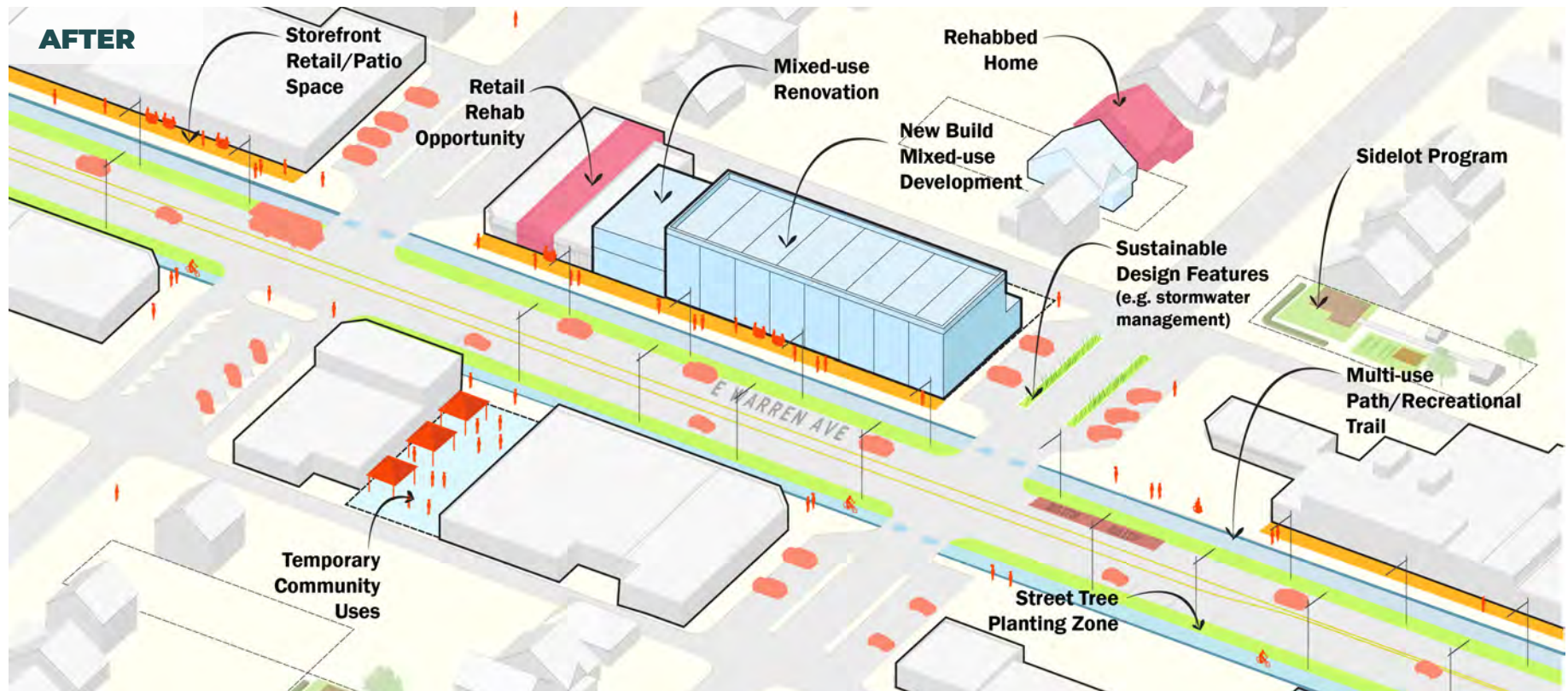
## Vision for the E. Warren Corridor



**Figure 31:** While there are opportunities for investment along E. Warren, a poor streetscape, wide street and lack of amenities detracts from the character of the street.

Implementing Streetscape improvements is a critical early investment that sets the foundation for a more thriving main street. Improved streetscaping can set the stage for new development by enhancing the imageability and perception of the street. The investment can help support local entrepreneurs by improving access to local business and creating much needed spill-out space along the corridor, and can help to enhance safety and comfort, reducing conflicts between people driving to the corridor, pedestrians, cyclists, and other users.

Figure 31 and 32 provide an illustration of how commercial / mixed-use and streetscape strategies could potentially be layered to mutually support each other and deliver a broad range of community benefit.



**Figure 32:** Coordinated streetscaping alongside targeted commercial investment and neighborhood stabilization efforts can have a multiplier effect helping to support new investment along the corridor.

Mixed-use infill and rehabilitation opportunities along the E. Warren Avenue corridor can fill and animate gaps in the street, improving the main street condition while delivering new homes. Streetscape improvements can be integrated along the corridor to create a setting and complementing programs aimed at supporting mixed-use infill, rehabilitation and retail improvement along the corridor.

The transformation of smaller vacant sites as either temporary or permanent community gathering spaces can help to improve the image and activate the corridor while creating opportunities to support local business and entrepreneurship. Together, this improves pedestrian comfort and safety while expanding mobility options for local residents

Stabilization efforts in proximity to the corridor will further support commercial & mixed-use development and streetscape improvement strategies, as explained later in this Plan.

## Street Design Process

The design for the revitalized E. Warren streetscape seeks to:

1. Transform E. Warren into an attractive shopping, dining and retail environment.
2. Improve connectivity for all transportation modes and street users.
3. Work within existing constraints to ensure implementability and make the most of the investment.

The E. Warren street design was informed by a range of data sources, input from City staff, and ideas from the community. The design seeks to complement the adjacent businesses and respond to the needs of local residents as expressed through the consultation process.

### CREATING A PLACE

E. Warren's current design prioritizes automobile throughput over a desirable shopping destination. For neighborhood retail to succeed, the corridor needs to shift from a place people drive through to a place people choose to stay. The major strategy to achieving this is to beautify the corridor through new infrastructure: sidewalks, lights, bus stops, street trees, and street furniture.

Infrastructure improvements that create a sense of place can also foster a vibrant shopping environment. The redesign of E. Warren will foster local pride in the street and encourage residents to visit their local businesses. Transforming E. Warren into a place will support increased shopping, dining, and commercial activity for existing businesses and increase activity along the corridor.

### ADDRESSING SAFETY

A commercial corridor that has established itself as a place still needs to feel safe and comfortable for those coming to shop and dine. The current design of E. Warren encourages vehicles to drive much faster than the speed limit, making walking and crossing the street uncomfortable and unsafe. The existing street lights are ineffective in adequately lighting the corridor and make some residents feel unsafe at night when walking. Finally, sidewalks that are cracked and broken pose tripping hazards for pedestrians along the street and make traveling treacherous for people in wheelchairs or families with strollers.

The redesign for E. Warren will include solutions to transform the corridor into a safe and comfortable place for all users, with the goal of attracting more activity to the sidewalks. Increased activity along E. Warren will benefit local businesses and help attract new investment.

### A STREET FOR ALL USERS

The design of E. Warren must support all users. Many businesses rely on residents walking, biking and driving along the corridor. The street must provide adequate space for cars and delivery vehicles to drive and park near neighborhood businesses. Route 8 - Warren is one of DDOT's ConnectTen routes, a high ridership route which runs 24 hours a day, so enhanced transit stops need to be included to ensure bus riders have a comfortable and pleasant area to wait.

By designing E. Warren as a street for all potential users, it will become a street where all residents feel comfortable traveling. The goal is to transform E. Warren into a street that balances the needs of everyone in the neighborhoods to help create a central shared place for all residents.

## STREET CONFIGURATION

A key consideration in the redesign of E. Warren was the large expanse of the available right-of-way dedicated to vehicles. Prior to 2018, the street consisted of five vehicle travel lanes, standard bike lanes, and on-street parking. A pilot project executed with paint striping and flexible bollards helped to redistribute space for non-motorized users and right-size the space needed for vehicles. Feedback and evaluation of the pilot suggest there are lessons to be learned, including the need to more appropriately scale large bike lanes, incorporate strategies that reduce the street's perceived scale, and a streetscape design that contributes to a more pleasant pedestrian experience.

Although there are mixed opinions on the removal of vehicular lanes, the traffic on E. Warren is not high enough to justify more vehicle lanes, and the wide street was proving to be detrimental to commercial development efforts. The addition of bike lanes helps to support a broader cross-section of users and deliver additional benefits, including a narrower street that makes it easier for pedestrians to cross the street and helps to slow vehicles. Including bike lanes in the concept design is essential to creating a safe, multi-modal E. Warren. Additionally, narrowing the street without the bike lanes would require expensive modifications to the sidewalk and drainage patterns.



The large planters along E. Warren near the Alger Theater reduce the ability for businesses to use the sidewalk for patio space and other uses.



## Design Concepts Considered

Potential concepts for the streetscape redesign were presented to the community at three different meetings in the Fall of 2020. The purpose was to engage in an iterative process with the community and refine the designs based on their needs and desires. Comments from the community collected via the survey, from canvassing, or during the Virtual Office Hours were used to adjust the street designs and develop concepts that were endorsed by the neighborhood (Figure 33).

Based on feedback, all five options:

- Provided three travel lanes to reduce vehicle speeds and make walking safer.
- Included curb extensions to reduce street crossing distances and improving walkability.
- Maintained parking and provided enhanced transit stops
- Included bike and mobility lanes to make it safer for bicyclists and users with mobility devices
- Incorporated street trees, street lights, and other street amenities to improve comfort along the street.

The primary difference related to the level of investment in streetscape elements that was required. This translated directly into how far the streetscape improvements could get spread.

- The **'Focus and Maximize'** options consolidated amenities in a central area of the corridor at a higher level of investment.
- The **'Stretch and Distribute'** options spread the investment further through the neighborhood by reducing added sidewalk and keeping the mobility lanes at the same grade as the roadway.
- The **'North Side Shift'** options reduced costs by expanding only one side of the sidewalk.

### FOCUS & MAXIMIZE: COMBINED



### FOCUS & MAXIMIZE: SPLIT



Figure 33: Five potential design concepts considered through this process

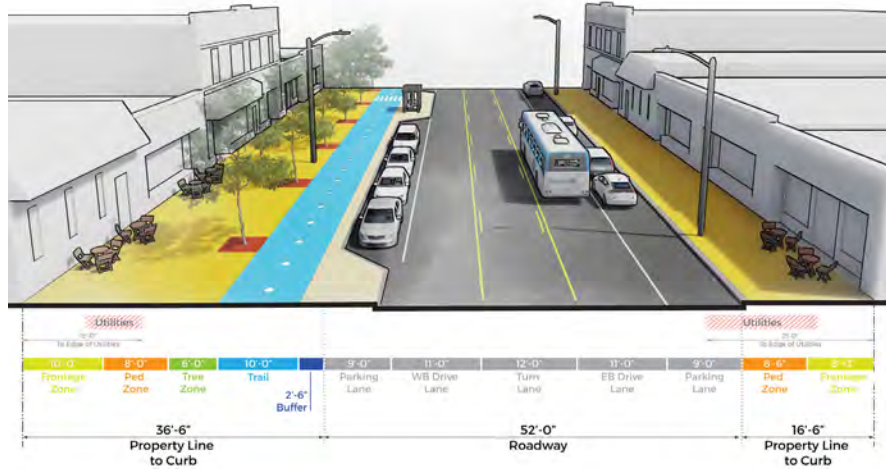
## STRETCH AND DISTRIBUTE: SPLIT



## STRETCH AND DISTRIBUTE: COMBINED



## NORTH SIDE SHIFT



## COMMUNITY PREFERENCES

The community was most interested in stretching the concept as far as possible along the corridor so that each of the three Planning Area neighborhoods were touched by the investment. Additionally, the public wanted to see equal distribution of street amenities on both sides of the street.

There was a preference from the public to keep the bike lanes/mobility lanes on both sides of the street since many people were already comfortable with this option. Additionally, the consensus was that bike lanes on both sides of the street were more flexible than a two-way mobility lane on one side of the street.



**Figure 34:** The street design shown above helps to meet the priorities of the community for E. Warren.

## Strategy Alignment with Community Ideas

The strategies for Renovating E. Warren provide a concept design for how the corridor could be re-designed to better fit the needs of all users of the street and improve connectivity between the neighborhoods. The design strategies also align with community priorities and other aspects of this plan.

Specifically, the design:

- Focuses on providing safe, comfortable space for all street users, most importantly those utilizing non-motorized travel options;
- Balances using the available budget with maximizing benefits to the neighborhood by stretching the amenities throughout the core area of E. Warren;
- Creates a more comfortable shopping and dining environment on E. Warren by incorporating street trees and other planting area
- Is coordinated with the commercial development focus area to maximize the benefits for the neighborhood; and
- Creates a narrower street with bicycle lanes and curb bump outs to help slow vehicles down, make crossing the street easier, and improve overall safety along E. Warren for all users.



### SUMMARY OF COMMUNITY IDEAS

#### Commercial and Mixed-Use Development

- Provide more “everyday” businesses
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- Prioritize businesses that are accessible to the community
- Create spaces for local entrepreneurs
- Provide community-focused event and entertainment spaces
- Introduce a greater diversity of residences



#### Streetscape Improvements

- Create a safe and walkable main street
- Reduce the speed of vehicles
- Integrate decorative and functional lighting
- Increase street trees and other planting areas
- Optimize or expand sidewalk space
- Improve crosswalks so they are safe and accessible
- Ensure parking is available and adequate



#### Parks and Open Space

- Maintain and improve existing amenities
- Create better internal park circulation
- Provide a central community gathering space
- Preserve and update existing naturalized areas
- Improve pedestrian access to and from the neighborhood
- Create distinct spaces that support programs and activities



#### Neighborhood Stabilization

- Support a safe and socially connected neighborhood
- Include residents in strengthening neighborhood
- Provide high quality, affordable housing, near other homes
- Focus on home rehabs and cleaning up vacant land
- Target improvements near neighborhood institutions
- Target efforts in central and western MorningSide and western Cornerstone Village
- Coordinate stabilization near E. Warren shops and businesses



## Parks and Open Spaces

The Neighborhood Framework Plan focuses park improvement efforts in Balduck Park.

Balduck Park has recently undergone some upgrades to various amenities, including the basketball courts and trails. However, some challenges still remain from an access and use standpoint. Residents pointed out that it is difficult to travel through the park, especially with strollers or in a wheelchair, and that there is no formal entrance into the Park. The many sports fields provide much needed space for youth and adult leagues to play, but also may not serve all users of the park. Recommendations for Balduck Park are mostly focused around providing more dedicated activity spaces for local residents and improving connections into and within the park.

The City of Detroit's General Services Department (GSD) operates and maintains the parks in the City. To ensure consistency with GSD's, vision, goals, and maintenance budget for Balduck Park, consultations were held with Parks and Recreation staff throughout the planning process. GSD provided information on how plan projects would be implemented in the future, including the process for additional public engagement, detailed design, and more accurate cost estimation.

This information was integral in developing a Framework Plan for Balduck Park that identifies a slate of potential improvements that meet the goals of the community. Based on preliminary cost estimates, each individual improvement identified in the Framework Plan roughly aligns with the anticipated Strategic Neighborhood Fund budget of \$1 million.



Some residents indicated maintaining and repairing the forested area on the north side of the park was a high priority for them.



Chandler Park Drive splits Balduck Park and it can be hard to cross from one side to the other.



The Park Framework Plan builds on Balduck Park's existing strengths, including the sledding hill and baseball diamonds.

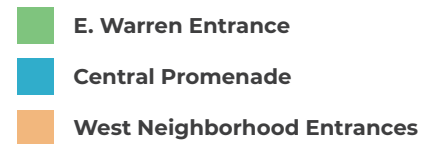
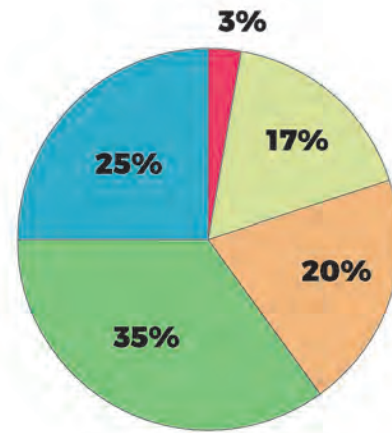
## Neighborhood Priorities

A strong majority of residents held the opinion that Balduck Park is in good condition. However, throughout the planning process, community members expressed interest in improving specific aspects of the Park. The following themes were heard most often when discussing Balduck Park:

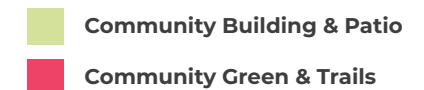
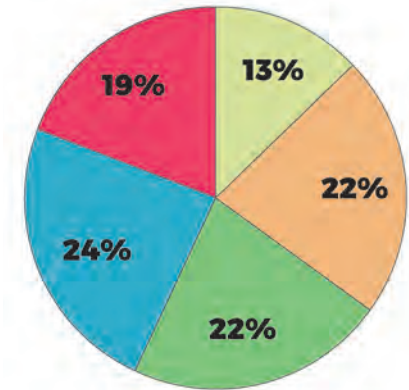
- Maintenance – regular maintenance of existing assets is needed to ensure the park remains attractive.
- Programming – residents want more activities in the park, including movies, fitness, nature talks, and more.
- Activity Spaces – specific spaces outside of the sports fields, like the community building and dedicated lawns, are needed for other activities like picnics, gatherings, yoga, etc.
- Natural Areas – Balduck Park’s north side is home to a native plants and natural trails that are unique to a City park. These should be maintained and preserved for resident’s enjoyment.
- Access – getting into Balduck Park can be challenging as the parking area is hidden and sidewalks do not extend into the park.
- Safety – adding lighting, call boxes, and improving visibility would make residents feel safer using the park

The figures to the right show the community’s preference for the potential improvements to Balduck Park presented at Community Meeting 3 (Figure 35).

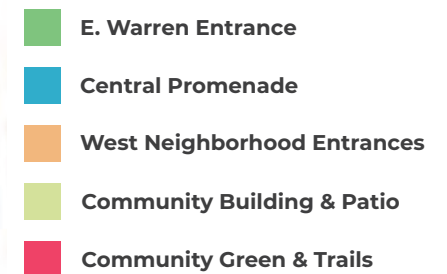
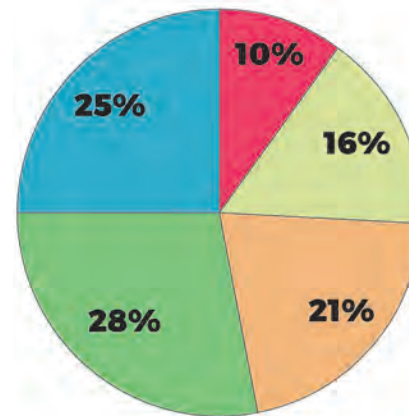
**First Choice Project**



**Second Choice Project**



**Overall Project Ranking**



**Figure 35:** The community’s priorities from Community Meeting 3 for park improvements were focused on improving access into and within Balduck Park.

## Balduck Park Strategies

The conditions in Balduck Park, as well as the needs listed by community members through the planning process were used to develop a park framework plan that identifies improvement strategies for the future (Figure 36).

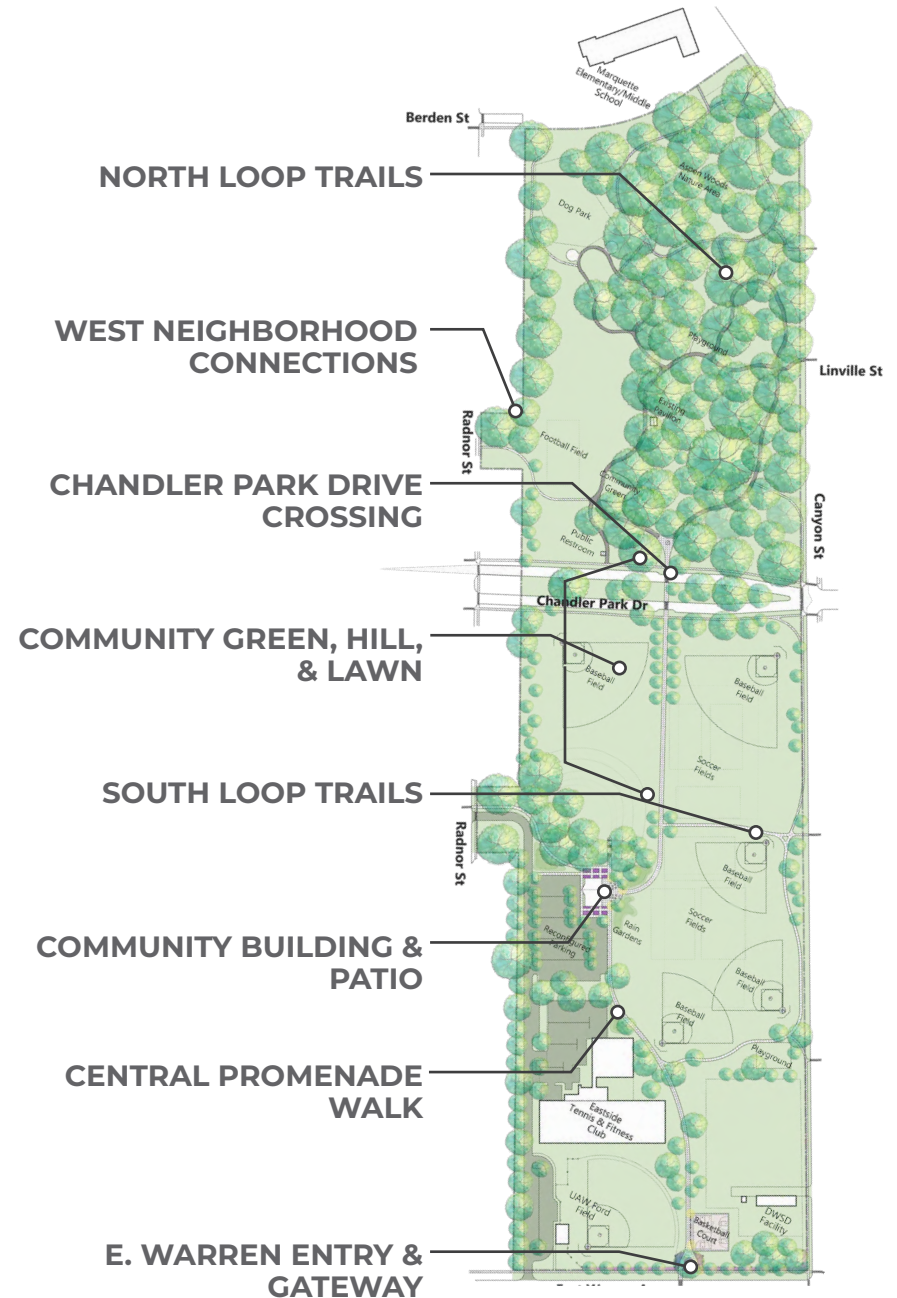
The recommended improvements for Balduck Park are intended to go beyond the life of this plan and set the stage for future improvements. The cost of each of the identified improvements roughly aligns with the anticipated SNF budget of \$1 million. This was done intentionally to assist community members in prioritizing the improvements they value most. Lower priority projects can be implemented at a later date as more funding becomes available. The following investments make up the Balduck Park framework plan:

### NORTH AND SOUTH LOOP TRAILS

On the north side of the park, there are currently a few loop trails, including the naturalized Aspen Trail. The south side of the park does not currently have any walking or running paths through the park. Adding and improving the trails on both sides of Balduck Park will allow for better access to park amenities and serve as an amenity for park users.

### WEST NEIGHBORHOOD CONNECTIONS

Opening up Balduck Park to the west into Cornerstone Village will help residents access the park more easily, especially on bikes or by walking. Lots owned by the DLBA along Radnor Street provide opportunities to build these connections.



**Figure 36:** The Balduck Park Framework Plan identifies potential improvements to the entire park, based on community's input.



North Loop Trails



North Loop Trails



Community Lawn



West Neighborhood Connections



Chandler Park Dr Crossing



Sledding Hill

### CHANDLER PARK DRIVE CROSSING

Chandler Park Drive requires park users to cross four lanes of traffic and a wide median to visit both the north and south sides of Balduck Park. A wide, pedestrian friendly crosswalk, landscaping, and the addition of on-street parking are recommended to improve the experience of crossing Chandler Park Drive. An information kiosk and entryway treatment on the north side of the park helps guide park visitors across the street.

### COMMUNITY GREEN, HILL, AND OPEN LAWN

One of the current amenities of Balduck Park is the large sledding hill and abundance of green spaces. The Park Framework Plan calls for capitalizing on the hill by better connecting it to the Community Building, upgrading the staircase, and utilizing the hill year round. A community green and open lawn would be specifically designed to encourage community interaction at various areas around Balduck Park.

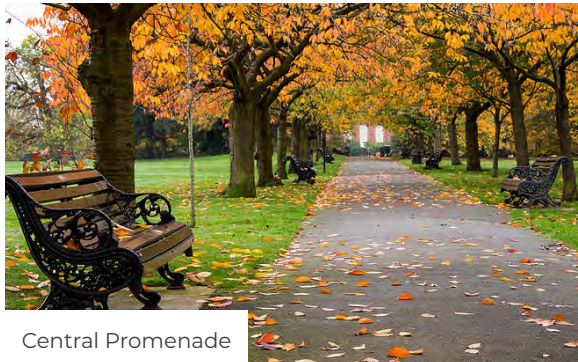




Community Building



Community Patio



Central Promenade



E. Warren Frontage

## COMMUNITY BUILDING AND PATIO

The existing community building is underutilized but in very good condition and could serve as a community hub in the park. Adding a concession service, patio area with movable chairs, fire pits, and space for activities could bring more resident to the park more often. This space could also serve as a hub for future events.

## CENTRAL PROMENADE WALK

A current challenge at Balduck Park is traveling through the park from E. Warren Ave to Chandler Park Dr. Sidewalks do not exist travel north to south through the park, making the park a barrier to pedestrians, families with strollers, and residents in wheelchairs. Adding the Central Promenade Walk will give park users easier access to Balduck's amenities and provide a comfortable, safe, and beautiful place to be.

## E. WARREN AVENUE ENTRY GATEWAY

The E. Warren Ave edge of Balduck Park has an inconsistent treatment with the brick fence from the UAW Ford Field baseball diamond, the open area in front of the basketball courts, and the large planted area making up the edge. Continuing the fence treatment to Canyon Street and adding a dedicated, formal entryway in the center will help to make the park more inviting.

## Strategy Alignment with Community Ideas

The Parks and Open Space strategies provide a framework for improving the attractiveness and functionality of Balduck Park. Together, these proposed improvements amount to more than the anticipated budget for this Plan, but individually each is a financially feasible starting point for realizing the Balduck Park framework. The strategies also align with community priorities and other aspects of this plan.

Specifically, the designs:

- Focus on improving connections into and within Balduck Park to make the park more accessible to residents;
- Identify distinct areas for gathering spaces at strategic locations around the Park that allow for residents and visitors to utilize the park in different ways;
- Improve the visibility of Balduck Park through targeted interventions along E. Warren Ave and Chandler Park Dr.;
- Add spaces for people to walk, run, bike, and move through the park easier, increasing the functionality of Balduck Park; and
- Work in tandem with each other to bring more residents to Balduck Park, provide additional spaces to use the park in different ways, and improve and maintain the existing amenities.

Although the strategies aim to capture all community ideas, not all of the design concepts can be implemented with the established budget. However, the prioritization exercises completed with the community identify the top projects to be constructed. The remaining strategies can be implemented over the coming years by the City, with philanthropic partners, or through other avenues. Ensuring connectivity to the surrounding neighborhood, to the E. Warren corridor, and within the Park is essential to creating a destination park for the east side of Detroit.



### SUMMARY OF COMMUNITY IDEAS

#### Commercial and Mixed-Use Development

- Provide more “everyday” businesses
- Prioritize local businesses
- Prioritize businesses that are accessible to the community
- Create spaces for local entrepreneurs
- Provide community-focused event and entertainment spaces
- Introduce a greater diversity of residences



#### Streetscape Improvements

- Create a safe and walkable main street
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- Maintain and improve existing amenities
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#### Neighborhood Stabilization

- Support a safe and socially connected neighborhood
- Include residents in strengthening neighborhood
- Provide high quality, affordable housing, near other homes
- Focus on home rehabs and cleaning up vacant land
- Target improvements near neighborhood institutions
- Target efforts in central and western MorningSide and western Cornerstone Village
- Coordinate stabilization near E. Warren shops and businesses



## Neighborhood Stabilization

This Plan establishes a framework for neighborhood stabilization that is rooted in community desires, while leveraging available funding and existing City programs.



Envisioning the potential of focused neighborhood stabilization

This Plan's approach to neighborhood stabilization is two-pronged.

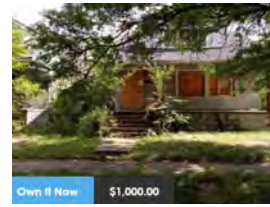
### Strategic Deployment of City Programs

The City has many existing tools to advance stabilization. This Plan provides recommendations on how to best deploy the range of existing City programs, described in Section 2 and summarized to the right. The recommendations have been guided by the Opportunities Framework to ensure that they are mutually supportive of other initiatives. These existing City programs will continue to operate, and will be focused and expanded based on recommendations of this Plan. In addition to the suite of existing programs, the Strategic Neighborhood Fund will provide additional funding for the Rehabbed and Ready Program and Proposal N will bring funding for demolitions and rehabilitations for candidate sites identified through that program.

### Neighborhood-wide Effort

In addition to the City's stabilization work, credit is due to the community's many residents who selflessly steward vacant properties. For years before this Plan took place, residents have been taking actions such as the maintenance of side lots, grassroots initiatives to activate neighborhood lots, and reporting bad actors, to name a few, all contribute to stabilization. The community can and should play a role in implementing recommendations of this Plan. Wherever possible, the City should enhance local participation in neighborhood stabilization by providing information about and access to stabilization programs and other resources, and consult community members on how best to address issues of stabilization on an on-going basis.

Based on the above, this Plan recommends three strategies for stabilizing the neighborhoods.



### Auction & Own it Now

DLBA properties available for purchase throughout the neighborhood



### DLBA Marketing

Proactive marketing of property bundles to private development partners



### Rehabbed & Ready

Complete renovations to regenerate the market in a specific area



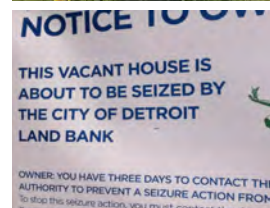
### Rehabbed & Ready to Renovate

Partial renovations to the point where a purchaser could renovate



### Demolition

Clear the most challenging structures to support safety and protect market value



### Nuisance Abatement

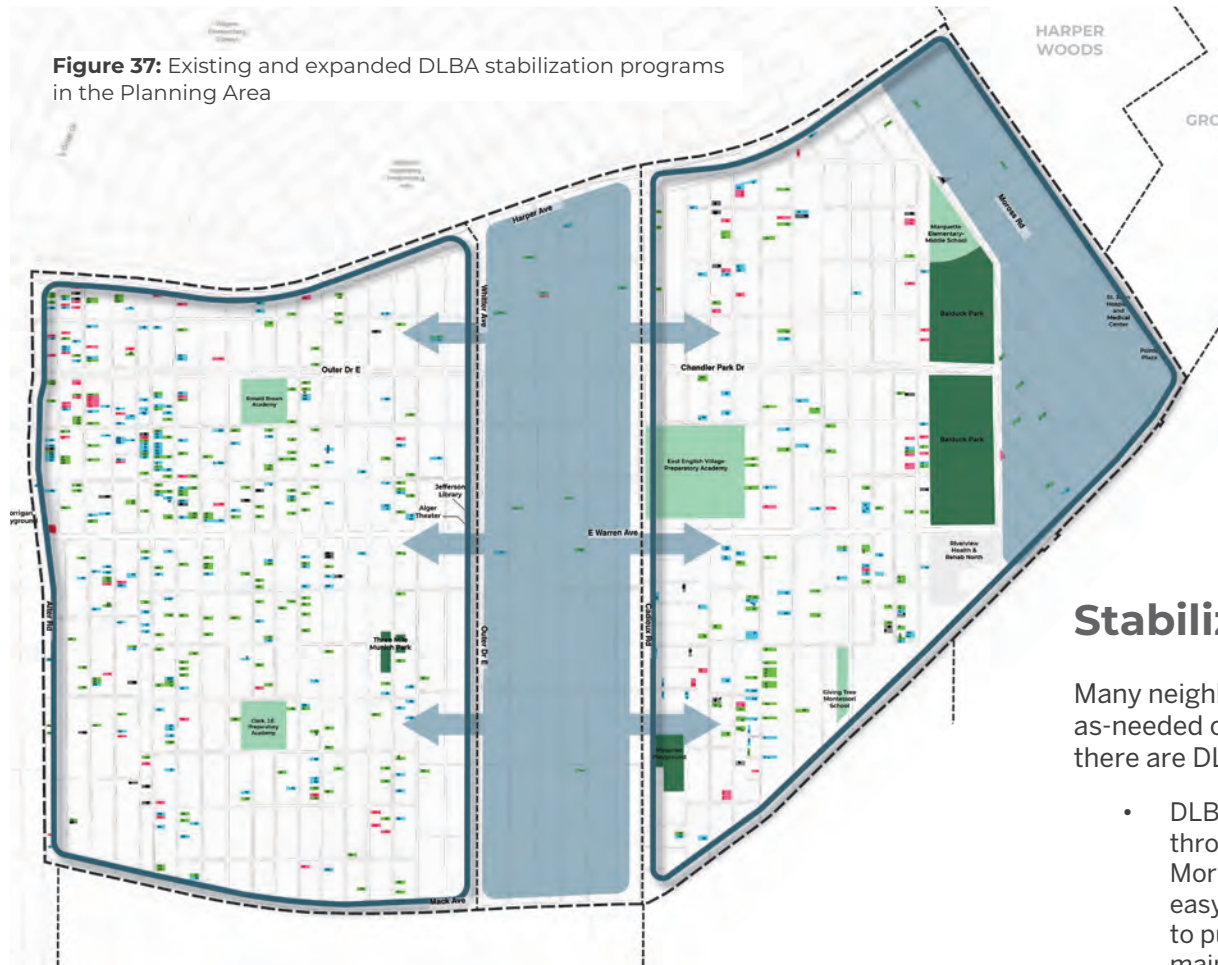
Enforcement tools to compel private owners to maintain their properties



### Side Lot & Other Land Reuse Programs:

Boost local ownership by selling vacant lots to existing homeowners

**Figure 37:** Existing and expanded DLBA stabilization programs in the Planning Area



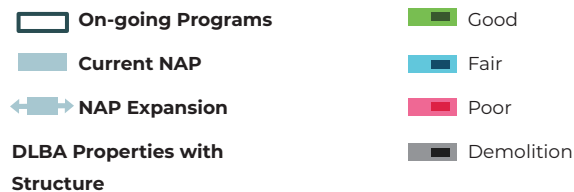
## Sustain Stable Areas

Stable areas throughout the neighborhoods should be sustained through the Nuisance Abatement Program (NAP). All of East English Village and the portion of Cornerstone Village east of Balduck Park are currently included in the NAP. The Program is being expanded into central MorningSide and should continue to expand outward, street-by-street (Figure 37). This will help expand stability into adjacent areas and provide a tool for addressing privately-owned, vacant structures.

## Stabilize Distressed Areas

Many neighborhood stabilization programs can be deployed as-needed or as possible across the Planning Area, where there are DLBA properties (Figure 37).

- DLBA property auctions and sales should continue throughout the Planning Area, particularly within MorningSide and Cornerstone. These programs make it easy for existing residents and potential new residents to purchase properties, and helps to keep properties maintained and occupied.
- Side lot & other land reuse programs are community-led efforts that can be beneficial for activation and ownership of vacant land. While based on community aspirations and desire, specific locations may be guided by the Opportunities Framework in Section 2 of this Report.
- Demolition of identified structures should continue for all properties beyond repair. Certain locations will be prioritized based on community input, safety concerns, and other Plan recommendations.
- Proposal N will provide funding for structure stabilization and selected demolitions. There are 20 demolition candidate sites and 74 rehab candidate sites within the Planning Area. Site selection in the Planning Area is underway.



## Stimulate Areas through Focused Stabilization

In addition to the suite of on-going and expanded programs, there are a number of programs made possible through SNF funding to implement the recommendations of this plan. Application of these programs should be more focused to maximize their impact. Since most DLBA-owned properties in East English Village have already been renovated (Figure 39), this funding should be focused on promoting stabilization in the areas of MorningSide and Cornerstone where there is the most potential to regenerate housing markets. Stabilization efforts should be focused in areas in close proximity to established market activity, community anchors, recent and planned investments, and areas of development activity (as shown in Figures 39 -43).

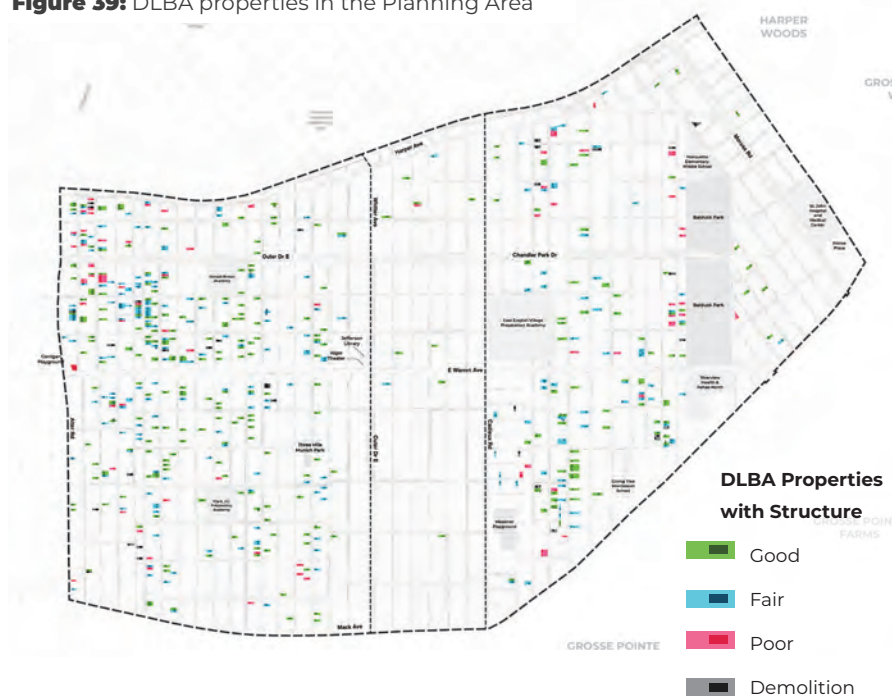
Residential rehab programs can have the biggest impact on regenerating local markets if it is coordinated alongside other programs that help set the stage for success. Ideally, as a rehab program is expanded into new parts of the Planning Area, they will be clustered and sequenced with other neighborhood stabilization efforts. Figure 38 provides an ideal sequence for clustering these programs. This proposed sequence aims to first implement programs to improve market conditions so that rehabilitation efforts can maximize returns on investment creating the potential for further investment over time.



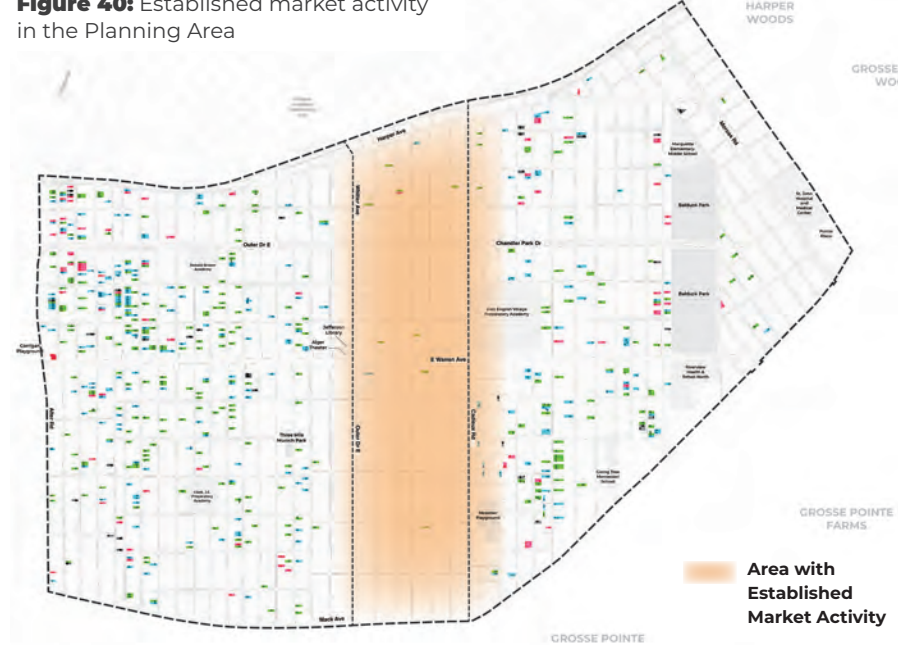
**Figure 38:** Ideal sequence when implementing focused stabilization programs

# Clustering of Programs for Focused Stabilization

**Figure 39:** DLBA properties in the Planning Area



**Figure 40:** Established market activity in the Planning Area



## 1. CLUSTERS OF DLBA PROPERTIES IN VARYING CONDITIONS

While there are DLBA properties dispersed throughout the Planning Area, significant clusters exist in pockets of MorningSide and Cornerstone. Notably:

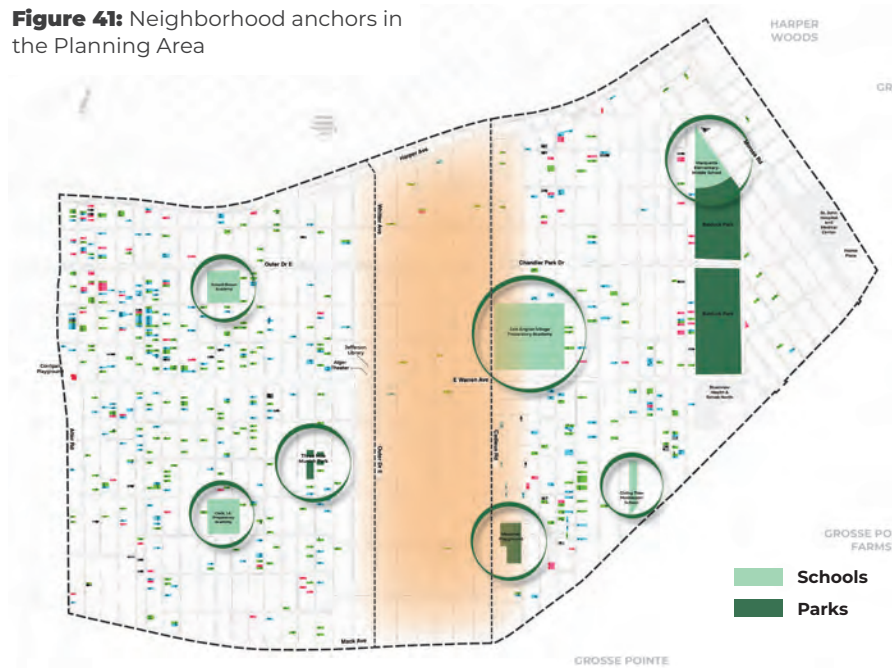
- There is a large cluster of DLBA properties toward the western boundary of MorningSide, with the highest concentration on the north side of E. Warren.
- There are smaller clusters of DLBA properties in the east side of MorningSide, both on the north side of E. Warren around the Alger Theater and south of E. Warren near Three Mile-Munich Park.
- There is a small cluster of DLBA properties in the southern portion of Cornerstone, just northeast of Messmer Playground.
- There is also a small cluster west of Balduck Park.

## 2. PROXIMITY TO AREAS WITH ESTABLISHED MARKET ACTIVITY

A key factor in regenerating the housing market through the Rehabbed & Ready program is the comparable home prices surrounding a selected site. Surrounding home values establish a price point for rehabilitated development. Over time, the rehabilitated properties will then serve as comparables for valuing properties that surround them. As such, targeting rehabilitation efforts in areas with stronger markets creates the potential for greater return on investment, thus increasing funds available for further rehabilitation investments.

East English Village has the strongest established market within the Planning Area, with the highest sales activity and average sales prices. As such, focusing near-term stabilization projects close to East English Village would provide the most benefit from a market standpoint.

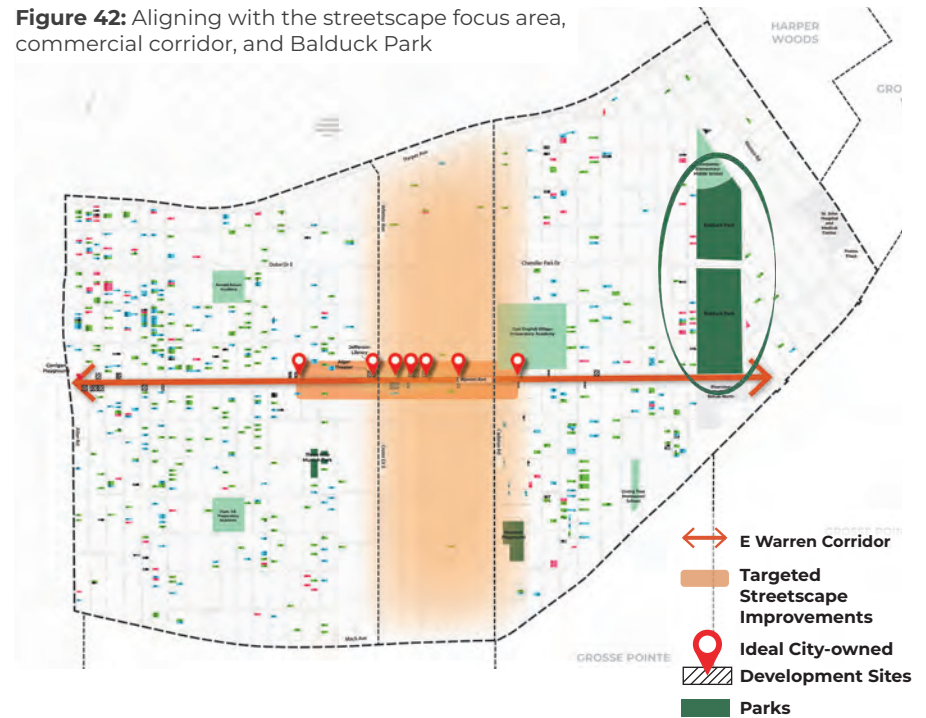
**Figure 41:** Neighborhood anchors in the Planning Area



### 3. ALIGNMENT WITH NEIGHBORHOOD ANCHORS

Highlighted in Opportunity #7 of the Opportunities Framework, facilities such as schools and places of worship play an important role in the Planning Area, directly contributing to neighborhood stabilization by providing neighborhood-serving uses which have positive impacts on the lives of people living within the community. Focusing neighborhood stabilization efforts near community anchors will increase the desirability and value of stabilized properties, and bring more residents to areas where they can use and support those anchors.

**Figure 42:** Aligning with the streetscape focus area, commercial corridor, and Balduck Park



### 4. ALIGNMENT WITH INVESTMENTS AND PRIORITIES OF THIS PLAN:

Focusing stabilization efforts around other priorities and investment areas of this Plan can help ensure that all planned improvements build on each other and contribute to multiple community objectives.

Focused stabilization in proximity to the E. Warren corridor will support the investment in streetscape improvements, supporting commercial activity, and development interest along the corridor and contributing to the creation of a healthier, vibrant main street. Locations near the E. Warren corridor will also increase the attractiveness of rehabbed or other stabilizing houses. Additionally, there is desire to improve the western edge of Balduck Park. Stabilization projects could be targeted to create new park entrances by clearing severely blighted homes, and activating or maintaining vacant lots to make an attractive new gateway. This would also introduce new residents in rehabbed homes who will use the Park and make the new entranceway feel more inviting for others.



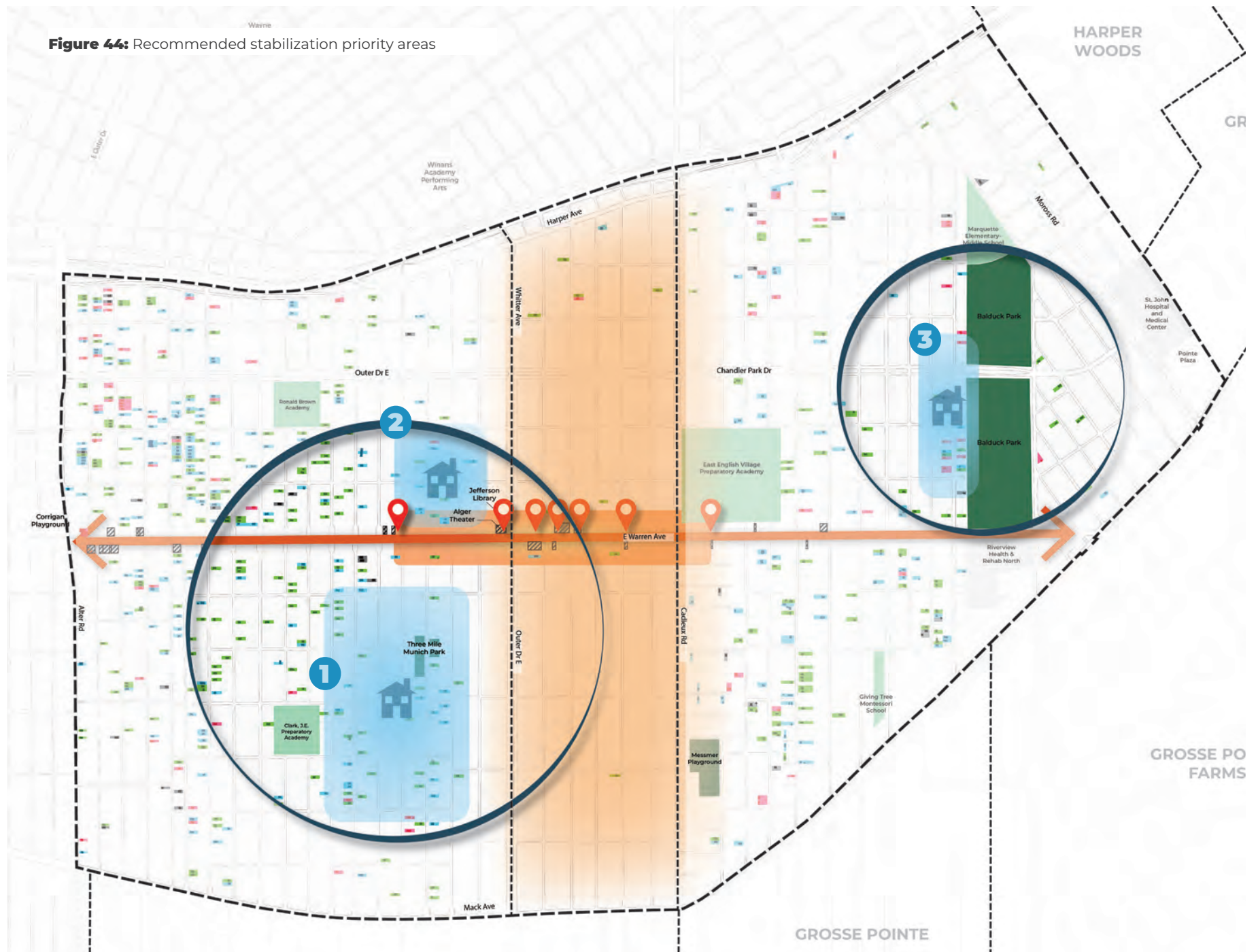
### 3 Areas to Focus Stabilization

When these various conditions are layered together, they reveal three priority areas for focused stabilization in the near-term (Figure 44).

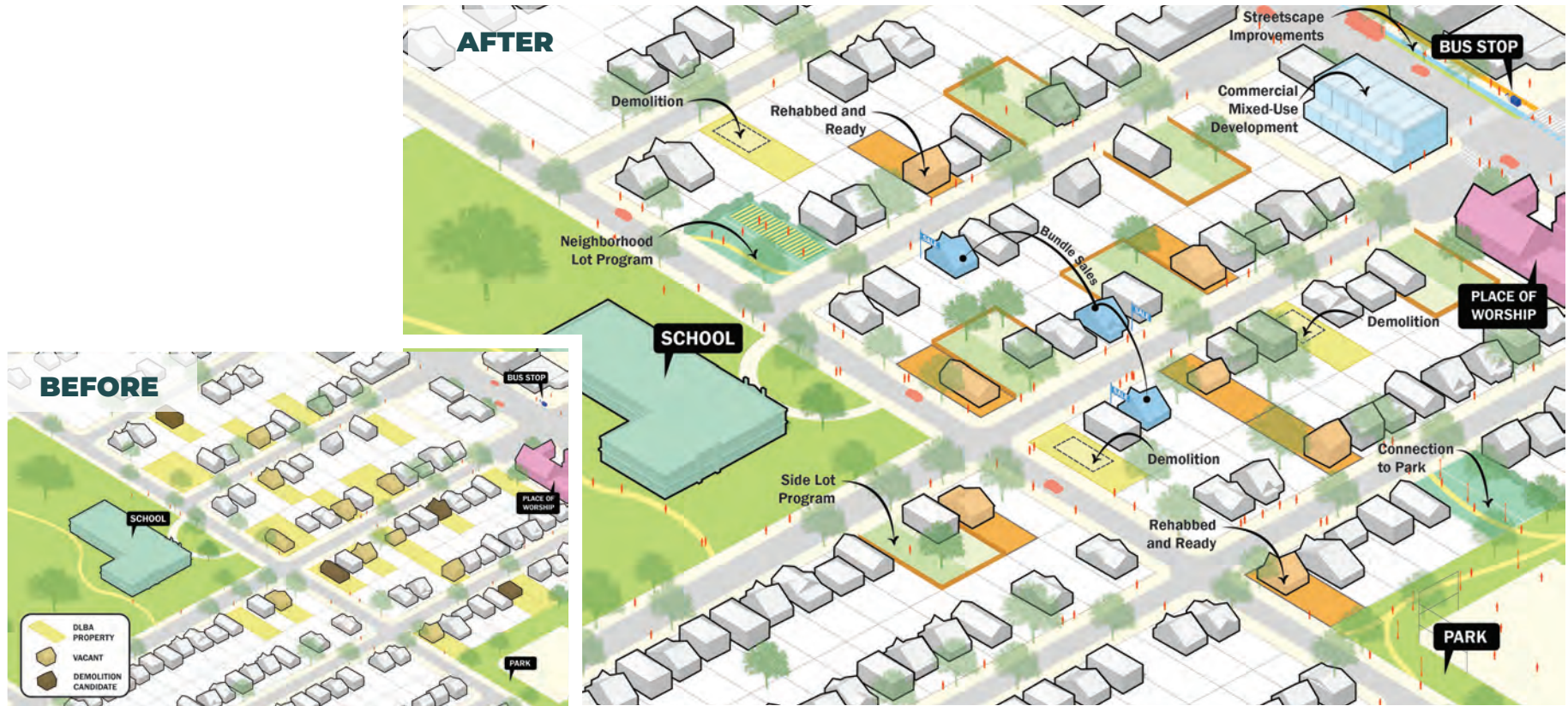
- 1 The south MorningSide priority area** is the largest cluster, with over 60 DLBA properties dispersed throughout. This priority area is located near East English Village, benefiting from its established market. It is also located just south of E. Warren, specifically the area proposed for streetscape improvements, which will help connect businesses and commercial activity to the flanking neighborhoods and their anchor facilities. The priority area has a relationship to two anchors: Three Mile-Munich Park located within the priority area and JE Clark Preparatory School located to the west of the priority area.
- 2 The north MorningSide priority area** is a smaller cluster that contains around 20 DLBA properties in direct proximity to the E. Warren corridor and the area proposed for streetscape improvements. Just south of the priority area are the Alger Theater and Jefferson Library, two significant cultural anchors within the Planning Area. These existing and future anchors can support the demand and value of stabilized homes in the priority area, while stabilization can help keep and attract residents in the area to support those anchors over the long-term. This priority area is also located near East English Village, benefiting from the established market in this neighborhood.
- 3 The Balduck Park priority area** is a smaller cluster comprised of around 30 DLBA properties at the western edge of Balduck Park. There is the potential to create a new entrance to the Park in this area. Focusing stabilization to the properties around this entrance will support opportunities to enhance access to the Park for area residents and benefit from the investment going into Balduck Park, a major anchor within the Planning Area. It should be noted that there are numerous vacant lots in each of these priority areas.

While focused stabilization will be beneficial for these areas, unkempt vacant lots may detract from this investment. In keeping with the sequence identified in Figure 38, side lot opportunities should be promoted in these priority areas and vacant lots should be captured through DLBA marketing efforts, where possible.

**Figure 44:** Recommended stabilization priority areas



# How Focused Stabilization can Improve Neighborhoods



**Figure 45** Conceptual illustration of how clustering of stabilization efforts programs can maximize community benefit.

While each stabilization program is beneficial, the cumulative impact of these programs implemented together is most effective for achieving goals and objectives of neighborhood stabilization (Figure 45). When these programs are focused in an area, they support each other to collectively improve neighborhood conditions and connect neighborhood elements (e.g. connection between the commercial corridor and anchors embedded within neighborhoods).

Focused demolitions and enabling residents to maintain vacant lots quickly improves the condition of a street. Focused marketing helps to attract early buyers and keep homes occupied. Clearing blighted structures can create new park connections or other green spaces.

Combining these initiatives can lay the foundation for Rehabbed & Ready projects, ensuring that they maximize return on public investment supporting further stabilization efforts.

There is mutual benefit when neighborhood stabilization efforts are paired alongside streetscape and commercial corridor investments. An improved streetscape can attract area residents helping to strengthen and grow local business while in turn supporting access and amenity for local residents. A stronger main street can contribute to the attractiveness of local neighborhoods improving the sense of safety, providing informal places for people to gather and bolstering neighborhood stabilization.

## Strategy Alignment with Community Ideas

The Neighborhood Stabilization strategies provide a guide for where and how to deploy exiting and expanded programs so that they best align with other investments and ultimately bring the most benefit. The strategies also align with community priorities and other aspects of this plan.

Specifically, the strategies:

- Focus on rehabilitating homes near other homes, neighborhood anchors and E. Warren shops and businesses;
- Focus efforts in central and western MorningSide and central Cornerstone Village, generally in alignment with the areas suggested by the community;
- Identify opportunities and approaches for vacant land clean up within stabilization priority areas;
- Outline opportunities for residents to get involved in contributing to stabilization efforts, with opportunities for creating places for gathering and connecting, particularly through vacant lot reuse programs; and
- Support increased activity within strategic locations to improve safety and create spaces for informal connection within the areas of focus and neighboring locations (e.g. the E. Warren corridor, Balduck Park etc.).

This Plan recognizes that neighborhood stabilization extends beyond the programs and investments described in these strategies, which represent important steps in using available tools and funding. In the longer-term, neighborhood stabilization will also require enhancing access, inclusion and affordability for residents, and creating strategies to address stabilization in areas where there is less market activity or DLBA lot ownership.



### SUMMARY OF COMMUNITY IDEAS

#### Commercial and Mixed-Use Development

- Provide more “everyday” businesses
- Prioritize local businesses
- Prioritize businesses that are accessible to the community
- Create spaces for local entrepreneurs
- Provide community-focused event and entertainment spaces
- Introduce a greater diversity of residences



#### Streetscape Improvements

- Create a safe and walkable main street
- Reduce the speed of vehicles
- Integrate decorative and functional lighting
- Increase street trees and other planting areas
- Optimize or expand sidewalk space
- Improve crosswalks so they are safe and accessible
- Ensure parking is available and adequate



#### Parks and Open Space

- Maintain and improve existing amenities
- Create better internal park circulation
- Provide a central community gathering space
- Preserve and update existing naturalized areas
- Improve pedestrian access to and from the neighborhood
- Create distinct spaces that support programs and activities



#### Neighborhood Stabilization

- Support a safe and socially connected neighborhood
- Include residents in strengthening neighborhood
- Provide high quality, affordable housing, near other homes
- Focus on home rehabs and cleaning up vacant land
- Target improvements near neighborhood institutions
- Target efforts in central and western MorningSide and western Cornerstone Village
- Coordinate stabilization near E. Warren shops and businesses

## 3.2 BRINGING THE PLAN TO LIFE

The strategies for each of the Plan's Focus Areas are conceptual options for what will be implemented in the Planning Area. City departments and other neighborhood entities will work together to make the concepts a reality.

The E. Warren/Cadieux Neighborhood Framework Plan is the first step in a years-long effort to improve conditions in the three neighborhoods. However, this Plan is not happening in a vacuum and will be able to build on the recent projects, upcoming investments, future plans, and hard work of the residents of the Planning Area. This Plan is intended to be a visionary document that guides public investments so that they spur wider improvements over time.

Additional work will be required to be completed by various City of Detroit agencies in coordination to implement the recommendations of this plan. Other incremental changes from private sources, such as business owners and residents, are expected to follow, bringing even more benefit to the community.

Ensuring the participation of residents in this ongoing work will be critical, including in the development of more detailed park and streetscape concepts identified through the study.

### Upcoming Projects and Opportunities for Your Input

Several specific projects will follow the completion of this Plan, including the detailed design and construction for streetscape improvements on E. Warren, and for improvements to Balduck Park. New commercial and mixed-use development on select sites will also take place as opportunities for public-private partnerships emerge. Each of these bring opportunities for community members to help refine and select specific aspects of the recommendations in this Plan.

#### E. Warren Streetscape Final Design

The Department of Public Works (DPW) will lead the design, engineering, and construction of streetscape improvements along E Warren. Part of the final design process will include additional opportunities for neighborhood residents to give input on specific details of the street design. This includes options for managing parking, the placement of street plantings, the design of benches, lighting, and other amenities, and other design options to increase the safety, comfort, and functionality of the street. Community input meetings will be organized and promoted in consultation with local representatives once detailed design begins.

## Final Design of Balduck Park Improvements

This Plan identifies several amenity upgrades to Balduck Park that could be implemented utilizing an anticipated \$1 million in SNF funding. This Plan includes a full framework plan for the Park that offers a menu of projects to be constructed based on the priorities of the community and the funding available.

Following the completion of this Plan, GSD will embark on the design and construction of improvements to Balduck Park. Through this process, residents will be able to work with the City to determine the initial set of park improvements that will be delivered in the near term and prioritize projects that should be implemented in the future.

## Commercial Development RFPs

A major focus this Plan is establishing the community objectives for potential commercial and mixed-use development along E. Warren and determining how future developments can be successful. After the completion of this Plan, the City of Detroit, Invest Detroit, and other entities will issue Requests for Proposals (RFPs) to attract potential developers to redevelop, renovate or build new commercial and residential spaces to E. Warren.

As part of the development RFPs and the associated selection process, the community will be part of identifying and choosing developers that represent the values of the community and meet the vision for the corridor. Neighborhood representatives will be able to identify specific community priorities and ensure those priorities are translated into investment that benefits residents of the neighborhood.



Additional opportunities to provide community input will be available as the projects and designs listed in this plan are finalized.

## On-going Programs and Policies

In addition to future processes, existing DLBA programs, coupled with City initiatives, policies, and regulations will guide implementation of this Plan.

### Deploying Stabilization Programs

The DLBA will continue the existing auction and sales programs and existing side lot and other vacant lot programs. The DLBA will also continue to expand the Nuisance Abatement Program outward, street-by-street.

In addition, the City of Detroit Planning and Development Department (PDD) will partner with the DLBA and the Bridging Neighborhoods Program (BNP) to rehab additional properties through Rehabbed & Ready and/or the BNP.

Further to this, the Detroit Demolition Department will carry out Proposal N demolitions in the three neighborhoods.

More specifically:

- The SNF funding allocated for this Plan will cover the gaps for additional Rehabbed & Ready projects, while other focused efforts will take place through standard program deployment;
- Auctions and Own it Now programs will continue for DLBA properties throughout the Planning Area;
- There will continue to be potential for residents to take part on vacant lot re-use (including side lot and neighborhood lot programs) throughout the Planning Area;
- The Nuisance Abatement Program will continue, and potentially expand street by street, likely to the west into MorningSide first;
- Focused stabilization will continue in the existing node in MorningSide, and then potentially expand into the areas identified in Section 3.1 of this Report (include a combination of demolitions, marketing, Rehabbed & Ready and Rehabbed & Ready to Renovate projects, and Side Lot and Neighborhood Lot programs);
- In addition to SNF funding, homes may be selected for renovation through the home swap initiative under the Bridging Neighborhoods Program (most likely in Cornerstone Village, based on home sizes in this neighborhood); and,
- Finally, the City will also select sites for demolition and partial rehabilitation through the Proposal N program.

## **Incorporating EWC Plan Recommendations into Detroit's Land Use Policies**

The City's Master Plan sets the guiding vision for the future use of Detroit's land. The City's Zoning Ordinance is the Master Plan's companion. It governs real estate development uses and urban form in accordance with the Master Plan. Based on the future vision that emerged for the community through the E. Warren Cadieux Plan, there are areas of the Master Plan that could be updated to reflect and incorporate these recommendations. PDD will lead a process for considering updates to the City's Master Plan and zoning map in the interest of aligning those policies with the recommendations listed in this Plan.

As an example, the Plan calls for restoring several of the vacant commercial/residential mixed-use buildings along E. Warren. However, the Master Plan does not envision mixing residential uses in a commercial district there, despite the existing character of the buildings that formerly accommodated these mixed uses. Similarly, the Plan recommends increasing the stock of smaller and more affordable housing types to better-align with the community's household composition and economic means. Housing types like duplexes, townhomes, and other multi-family buildings are generally

more affordable than single-family houses, and these residential types address the shortage of one and two-bedroom homes identified in Section 2 of this Plan.

In 2020, some progress towards aligning policy with this vision for the community was made when an overlay district was introduced to the E. Warren corridor. A Traditional Main Street Overlay (TMSO) was established along E. Warren from Audubon Street to Radnor Street. The TMSO relaxed zoning restrictions on traditional building types, like the existing commercial buildings along E. Warren that have upper floor apartments. PDD will continue to determine which elements of the City's land use policy framework can best incorporate the community-centered vision expressed through the Plan to facilitate the implementation of the overall vision.



# Phasing the Strategies of this Plan

Figure 46 and 47 summarize the phasing strategy for this Plan. Short term undertakings are the projects that have already secured funding and/or City approval and can be completed in the next one to three years. Some of these projects are already underway.


Long term undertakings include recommendations for future projects which may be catalyzed by the Short Term Strategies. These recommendations have not secured funding and do not yet have a clear timeline for completion at the time of this report. Lastly, additional long-term undertakings that have not been identified here may be pursued by public or private entities, or neighborhood residents. Such undertakings may be guided by the compilation of community ideas in Section 2.2 (Figure 1) and/or the Opportunities Framework of this Plan (Section 2.4, Figure 23).

	Three to Five Year Initiatives	Long-term Initiatives	Responsibility
<b>Commercial and Mixed-Use Development</b>	Redevelopment of select buildings in the Core Area controlled by the City of Detroit and Invest Detroit.	New build, mixed-use developments near existing businesses and new rehabs.	Coordination between PDD, HRD, Invest Detroit, DEGC, and future Public Private Partnerships (P3s).
<b>E. Warren Renovation</b>	Streetscape improvements from 3 Mile Drive to Cadieux Rd.	Explore additional neighborhood greening / connection projects (e.g. Chandler Park Dr., Barham Greenway etc.).	Specific designs and amenities will be developed by DPW in partnership with residents
<b>Parks and Open Spaces</b>	Detailed park design and initial improvements to Balduck Park.	Additional phases of Balduck Park improvements.	Specific designs and amenities will be developed by GSD in partnership with residents
<b>Neighborhood Stabilization</b>	Applying the focused stabilization strategy to the identified priority areas near Balduck Park, north of Alger Theater, and south of 3-Mile.	New housing construction in stabilized areas by private actors.  Potential expansion of focused stabilization strategy to additional areas.	DLBA, in partnership with PDD and BNP  Private Actors / Developers
<b>Zoning Updates</b>	Potential expansion of the TMSO and Master Plan updates to align with Plan.	Continuously align zoning and Master Plan with neighborhood priorities.	PDD, City Planning Commission

**Figure 46:** Summary of short-term undertakings contemplated by this Plan and long-term undertakings that may be catalyzed by this Plan



**Figure 47:** Short-term undertakings identified by this Plan can catalyze projects in the longer term for positive and continual change



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MAYOR MICHAEL DUGGAN

**PLANNING AND DEVELOPMENT  
DEPARTMENT**  
KATY TRUDEAU, ACTING DIRECTOR

