

Transportation

Local area transportation assets include bus routes, primary and secondary roadways, airports, and railroads.

Bus Routes

The St. Martha's site is served by municipal bus service with two main routes located at the intersection of Joy Road and Greenfield Road.

The first route is identified by the Detroit Department of Transportation (DDOT) as route #22. This route travels mainly north/south beginning in the north in Southfield and ending in the Hubbard district to the south where the service loops around. On this route, the stops serving the study area are numbered #12 and #4 for the southbound and northbound lines respectively. Both stops are located at the intersection of Joy Road and Greenfield Road.

The second route is identified by the Detroit Department of Transportation (DDOT) as route #27. This route travels mainly east/west beginning in the west at Telegraph Road and ending in the east at the Rosa Parks Transit Center (downtown) where the service loops around. On this route, the stops serving the study area are numbered #20 and #5 for the westbound and eastbound lines respectively. Both stops are located at the intersection of Joy Road and Greenfield Road.

Primary and Secondary Roadways

The subject study area has frontage along Joy Road, Greenfield Road, and Tireman Road, to the north, east, and south, respectively. Approximate traffic counts per year studied, as reported by the Southeast Michigan Council of Governments (SEMCOG), are displayed in table 2 and figure 18.

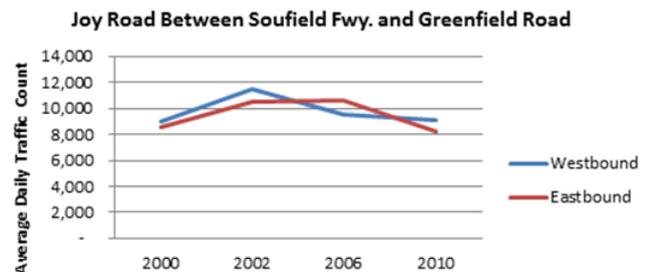
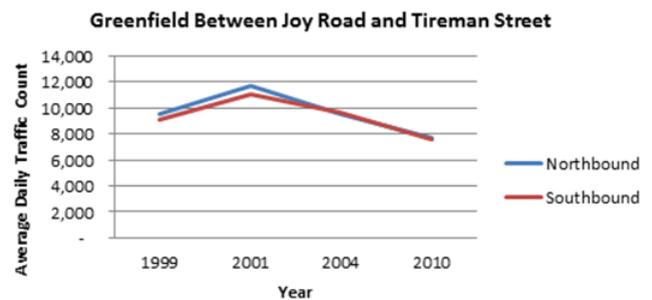
Table 2
Traffic Counts

Greenfield Road between Joy Road & Tireman Street			
Northbound		Southbound	
Year	ADT	Year	ADT
1999	9,585	1999	9,118
2001	11,684	2001	11,051
2004	9,548	2004	9,622
2010	7,666	2010	7,612

Joy Road between Southfield Fwy and Greenfield Road			
Northbound		Southbound	
Year	ADT	Year	ADT
2000	9,020	2000	8,561
2002	11,477	2002	10,560
2006	9,512	2006	10,659
2010	9,122	2010	8,237

Source: SEMCOG

Figure 18
Traffic Counts



Source: SEMCOG

Gardenview Estates Development

Gardenview Estates is St. Martha's Commons neighbor located on the west side of the RAIL ROADS south of Joy Road. Gardenview Estates is a HOPE VI public housing project. It's boundaries include Joy Road to the north, Southfield Hwy to the west, Tireman St to the south, and Ausbury Park Ln to the east. Herman Gardens which was razed in 1996 was the original neighborhood where Gardenview Estates is now located.

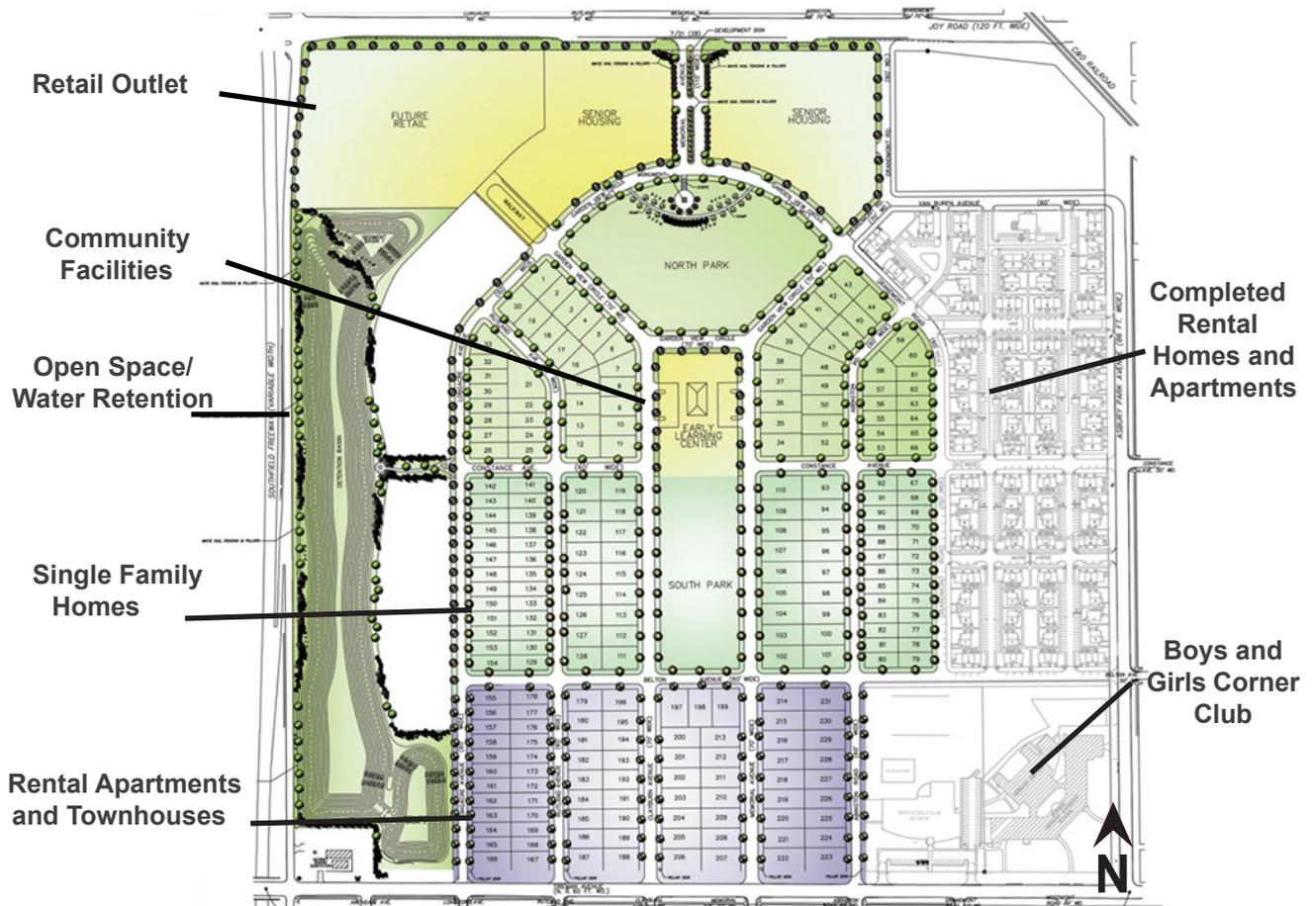
Construction for Herman Gardens began in 1943. It consisted of mostly two-story multi-family buildings with a total of 2,144 units upon completion. "The Gardens", as the neighborhood was called, was known as one of the most affluent neighborhoods in Detroit. Notable residents who lived there were John De Lorean, TV judge Greg Mathis, and classic Motown group The

Spinners. However in the 80's illegal drug trade began to take a hold and Herman Gardens affluence began to wither away.

In 1996, the Detroit Housing Commission demolished all but 274 units which were renovated through the use of HOPE VI funding. Over a decade was spent planning Gardenview Estates and Phase I of construction has recently been completed. Phase I includes 100 rental units and a Boys and Girls Corner Club. Gardenview Estates consists of four phases at a cost of \$228 Million.

In the site map below, the Eastern edge of Gardenview Estates shown in gray has been completed. The remainder of Gardenview includes mostly single family homes, 7 acres of retail in the northwest corner and a community facility located in the center of development.

Figure 19
Garden View Site Plan



Source: Detroit Housing Commission

Gardenview Estates considers itself a new “green” mixed-use development. The parkland located along the east end of the site acts as a sound buffer for Southfield Freeway and as a water retention basin for the site’s drain off.

Once completed approximately 1000 new units will be constructed compared to Herman Garden’s more than 1400 units. Gardenview Estates will include 833 rental units ranging from senior living to single family homes as well as 231 new, market-rate affordable single family homes. C. Beth DunCombe, director of the city’s building authority, said the development is the largest in the city in 50 years, “It is a true, positive Detroit story.”

While the construction of Gardenview Estates is scheduled to be completed by 2013, the financial and housing crisis of 2008-2012 delayed construction of sections of owner occupied single family homes. Development agreements have been reached and this portion of the project is scheduled to move forward during the summer of 2012. However Gardenview Estates still represents significant investment in the area and will greatly contribute to prosperity of the neighborhood surrounding St Martha’s Commons in the future.

Figure 20

Garden View Housing Types

Townhouses



Single Family Home



Source: Detroit Housing Commission

St. Martha's Site

Figure 21

Project Site

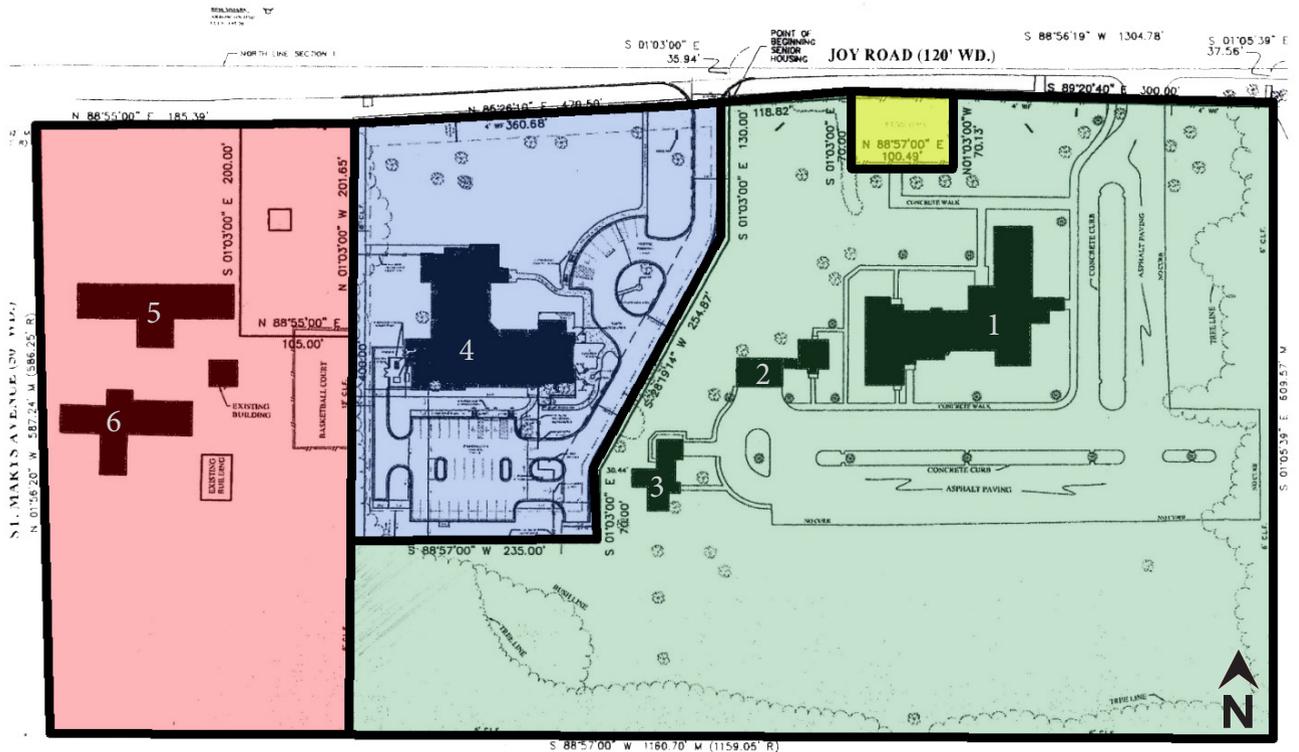


The 85 acre site includes residential, institutional, and some commercial uses. An Auto Zone occupies an outlier spot at the intersection of Joy and Greenfield in the parking lot of The Wayne County Department of Human Services. The adjacent property to the south is occupied by a Burger King restaurant. Institutional uses between these commercial areas include three vacant properties: the Wayne County Community College, Detroit Urban Lutheran School, and The Christian Victory Church. On Joy Road, west of the Human Services building, the Islamic Worship Center and Christ Child Society buffer the sites of St. Martha's Episcopal Church and the Village of St. Martha's from adjacent light industrial uses. The CF Burger Creamery, a dairy product processing plant, occupies the southernmost parcel at the intersection of Greenfield and Tireman.

The project focus area is located in the center of the northern border of the study area (Joy Road) and contains St. Martha's Church, the Village of St. Martha's Senior Living Center, and the former St. Peter's Boys Home (See figure 21). The site measures approximately 1500 linear feet meandering along the right-of-way of Joy Road by approximately 600 linear feet in depth. The site topography is gently rolling and mostly rectangular in shape. The 20 acre area will be the location of the proposed St. Martha's Commons (see figure 22). This site also contains the Ford Family Cemetery. The cemetery is located north of St. Martha's Episcopal Church and borders Joy Road

Figure 22

St. Martha's Commons Focus Area



- St Martha's Church and Ancillary Buildings
- St Martha's Village Senior Living Center
- Ford Family Cemetery
- Former St. Peter's Boys Home

Improvements on the property include the St. Martha's Episcopal Church, Sexton and Rectory ancillary buildings, the Village of St. Martha's independent senior living facility, the St. Peter's Boys Home, bituminous paved parking areas, and green spaces. See table 3 for a description of each of these buildings.

Table 3
List of Buildings

Description	Square Feet	Year Built	Current Use
1 St. Martha's Episcopal Church	22,000	1954	Vacant Church
2 Sexton	1,000	1954	Vacant Ancillary Church Building
3 Rectory Building	1,000	1954	Vacant Ancillary Church Building
4 Village of St. Martha's	46,000	2009	45 Unit Independent Senior Living Facility
5 St. Peter's Boys Home	6,000	1962	Vacant
6 St. Peter's Boys Home	1,500	1962	Vacant

Source: City of Detroit



Figure 23: St. Martha's Church Rear View

St. Martha's Episcopal Church

The church is built in an English Revival style of Wisconsin limestone with Indiana limestone trim, side buttresses, and a gabled slate roof. A bell tower rises to a height of fifty feet at the intersection of the nave and transepts. In addition to the sanctuary the building houses a baptistry, chapel, two parlors, a large commercial kitchen, and twelve offices and classrooms. Two houses were built on the property with the church; a Rectory and the Sexton's house. The houses are also built of limestone with slate gabled roofs, are 1 1/2 to 2 stories in height and have attached garages.

Giffels/ IBI Group evaluated the church and ancillary buildings in early 2012 and created a schedule of recommended repairs. The following has been excerpted from their report.

"In December of 2009, visual observations were made by the Architectural firm, Jude, Schaeffer and Pappas to determine the conditions of the buildings and property and to assess the rough magnitude of repairs. A report and cost estimate of the technical deficiencies was documented in 2010 under the direction of Presbyterian Villages of Michigan. In early 2011, Giffels\ IBI Group became interested in the development of the facility as it was originally designed by Giffels, Vallet and Rosetti. Giffels\ IBI created a Code Study based on the building remaining a Church.

Church and business functions are the original, current, and potential functions envisioned for redevelopment of the Church building. If the building does not change use, and is not

materially renovated, code updates will not be mandated. The American with Disabilities Act has an exemption for religious institutions. If however the building is renovated to take care of new tenant needs or occupancies, new code requirements will likely come into play.

There is a requirement for sprinklers in Assembly occupancies over 300 people or 12,000 square feet. It should be noted that the main nave of the church is almost 12,000 square feet, so side altars may have to be subdivided or fire protection sprinklers would have to be implemented in the building. Use as a Business occupancy, or an under 300 occupant usage, would not require the fire sprinkler installations.

Several technical items have been documented with regard to the Church building which would likely have to be rectified in the event of a renovation to accommodate new building tenants. These deficiency corrections include repairs to the roof, gutters, windows and exterior trim, interior cleaning and painting, and upgrades to the kitchen, rest rooms, and HVAC and electrical systems.

The single family homes also are in need of exterior repairs and mechanical upgrades. Needed site improvements include resurfacing of asphalt paving, connection of downspouts to underground storm drainage system, and pruning of landscape trees."

(Courtesy, St. Martha's Planning Session)

Presbyterian Village of St. Martha's

This senior living facility at 15875 Joy Road, Detroit, Michigan is owned and operated by Presbyterian Villages of Michigan. Built in 2005, the site comprises 2.8 acres in the northwest corner of the project focus area.

The facility includes 45 one-bedroom apartment homes for persons 62 years of age or older. Each apartment includes a kitchen and is designed for seniors wishing to maintain independent living. In addition, this living center provides wellness programs, a mini theater, barber, beauty shop, library, and computer lab. As of the date of this report, the facility is approximately 100% occupied, with a waiting list for prospective tenants.

Presbyterian Villages of Michigan was established in 1945. PVM owns and operates twenty-four senior living/care/rehabilitation facilities serving more

than 3,000 seniors in seventeen different Michigan communities including: Alpena, Battle Creek, Bay City, Chesterfield, Clinton Township, Detroit, Ft. Gratiot Township, Gibraltar, Harbor Springs, Holly, Jackson, Kalamazoo, Pontiac, Redford, Rosebush, Warren, and Westland.

Residents and administrators of the Village of St. Martha's have expressed interest in outdoor gardening and recreation spaces adapted to varying levels of fitness and mobility. They would also like to increase opportunities for interaction with and service to surrounding neighborhoods.

Figure 24

Village of St. Martha's Aerial Image - Courtesy PVM



St. Peter's Home for Boys

The St. Peter's Home for Boys is a former residential treatment facility for boys age 11 to 19 and was established on this site in 1962. The original home was founded by Father Austin J. Ecker in 1954 and operated on another site until it found a permanent home at this

location. In 2010 the facility was closed due to lack of funding. The buildings appear structurally sound but have suffered extensive damage from vandals over the last year of vacancy.

Figure 25



St. Peter's Boys Home Main Building, Rear View - Courtesy PVM



St. Peter's Boys Home Secondary Building, Rear View - Courtesy PVM

Current Zoning

Figure 26 is an excerpt from the current zoning map for the City of Detroit, effective August 2011. All zoning ordinance descriptions are per City of Detroit Zoning Ordinance. The subject study area is located within four distinct zoning classifications:

B6 – General Services: This district provides for wholesaling, transport, food services, and similar activities essential to the commerce and health of the City. Typical uses by right in this district include general retail and service businesses. See addendum for complete list of uses by right in this district.

B4 – General Business: The B4 General Business District provides for business and commercial uses of a thoroughfare-oriented nature. Typical uses by right in this district include general retail and service businesses. See addendum for complete list of uses by right in this district.

M4 – Intensive Industrial: This district will permit uses which are usually objectionable and, therefore, the district is rarely, if ever, located adjacent to residential districts. Typical uses by right in this district include light, medium, and heavy industrial facilities. See addendum for complete list of uses by right in this district.

PD – Planned Development: This district will permit planned developments throughout the City and will be particularly useful in urban renewal areas. No explicit uses by right are permitted; all uses are subject to unique approval. See addendum for complete description of use regulations in this district.

Figure 26

Current Zoning Map



Source: City of Detroit Planning Department

Future Land Use

Figure 27 is an excerpt from the future land use for the City of Detroit, effective 2009 which is the date of the most recent update to the original 1992 master plan. The subject study area is located within four distinct zoning classifications:

IL, Light Industrial: The southeastern corner of the study area is identified in the future land use map as light industrial.

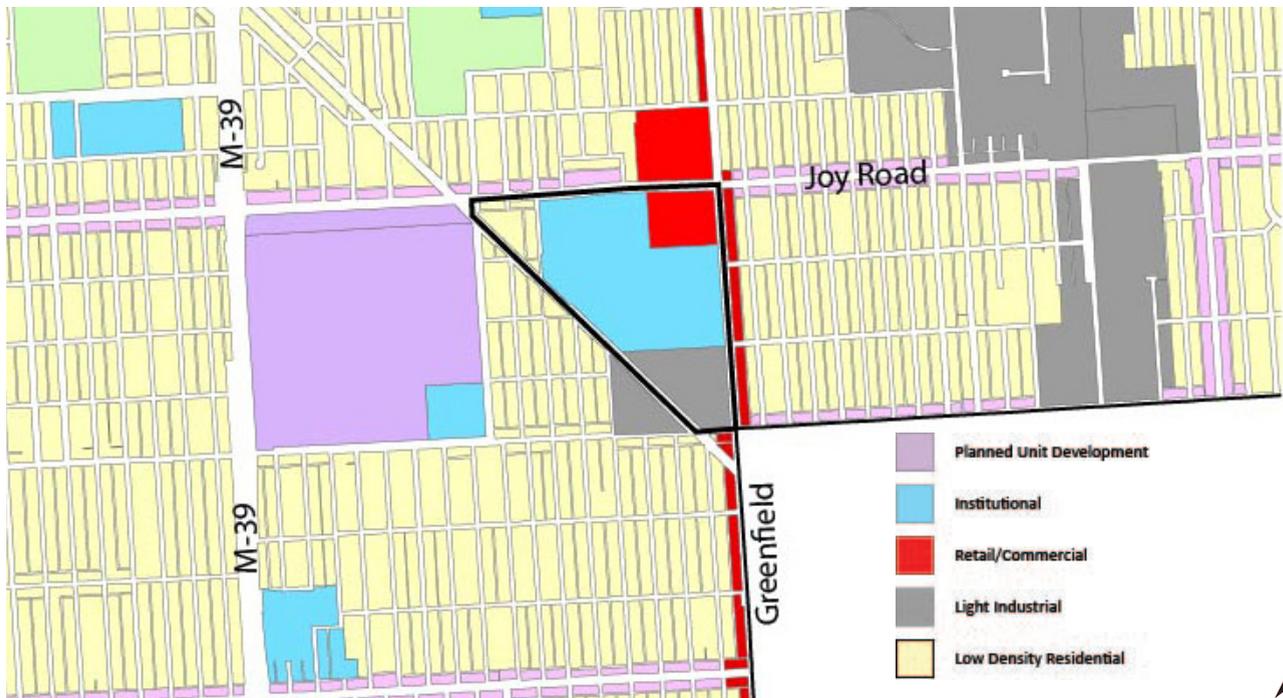
INST, Institutional: The central and northern portions of the study area are identified in the future land use map as institutional uses.

CRC, Retail Center: The northeast corner of the study area is identified in the future land use map as retail and general commercial usage.

RL, Low Density Residential: The northwestern corner of the study area is identified in the future land use map as low-density residential usage.

Figure 27

Future Land Use



Source: City of Detroit Planning Department

Parcels in the Project Site

The following analysis depicts the thirty-two (32) unique parcels in the overall subject study area. Parcel numbering begins in the southeast corner and moves north toward the intersection of Joy Road and Greenfield Road, then continues in a westward direction. The maps shown in figure 28 indicate the location of each parcel for easy reference. Of the 32 unique parcels, two are classified as industrial, four are classified as commercial, seven are classified as institutional (religious or education uses), nine are classified as existing residential or abandoned residential, nine are classified as vacant land, and one is classified as a cemetery. Please refer to the addendum for descriptions of the individual parcels which include current and future zoning per the City of Detroit's most current maps and master plan, photographs, and GIS parcel maps.

The analysis reviewed the current and future land use maps, parcel locations, and current or former uses. The following is a brief summary of the parcels and our observations.

The majority of the land within the approximate 85 acre overall study area is in institutional use. Of the eight parcels, two are vacant educational facilities which include #3 the former Detroit Urban Lutheran K-12 school and #5 the former site of the Northwest Campus for Wayne State Community College; three are vacant religious facilities which includes #4 the former Christian Victory Church, #10 the former Islamic Worship Center, #12 the now-vacant St. Martha's Episcopal Church, #13 represents a significant international cultural asset in the Ford Family Cemetery, the final resting place of the industrial pioneer Henry Ford and members of his immediate family. #11 includes the Christ Child Society Facility which is an operating treatment and guidance facility for at risk children and families.

Parcels #12, #13 and #14 combine to form the primary focus area of this report. The now-vacant church is under utilized, and ready for repairs and interior cleaning and updating. Several tenants have expressed interest in the facility, and possible uses are described in the recommendations and conclusions section of this report.

The northeast corner of the study area is comprised of retail and commercial uses and includes #6 an established Burger King fast food restaurant, #7 and #8 which contain a one-story commercial building and

large parking lot currently occupied by the Wayne County Department of Human Services, and #9, a retail location currently occupied by Advance Auto Parts.

The parcels along both sides of Saint Marys Street are abandoned with improvements that are either slated for demolition or are in need of demolition. This includes #15 through #22, ruined/abandoned single and multi-family residences, and #14 the former St. Peter's Home for Boys.

Parcel #23 comprises the Joy West apartment complex, a currently operating multi-family property with 78 total units.

The two industrial-classified properties include #1, the C.F. Burger Creamery parcel which is an operating facility employing approximately 50 to 100 people; and #2, the City of Detroit Public Schools West Side Bus Terminal, which is one of only two bus dispatch and repair facilities serving Detroit Public Schools.

Parcel #24 includes open land utilized as a utility corridor and road right-of-way for Wayne County, and is under the ownership of the Wayne County Road Commission. Parcels #25 through #32 are vacant land under the ownership of the City of Detroit.

Parcel Descriptions

Property Name:

The C F Burger Creamery

Parcel #:

22051251.002



Description:

The C.F. Burger Creamery company was established in Michigan in 1926. This building was constructed in approximately 1950 and has been continually used as a creamery since. Approximately 50-100 people are employed at this location. This parcel represents the only industrial use within the area of study

Analysis:

This parcel is privately owned and currently occupied. The parcel is currently zoned "B6, General Services" and is identified "IL, Light Industrial", according to the most recent future land use map for Detroit. Our recommendation is to incorporate this current use into our overall vision for the study area given the unlikely event that this property use will change in the foreseeable future

Property Name:

Detroit Public Schools, West Side Bus Terminal

Parcel #:

22051251.003



Description:

This property is currently utilized by the Detroit Public Schools as a bus terminal. The building and grounds appear to be in fair to average condition.

Analysis:

This parcel is currently utilized by the City of Detroit as a bus terminal/mobilization facility. The property is currently zoned "B6, General Services" and is identified in the master plan as "IL, Light Industrial" according to the most recent future land use map for the City of Detroit. Our recommendation is to incorporate this use into our overall study area.

Property Name:

Former Detroit Urban Luther School

Parcel #:

22002286.000



Description:

This property is the site of the former Detroit Urban Luther School. During operation, this facility served as a private K-12 education facility with a religious affiliation with the Lutheran Church -- Missouri Synod. One time enrollment was 218 students with approximately 20 faculty members. This facility is now closed and was most recently listed on the market with Quorum Commercial for \$975,000 (currently off-market).

Analysis:

Constructed in 1957 and renovated in 1990, this building offers 26 classrooms, a gymnasium, kitchen and cafeteria, rest rooms and locker rooms, science lab, and office space, as well as approximately 17 acres of land which includes a baseball diamond and football field. This property is currently zoned "M4, Intensive Industrial" and is identified in the master plan as "INST, Institutional" according to the most recent future land use map from the City of Detroit.

Property Name:

Christian Victory Church

Parcel #:

22002285.008L



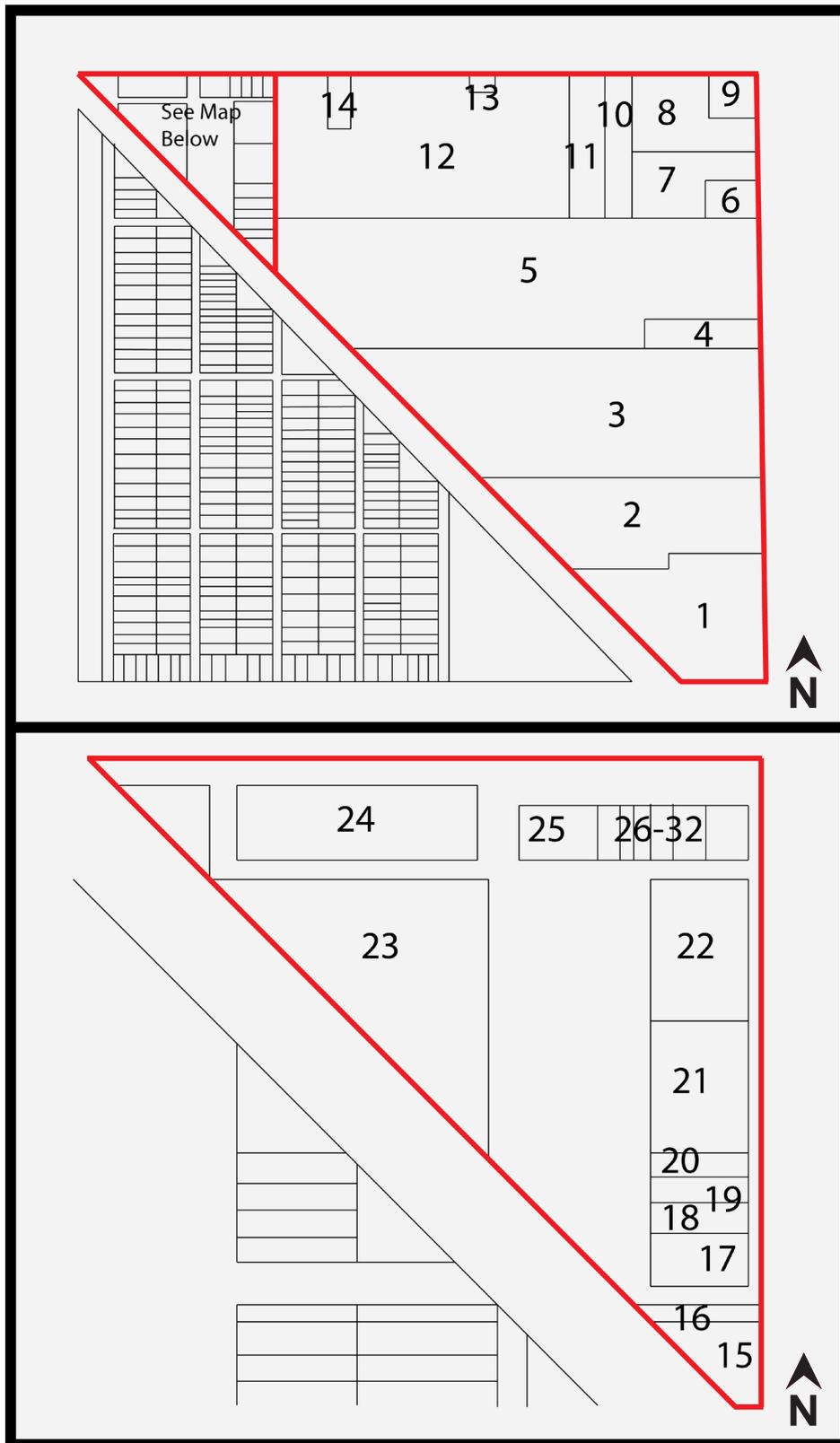
Description:

This is a 4,000 square foot church facility with sanctuary seating for approximately 125 to 150. The most recent asking price was \$169,000 per Loopnet (Jan. 2012).

Analysis:

This vacant religious facility was recently listed for sale. The property is currently zoned "M4, Intensive Industrial" according to the most recent future land use map from the City of Detroit.

Figure 28



Source: Wayne County GIS with MSU Team Overlay

Parcel Descriptions (Continued)

Property Name:
**Former Wayne County
 Comm. College Campus**
 Parcel #:
22002285.007

Description:

This property is the site of the former Wayne County Community College which closed this facility in August 2008 to relocate their “Northwest Campus” to Outer Drive at the former site of Mercy College. The university’s immediate plans for this facility are unknown.

Analysis:

This former educational facility is now closed. Attempts were made to contact the college’s facilities director to obtain a statement about the intended use of this property, however our calls were not returned. This building offers classrooms, a gymnasium, kitchen, rest rooms and locker rooms, and office space, as well as a large grounds area. The property is currently zoned “M4, Intensive Industrial” and is identified as “INST, Institutional” according to the most recent future land use map from the City of Detroit.

5



6



Property Name: **Burger King Store #555** Parcel #: **22051251.005L**

Description:

This is a franchise fast-food restaurant location.

Analysis:

The property is currently zoned “M4, Intensive Industrial” and is identified as “CRC, Retail Center” according to the most recent future land use map from the City of Detroit.

Property Name:
Multi-Tenant Office Building, Wayne County Department of Human Services as Majority Tenant

Parcel #:
22051251.004 and 22002285.001

Description:

This property is the site of a one-story multi-tenant office building with the Wayne County Department of Human Services as the majority tenant.

Analysis:

This property is zoned “M4, Intensive Industrial” and is identified as “CRC, Retail Center” according to the most recent future land use map from the City of Detroit.

7 - 8



9



Property Name: **Advanced Auto Parts** Parcel #: **22002284.000**

Description:

This property was purchased for the construction of a new Advanced Auto Parts.

Analysis:

The property is currently zoned “M4, Intensive Industrial” and is identified as “CRC, Retail Center” according to the most recent future land use map from the City of Detroit.

10



Property Name: **Former Islamic Center** Parcel #: **22002285.007**

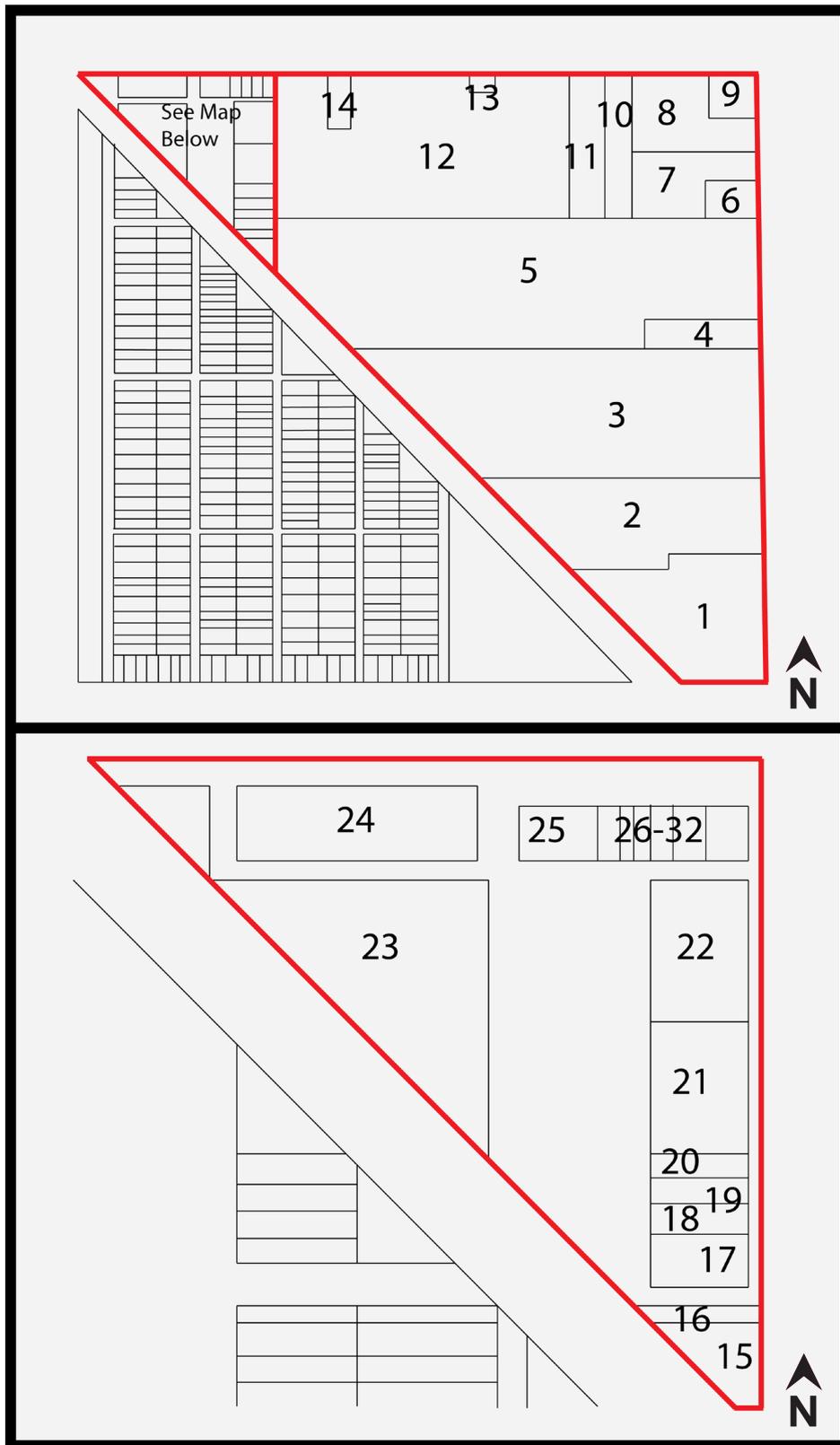
Description:

This property is the former Islamic worship and cultural center. It is currently unused.

Analysis:

The property is currently zoned “M4, Intensive Industrial” and is identified as “CRC, Retail Center” according to the most recent future land use map from the City of Detroit.

Figure 28



Source: Wayne County GIS with MSU Team Overlay

Parcel Descriptions (Continued)

Property Name:

Christ Child Society Boy's Home

Parcel #:

22002285.003



11

Description:

This property is the current home for the Christ Child Society Boy's Home facility which is a residential treatment facility for at risk youth in the community

Analysis:

The property is currently zoned "M4, Intensive Industrial" and is identified as "CRC, Retail Center" according to the most recent future land use map from the City of Detroit.

Property Name:

St. Martha's Episcopal Church

Parcel #:

22002285.004



12

Description:

This property is the St. Martha's Episcopal Church. Built in 1957 with the support of Martha Ford, the architecture and cultural significance of the building and grounds is significant. The property is currently under lease to the Presbyterian Villages of Michigan. The church and ancillary buildings are in need of significant repair and are currently unused. A more complete description can be found in the body of the report.

Analysis:

The property is currently zoned "R5, Medium Density Residential" and is identified as "INST, Institutional" according to the most recent future land use map from the City of Detroit. A new "commons vision" for this property is currently being analyzed with the intent of bringing a user back into the primary church building and developing the grounds in a way that invites nearby residents to be engaged in its future success.

Property Name:

Ford Family Cemetery

Parcel #:

22002285.005



13

Description:

This site is occupied by the Ford Cemetery, the final resting place of Henry and Martha Ford, as well as several of their immediate family. The property is owned by the Ford family who maintain the grounds.

Analysis:

This property has cultural significance to not only the United States as a nation, but also to the world. Use of this property as a cemetery will be incorporated into a vision of the overall study area.

Property Name:

The Village of St. Martha's Senior Home

Parcel #:

22002285.006



14

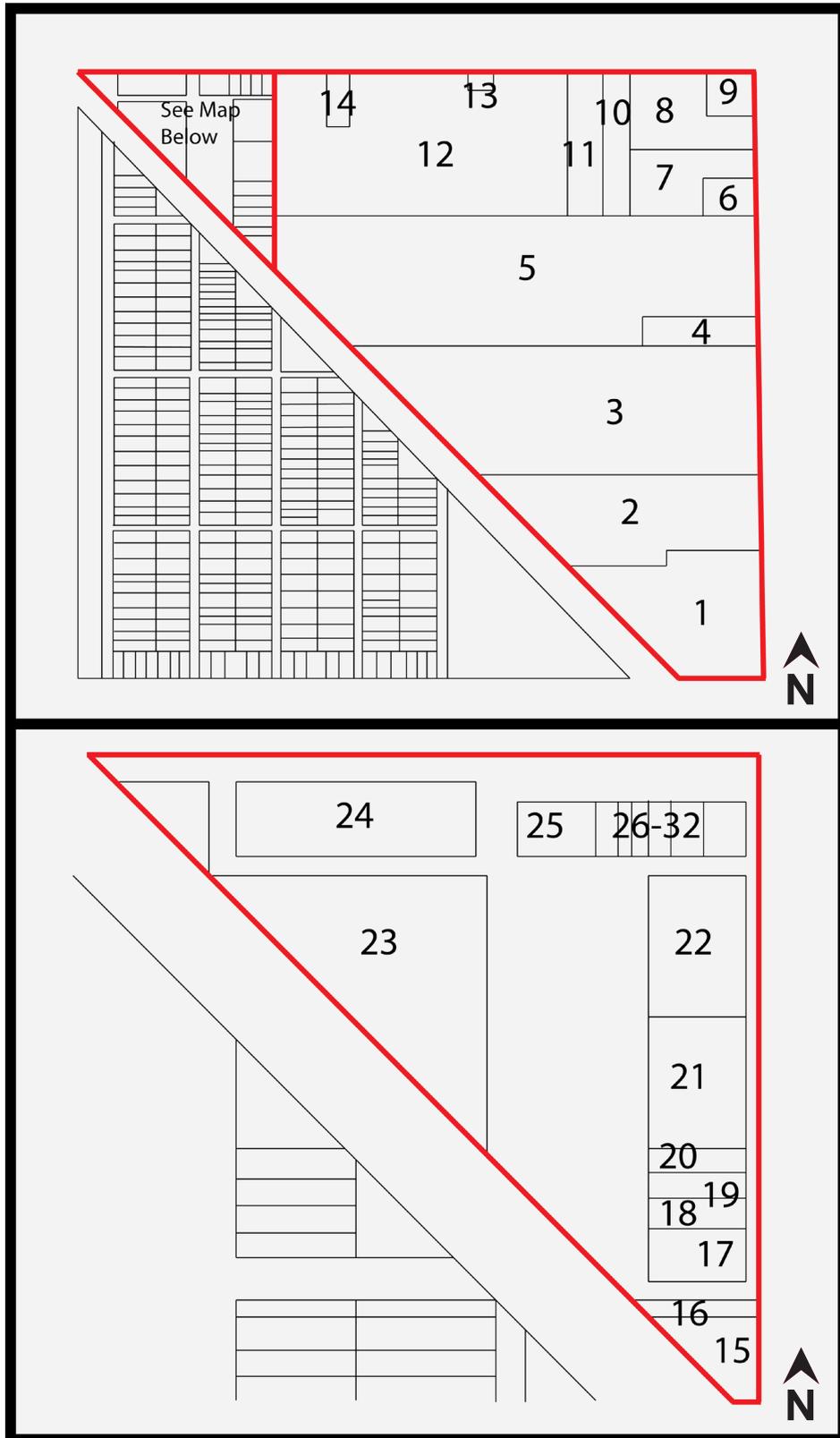
Description:

This property is the site of a senior independent living facility constructed in 2005. The property is owned and operated by the Presbyterian Villages of Michigan who own and operate several senior living facilities across the State of Michigan. This property also includes the abandoned buildings of the former St. Peter's Boy's Home (located along the western boundary of the parcel) which are slated for demolition per the St. Martha's Planning Session.

Analysis:

The property is currently zoned "M4, Intensive Industrial" and is identified as "INST, Institutional" according to the most recent future land use map from the City of Detroit.

Figure 28



Source: Wayne County GIS with MSU Team Overlay

Parcel Descriptions (Continued)

Property Name:

City of Detroit P&DD, Community Planning Association, Detroit Land Bank Authority, St. Mary's Estate

Parcel #:

22059371.000, 22059370.000, 22059369.000, 22059368.000, 22059367.000, 22059366.000, 22059361-5, and 22059356-60



Description:

These parcels are vacant and abandoned with the City of Detroit having ownership in one form or another. Some parcels contain building improvements that are damaged beyond repair and ready to be torn down. The two parcels to the south (as identified in the parcel map above) are vacant land with no known improvements.

Analysis:

The properties are currently zoned "R3, Low Density Residential" and are identified as "RL, Low Density Residential" according to the most recent future land use map from the City of Detroit.



Property Name:

J.W. - 93 Limited Dividend

Parcel #:

22060771-7

Description:

This property is the Joy West Manor apartments. There are 78 units in the development with an approximate construction date of 1978.

Analysis:

The properties are currently zoned "PD, Planned Development" and is identified as "RL, Low Density Residential" according to the most recent future land use map from the City of Detroit.



Property Name:

Wayne County Road Commission

Parcel #:

22002300-12

Description:

This property is a Wayne County Road Commission right-of-way.

Analysis:

The properties are currently zoned "B4, General Business" and is identified as "RL, Low Density Residential" according to the most recent future land use map from the City of Detroit.

Property Name:

City of Detroit

Parcel #:

22002294-9, 22002293, 22002292, 22002291, 22002290, 22002289, 22002288, 22002287



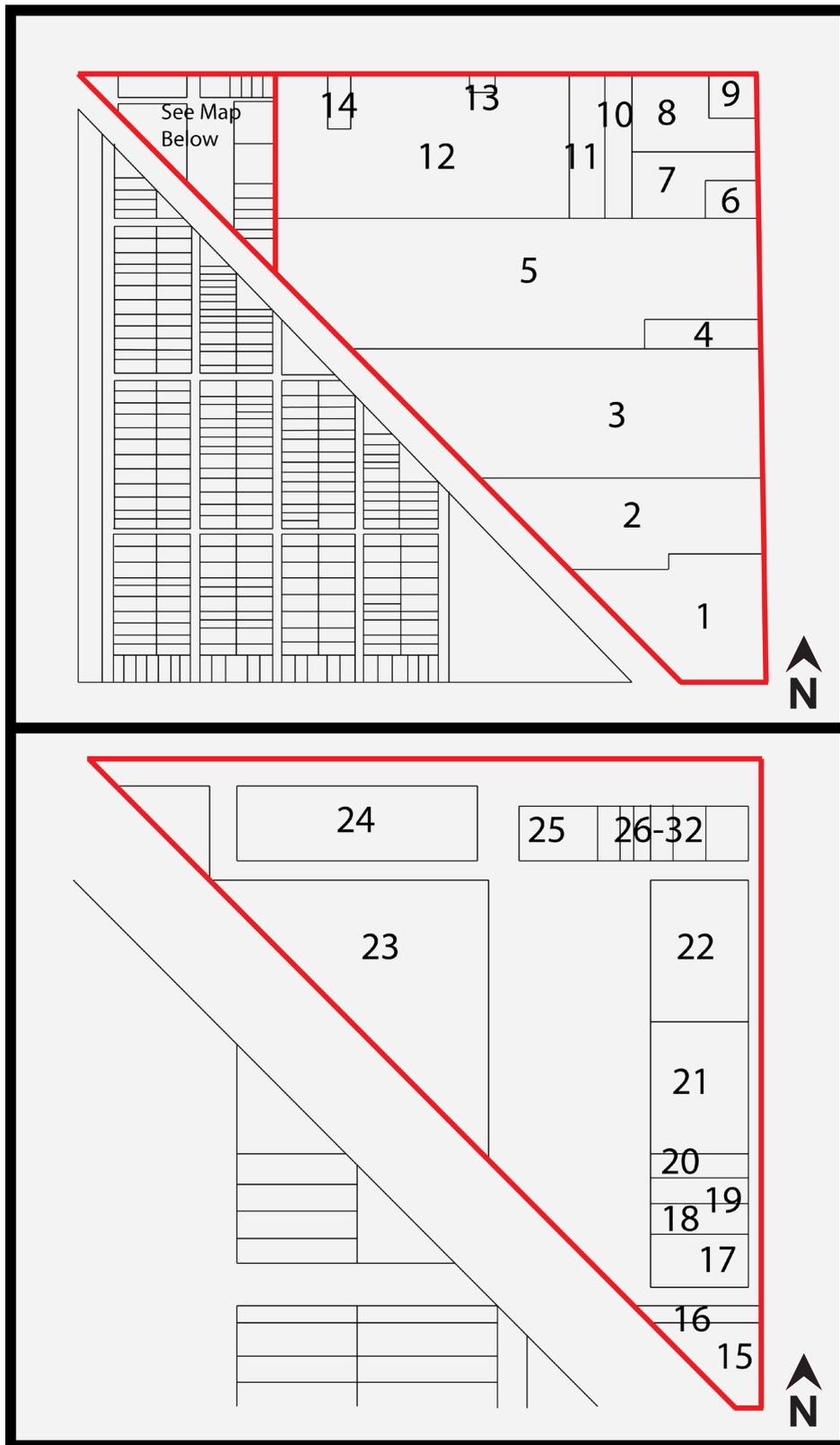
Description:

These parcels are vacant land and appear to have been abandoned in a similar fashion to the parcels to the south. All eight parcels are under City of Detroit ownership.

Analysis:

The properties are currently zoned "B4, General Business" and are identified as "RL, Low Density Residential" according to the most recent future land use map from the City of Detroit.

Figure 28



Source: Wayne County GIS with MSU Team Overlay

Demographics

Collected demographic data identifies major changes, current trends, opportunities, and needs in the community. For comparison purposes data was gathered at 1 mile, 3 mile, county, and state levels.

Categories of collected data include population, housing, income, education, and employment. The following is a summary of the findings.

Population

The one-mile radius surrounding St. Martha's Common lost 518 residents between 1990 and 2000 and 5,118 residents between 2000 and 2010 which amounts to 24.5% of the total 1990 population. Extending to a three-mile radius around St. Martha's Common, the region lost 777 residents between 1990 and 2000 and then lost another 35,899 residents before the 2010 census or 18% of the 1990 total population (see figure 29).

From 1990 to 2010, Wayne County also lost residents during each census period. In total nearly 300,000 residents left Wayne County in the 20 year span. In 1990, Michigan had a total population of approximately 9.3 million residents and by 2000 this number had increased to 9,938,444 residents. However since 2000 Michigan has seen an overall decline in population. In

fact Michigan was the only state in the U.S. whose total population shrank between 2000 and 2010, declining by 54,804 residents from 2000 totals to 9,883,640 in 2010 (see table 4).

In the chart below it is clearly shown that the area closest to St. Martha's Common (1 mile radius) fared the worst at retaining residents between 2000 and 2010. This region lost 22.8% of its population during the 10-year span. It should also be noted that with each increasing step outward a smaller percentage of residents moved. A 3 mile radius surrounding St. Martha's lost 18%; Wayne County, 11.7%; and the State of Michigan, 0.55% of each regions population. (See figure 29).

Source: U.S. Census Bureau

Figure 29

Percent Change in Population by Region

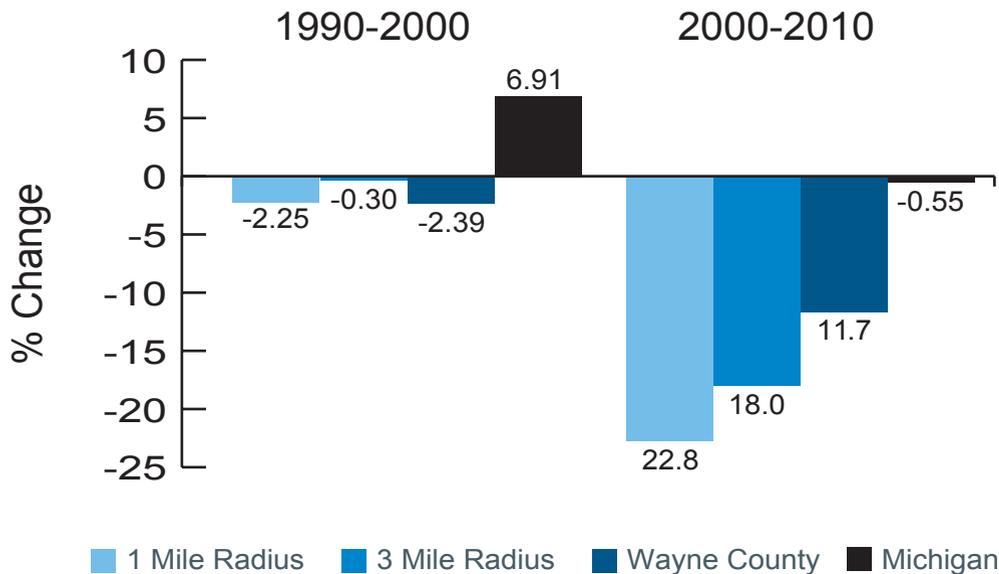


Table 4

Region	1990	2000	2010
Michigan	9,295,297	9,938,444	9,883,640
Male	4,512,781	4,873,095	4,848,114
Female	4,782,516	5,065,349	5,035,526
Wayne County	2,111,687	2,061,162	1,820,584
Male	1,001,026	988,933	874,161
Female	1,110,661	1,072,229	946,423
5 Mile Radius	514,968	493,338	398,625
Male	238,138	233,274	189,183
Female	276,830	260,064	209,442
3 Mile Radius	200,217	199,440	163,541
Male	92,878	94,587	78,243
Female	107,339	104,853	85,298
1 Mile Radius	22,966	22,448	17,330
Male	10,572	10,645	8,184
Female	12,394	11,803	9,146

Source: U.S. Census Bureau

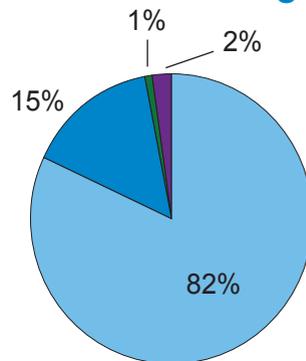
Race

The 1 and 3 mile radii surrounding St. Martha’s Common and Wayne County are all home to significantly higher percentages of the African American population, and lower percentages of Caucasians, American Indians, Pacific Islanders, and other ethnicities compared to the rest of the State of Michigan (see figure 30).

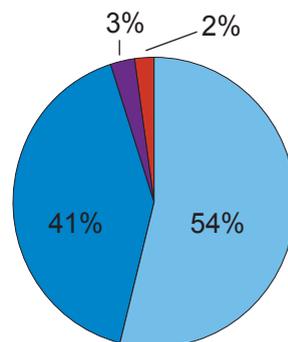
The percentage of African Americans is 26% higher in Wayne County than in the state of Michigan. In all 1,400,362 residents identified themselves as African American in 2010 or roughly 15% of the state’s population. 737,943 of Michigan’s African Americans reside in Wayne County alone, that’s 52% of all African Americans in the state. The regions comprised of a 1 and 3 mile radius surrounding St. Martha’s Common are very closely related to the composition of Wayne County.

Figure 30

State of Michigan



Wayne County



Source: U.S. Census Bureau

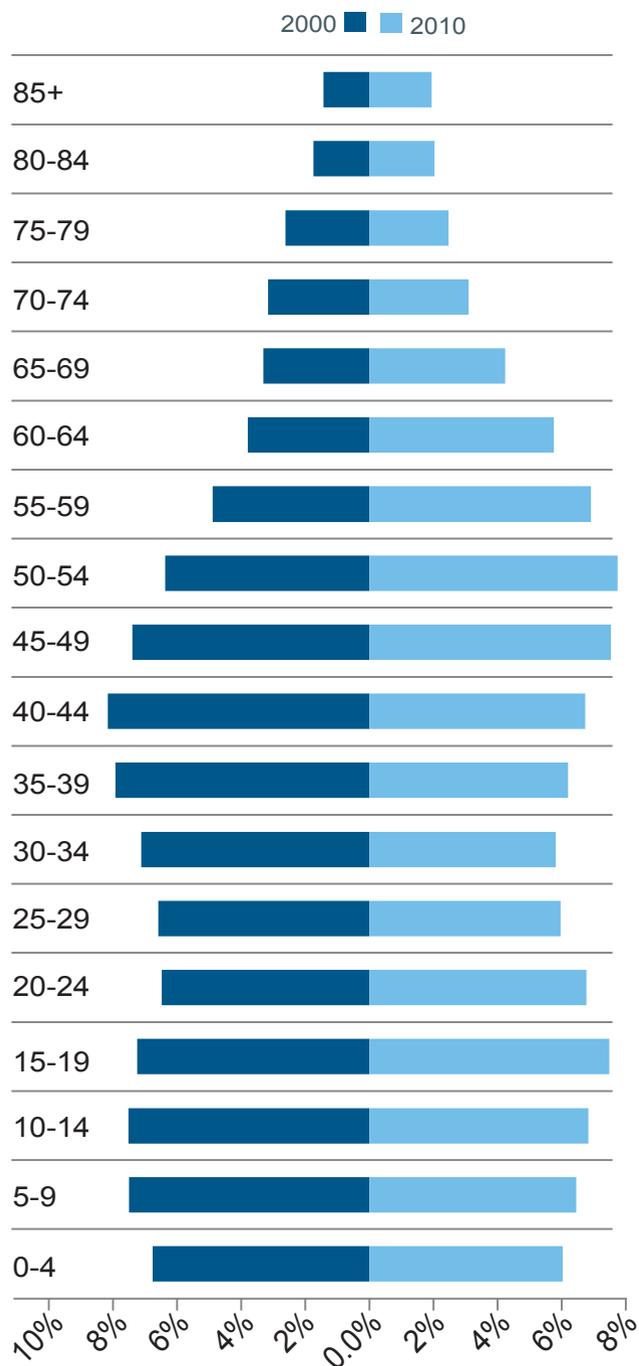
Age Distribution

The chart below is a population pyramid. In it the left hand side of the pyramid represents the percentage of the total population for that age group at the time of the 2000 census. On the right hand side the same data is

displayed for 2010. Relative percentages were used for this section to nullify loss in population and give a true representation of age distribution for each region.

Figure 31
Age Distribution: 1 Mile

In each study area the population aged. Older age brackets increased the percentage of the population they account for between 2000 and 2010. For example, in the year 2000 residents over the age of 85 within a one mile radius of St. Martha's Commons accounted for only 0.84% of the total population but by 2010 this age bracket had increase to 1.38%. This equates to 58 more residents over the age of 85. Again for the 60-64 age bracket, residents nearing retirement, the distribution changed from 2.71% to 5%. This amounts to an increase of 256 residents who will reach retirement age in the next 2 years (see figure 31). This trend has also increased the median age for the neighborhood from 28.0 in 1990 to 32.2 in 2010.



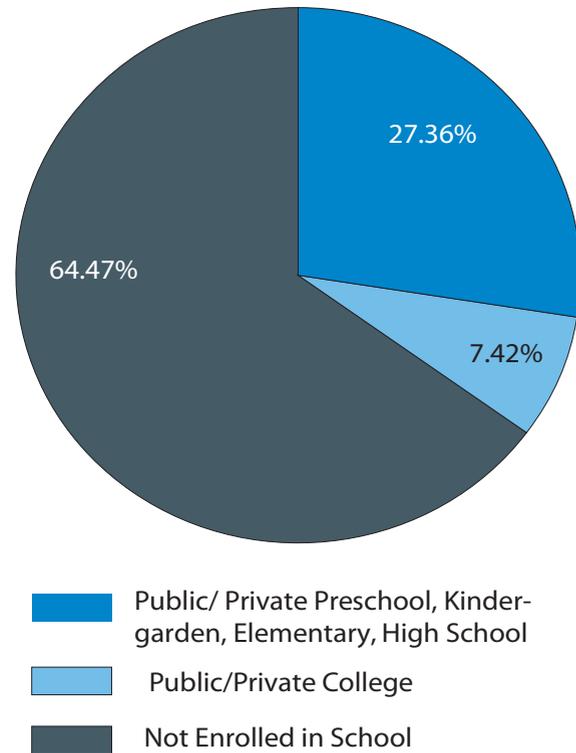
Source: U.S. Census Bureau

Educational Enrollment

It is important to understand the education demographics, especially within the 1 and 3 mile radii of the St. Martha's site. The school enrollment and educational attainment information allows for a better understanding of the level of schooling in the area, as well as the average education level for residents. The tables below display the school enrollment and education attainment.

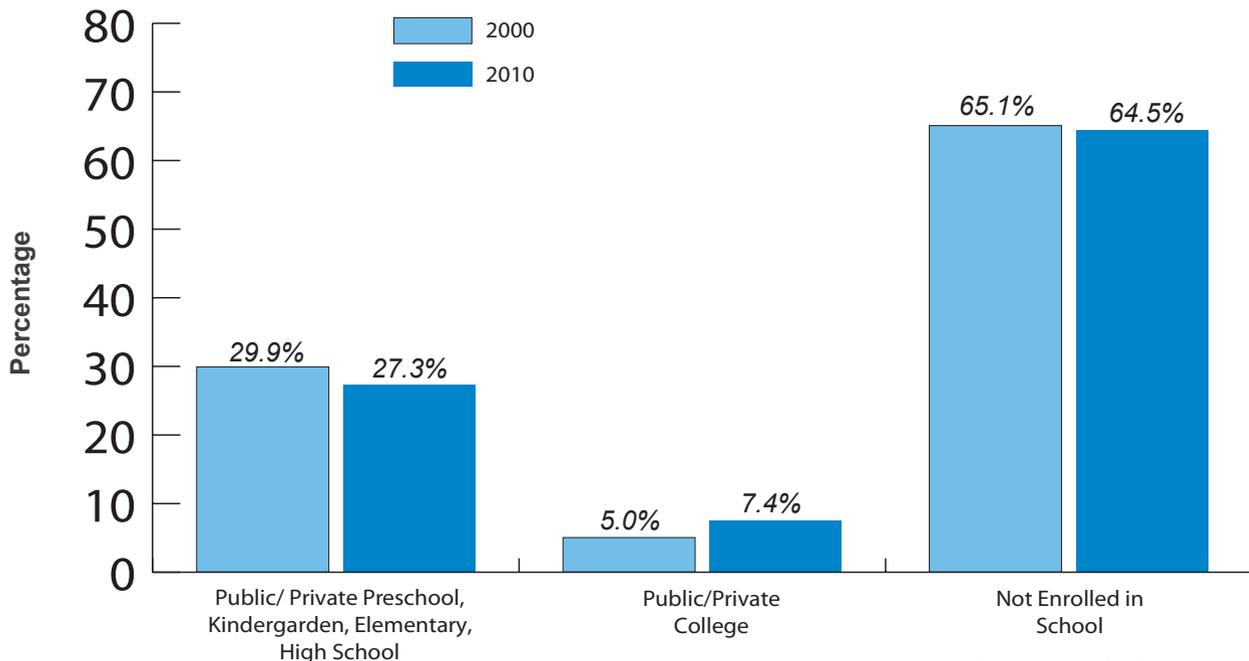
The makeup for school enrollment is, for the most part, consistent at each level and follows the same general trends as the 1 mile radius. An overall decrease is seen in K-12 and the not enrolled. This can most likely be attributed to the loss in population. Despite these decreases, an increase in college enrollment has taken place at all levels (see figure 33).

Figure 32
2010 School Enrollment: 1 Mile



Source: U.S. Census Bureau

Figure 33
School Enrollment: 1 Mile



Source: U.S. Census Bureau

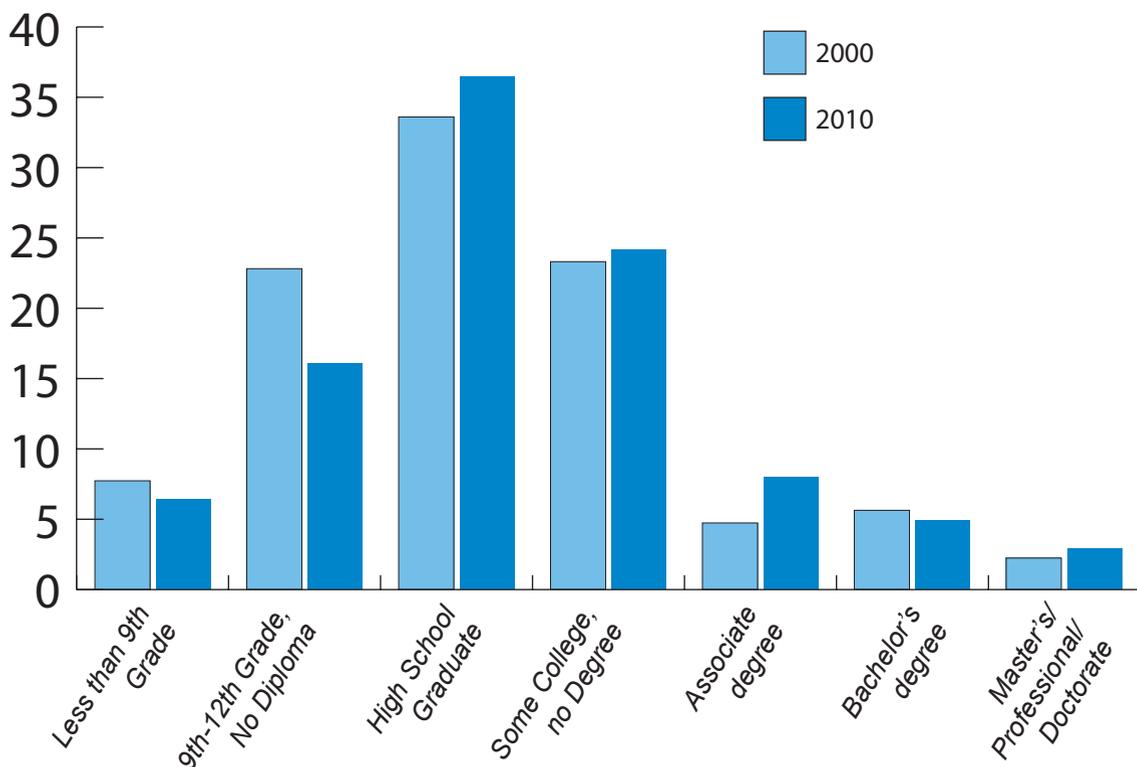
Educational Attainment

In regards to educational attainment, a decrease is seen in attainment levels below high school graduate, which means more of the population is graduating. An increase can be seen in post-secondary educational attainment in almost every category at all demographic levels. The majority of the population has reached their highest level of education at the high school graduate level. These numbers range between 30%-36% of the total 25+ population within the demographic areas. While high school graduate level is the highest single category, the total post-secondary educational attainment levels combined outweigh the high school graduate levels. However majority of this is attributed to the some college with no degree category.

In general, school enrollment is decreasing throughout the local and regional areas, which can be attributed to the population decline. Despite these decreases, college enrollments are up and post-secondary educational attainment increased at almost all levels. This data suggests that there is an increasing demand for post-secondary education which would include college, university, and vocational education (See figure 34).

Figure 34

Educational Attainment: 1 Mile Radius



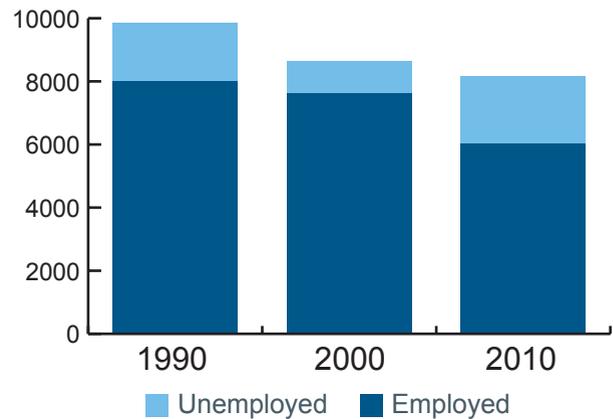
Employment

Employment status is important because it is a determining factor for the economic health of a community. Areas with high unemployment rates are not considered as economically stable as those with lower rates. The percentage of workers who work within their county of residence is also an important factor of economic health. The higher the percentage for a given area the more geographically accessible jobs are considered to be. Below is a summary of the employment findings.

Employment vs Unemployment

The employment status trends which take place in the 1 mile radius, as illustrated to the right in figure 35, are similar to the trends taking place in all areas of study. The 1 and 3 mile radii, Wayne County, and the State of Michigan all exhibited high unemployment rates in 1990, a significantly lower rate by 2000, and then followed in 2010 by an even higher unemployment rate than 1990. The fact that these trends are not exclusive for any single area suggests that the local area of study is suffering due to a state wide economic dislocation.

Figure 35
Employment Status: 1 Mile

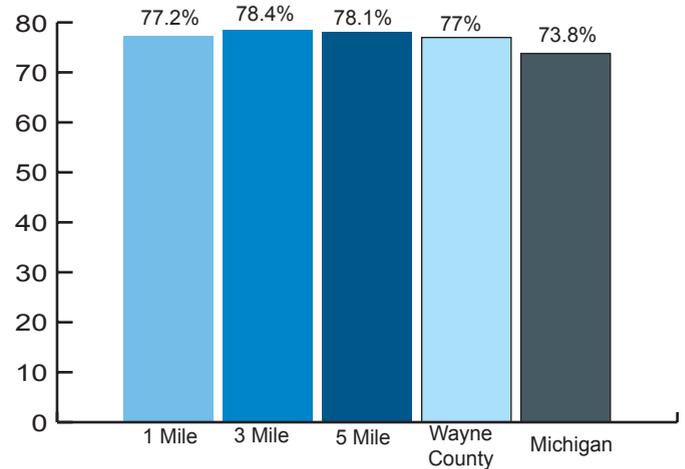


Source: U.S. Census Bureau

Percent Working in County of Residence

Not much change has taken place for the percent of workers who worked within their county of residence from 2000-2012. The percentages for the 1, 3, and 5 mile radii are all within the upper 70%. This indicates that the most jobs are geographically accessible for the workers within the study areas. However this data is only available for residences of work at the County level. A worker living in St. Martha's Commons Neighborhood may still travel a significant distance within Wayne County to find work.

Figure 36
Percent Worked in County of Residence



Source: U.S. Census Bureau

Income & Poverty Status

Data on the 2000 and 2010 household income and poverty status were collected and analyzed to provide insight on the economic status within the targeted area. The following charts show the households within each income bracket, median household income, and poverty levels of the local neighborhood and regional areas.

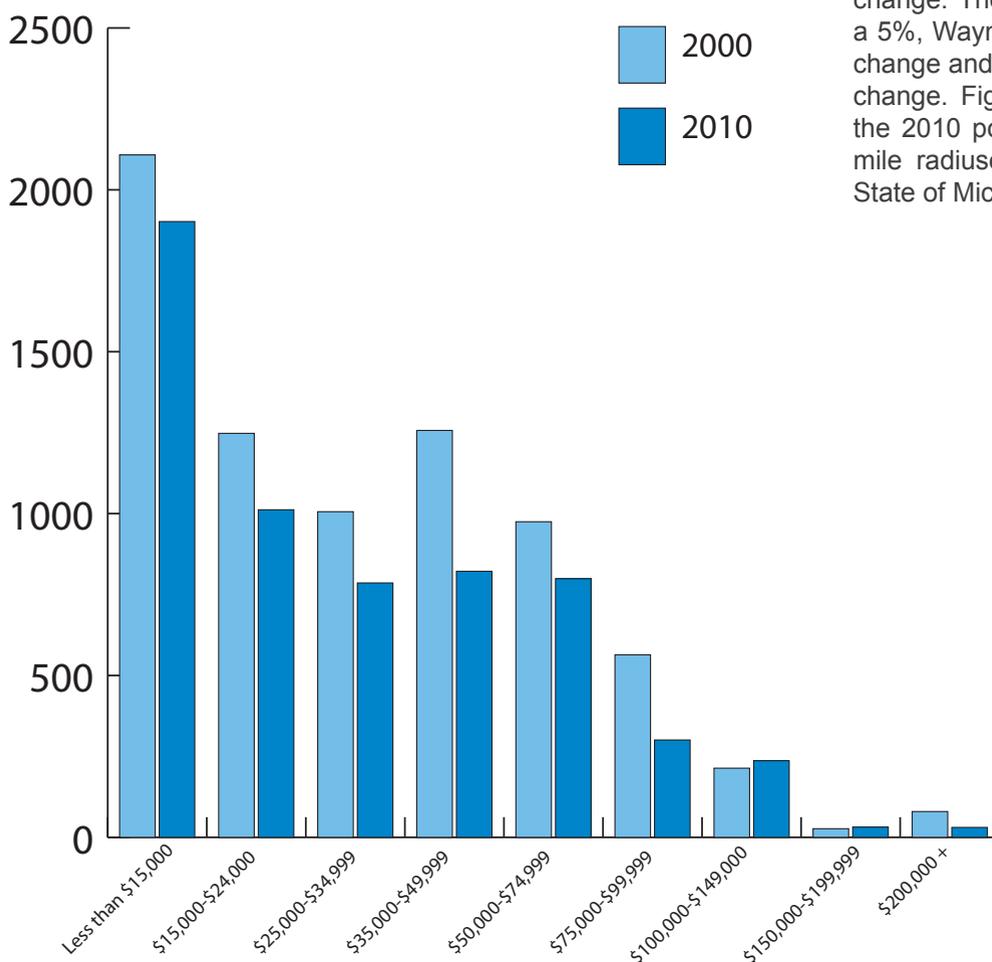
One trend that took place between 2000-2010 was a general decrease in almost all income brackets at each level. Besides the \$100,000-\$149,000 and the \$150,000-\$199,999 income levels, all other income levels decreased in number from 2000-2010. Similar trends take place at the 3 mile, county and state levels (see figure 37).

Large changes from 2000-2010 were observed in the \$35,000-\$49,000 and \$75,000-\$99,999 income levels. There was a decrease of over 33% in the \$35,000-\$49,999 in level, while the \$75,000-\$99,999 bracket decreased nearly 50%.

Median income has decreased slightly at all levels except for at the state level which saw a slight increase in median income (see figure 38). The 1 and 3 mile radiuses have a considerably lower median income compared to the county and state levels. The 1 mile radius has a median income of \$25,441 while the State of Michigan has a median income of \$44,734.

Poverty rates have increased in the 1 and 3 mile radiuses and also at the county and state level. The 1 mile radius has seen the largest change in poverty going from 25% in 2000 to 32% in 2010, a 7% change. The 3 mile radius experienced a 5%, Wayne county experienced a 4% change and the State of Michigan a 3% change. Figure 39 and table 5 display the 2010 poverty rates for the 1 and 3 mile radiuses, Wayne County and the State of Michigan.

Figure 37
Household Income: 1 Mile



Source: ESRI Community Analyst

Figure 38
Median Income

Source: ESRI Community Analyst

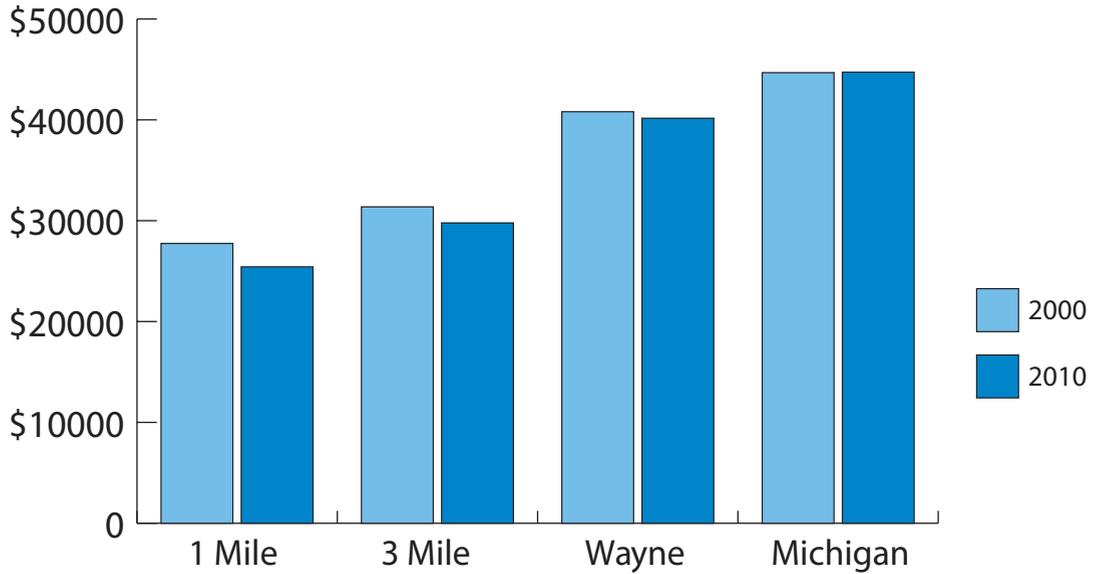


Figure 39
Poverty Trends

Source: ESRI Community Analyst

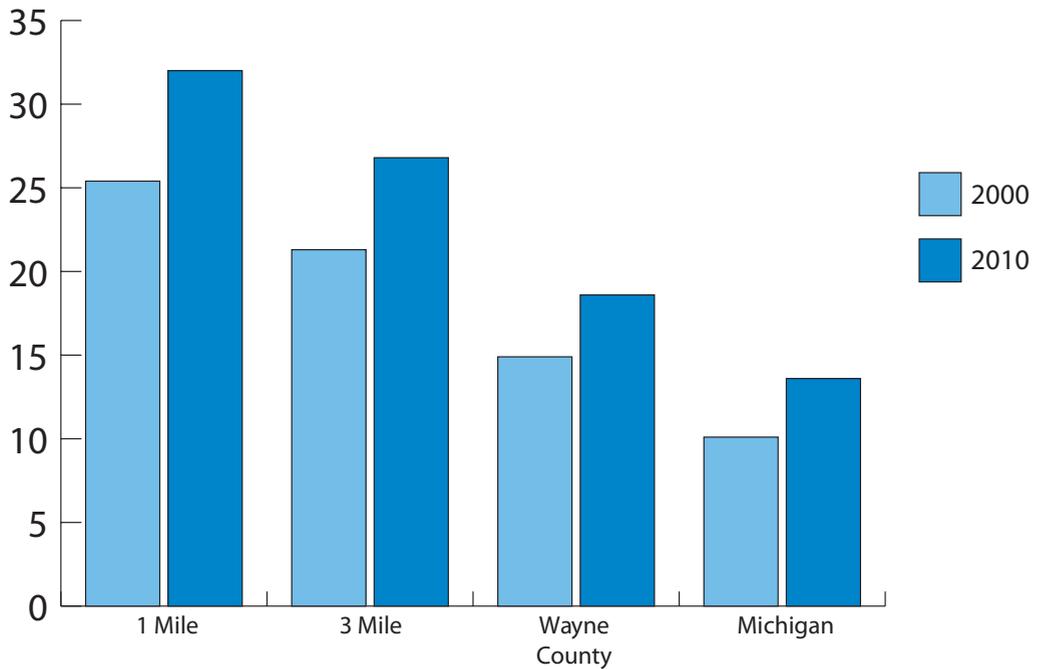


Table 5
Poverty Data

	2000 Poverty Rates		2010 Poverty Rates	
1 Mile	1927	25.40%	2389	32.60%
3 Mile	14689	21.30%	16958	26.80%
Wayne	114801	14.90%	130964	18.60%
Michigan	382871	10.10%	527903	13.60%

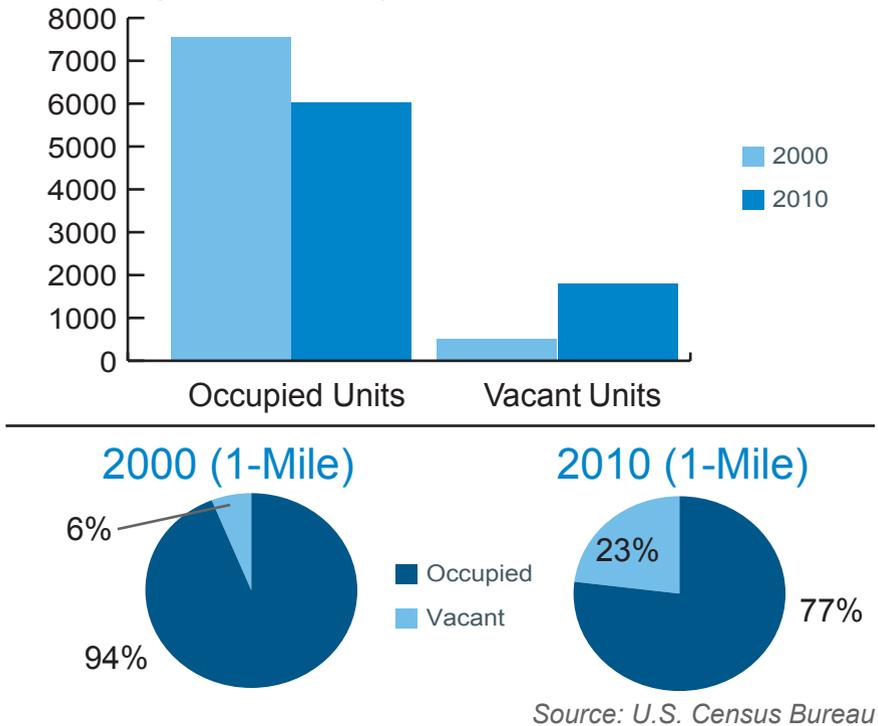
Source: ESRI Community Analyst

Housing Occupancy

In order to understand what is occurring in the community and region in regards to population change within an existing housing stock, it is important to observe residential change in terms of occupancy change. The following charts show the occupancy trends within the 1 and 3 mile radii, Wayne County, and the State of Michigan.

When looking at the 1 mile radius it is apparent that vacancy rates are rising. In 2000, housing vacancy was at just 6%. That number nearly quadrupled in 2010 to 23% (see figure 40). These vacancy rates can be linked to the major population losses Detroit has been experiencing over the past 50 years.

Figure 40
Housing Occupancy: 1 Mile



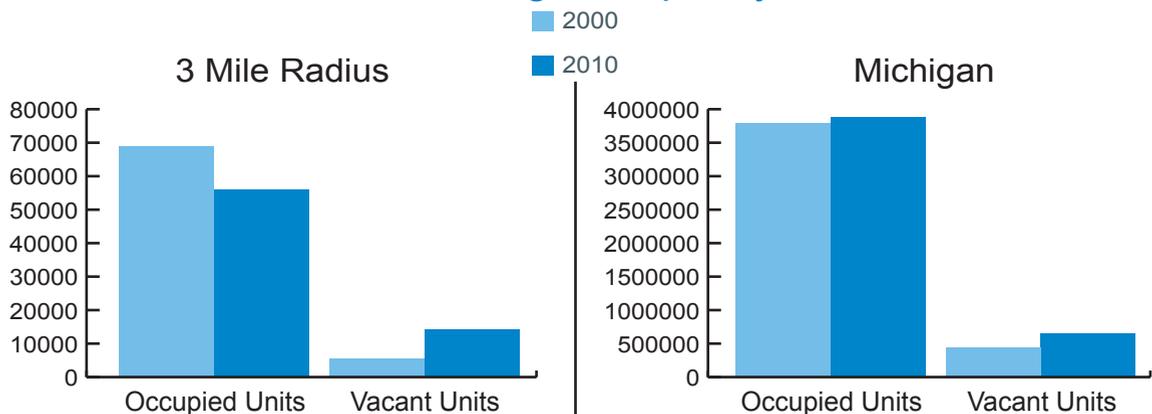
Similar trends can be seen at the regional level in the 3 mile radius and Wayne County, but not nearly at the rate of the 1 mile radius.

being vacated while newer homes are being built and occupied. Figure 41 illustrates the changes taking place at the regional and state level.

At the state level, vacancy is also increasing, but the occupancy level has also increased. This suggests that urban sprawl is taking place. Older homes are

Figure 41

Housing Occupancy



Community Consumer Spending

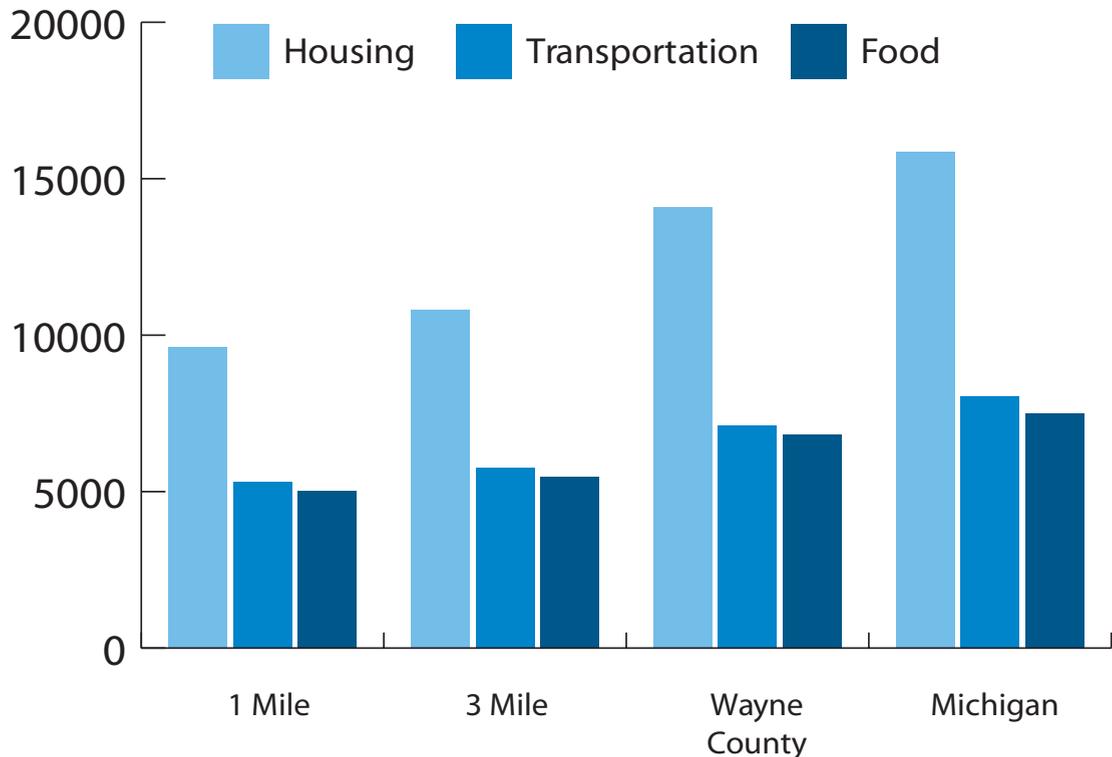
To better understand commercial and business assets, it is beneficial to examine consumer spending averages within the 1 and 3 mile radii in comparison to county and state levels. 2010 retail sales figures for these areas were analyzed according to consumer spending categories.

The categories with the highest consumer spending in all areas are housing, transportation and food. In the 1 mile radius average consumer spending is \$9,617 for housing, \$5,312 for transportation and \$5,036 for food. In the 3 mile radius average spending is \$10,812 for housing, \$5,766 for transportation and \$5,479 for food.

While the proportions of each consumer spending category are generally consistent at each level, there are large discrepancies in the average amount spent at each level. For example, consumer spending for food makes up approximately 15% of total spending at each level, but there is a 34% difference in the average amount spent from the 1 mile radius to the state level. Spending at the state level is \$7,492 compared to only \$5,036 in the 1 mile radius. With the overall average consumer spending for the 1 mile radius being \$33,331 and \$36,827 for the 3 mile radius, compared to \$46,821 for the county level and \$52,640 for the state level, it is clear that consumer spending is significantly less in the 1 and 3 mile radii.

Figure 42

Consumer Spending



Source: ESRI Community Analyst

Businesses and Employment

The following analysis describes the major employment base by category in the 1, 3 and 5 mile radii from the St. Martha's Site. A table detailing this data can be found in the appendix.

Agriculture and Mining

Agriculture and mining make up a very small percentage of the total businesses within the area. Less than 100 total businesses can be found within a 5 mile radius of the St Martha's site, and only 2 can be found within a 1 mile radius.

Construction

Construction businesses consistently make up approximately 5% of the total businesses within each of the 1, 3, and 5 mile radii. 25 such businesses were identified in the 1 mile radius, while 218 were identified in the 3 mile radius and 526 were identified in the 5 mile radius.

Manufacturing

The percentage of manufacturing businesses in each area is about 3.5% with 17 such businesses in the 1 mile area, 157 in the 3 mile area and 361 in the 5 mile area. While the percentage of total manufacturing businesses is similar in each area, the percentage employed by these businesses increases in the 3 and 5 mile radii. In the 1 mile radius the percentage employed is 7.4% with 295 employees. In the 3 mile radius the percentage employed is 12.0% with 4,554 employees. In the 5 mile radius the percentage employed is 16.8% with 18, 432 employees. This suggests that the manufacturing operations are larger in the 3 and 5 mile radii than in the 1 mile radius.

Transportation

The percentage of total transportation businesses decreases from 3.3% in the 1 mile radius, to 3.0% in the 3 mile radius, to 2.7% in the 5 mile radius. The percentage employed, however, is much higher in the 1 mile radius at 22.1% (879 employees), while the 3 mile radius is 5.8% (2,196 employees), and the 5 mile radius is 3.4% (3,733 employees). With the large wholesale trade in the area and access to the CSX railroad, the increased numbers in the 1 mile radius could primarily be due to product transportation.

Communication & Utility

Communication and Utility businesses make up a small portion of the total businesses within the total area.

Within the 1 mile radius there were 7 such businesses identified, in the 3 mile radius there were 63 identified, and in the 5 mile radius there were 134 such businesses identified.

Wholesale Trade

Wholesale trade is slightly higher in the 1 mile radius than the 3 and 5 mile radii. There are 36 businesses (7.1%) in the 1 mile radius, 246 businesses (5.7%) in the 3 mile radius and 501 wholesale businesses (4.7%) in the 5 mile radius.

Finance, Insurance, Real Estate Summary

The financial businesses consist of banks, saving and lending institutions, security brokers, insurance carriers and agents, real estate holding and other investment offices. In the 1 mile area there were 21 financial institutions identified (4.1%). In the 3 mile area there were 280 financial institutions (6.5%) identified, and in the 5 mile area there were 761 (7.1%) identified.

Retail Trade Summary

Retail trade consists of home improvements, general merchandise stores, food stores, apparel and accessory stores, auto dealers, gas stations and auto aftermarket, furniture and home furnishings, eating and drinking places and miscellaneous retail. The retail trade businesses make up slightly higher than 25% of the total businesses in the 1, 3, and 5 mile areas.

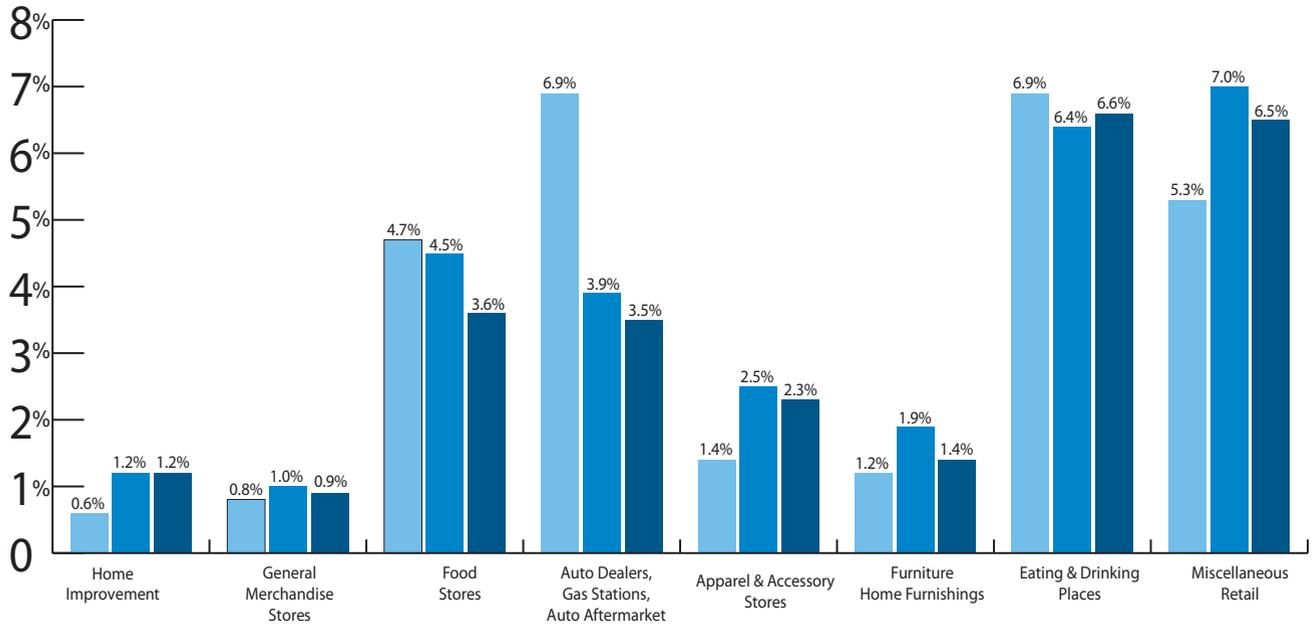
Within the 1 mile radius auto dealers, gas stations, and auto aftermarket make up the most of the retail trade with 35 businesses (6.9%). This percentage is nearly twice as much as the 3 mile (3.9%) and 5 mile (3.5%) radii. Apparel and accessory stores and miscellaneous retail are slightly lower in the 1 mile radius. This can most likely be explained by larger shopping centers in the 3 and 5 mile areas. Figure 43 displays the retail trade summary trends.

Service Summary

Service businesses consist of hotels and lodging, automotive services, motion pictures, and amusements, health services, legal services, educational institutions and libraries and other services. The service businesses make up just fewer than 50% of the total businesses in the area with 45.3% in the 1 mile area, 42.4% in the 3 mile area and 46% in the 5 mile area. Below is a breakdown of the total service businesses in the 1, 3, and 5 mile radii (see figure 44).

Figure 43

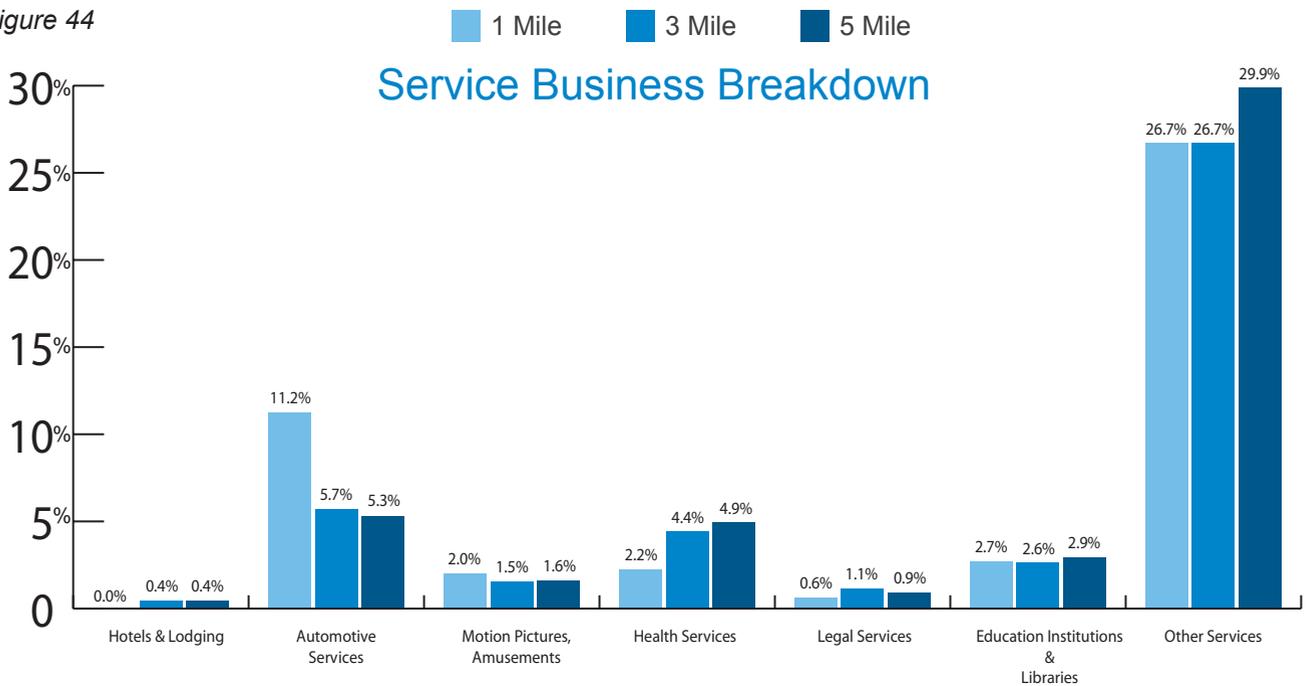
Breakdown of Retail Business



Source: ESRI Community Analyst

Figure 44

Service Business Breakdown



Source: ESRI Community Analyst

Retail Market Profile

The retail marketplace profile looks at the supply (retail sales) and demand (retail potential) to identify the retail gap and determine if there is a leakage or surplus for any given industry sector. A leakage represents a higher demand than what is supplied, thus a leakage of consumers. A surplus represents a higher supply than what is demanded and a market where outside customers are drawn into the area.

Within the 1 mile radius there are only 4 industry groups with a surplus: auto parts, accessories & tire stores, beer, wine & liquor stores, health & personal care stores and drinking places. All other industry groups have a leakage. A few of the industry groups

with the highest leakage factor are: lawn and garden equipment and supply stores, shoe stores, department stores, nonstore retailers (electronic shopping, vending machine operators) all with a 100% leakage factor and florist with an 89% leakage factor (see figure 46).

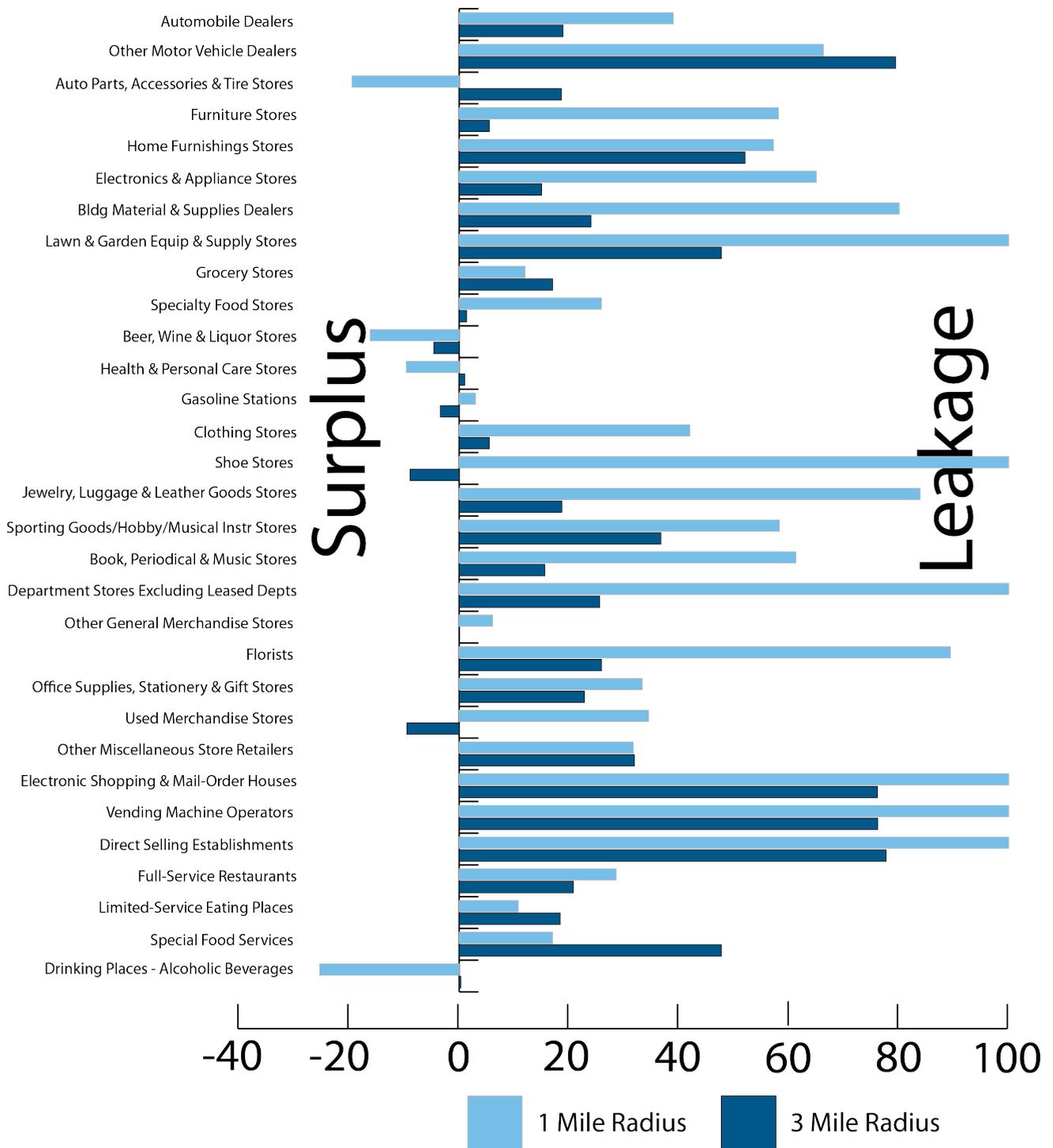
The 3 mile radius also has only 4 industry groups with a surplus: beer, wine & liquor stores, gas stations, shoe stores and used merchandise stores. A few of the highest rated leakage industry groups include: non automobile vehicle dealers with a 79% leakage factor, nonstore retailers with a 76% leakage factor and home furnishing stores with a 52% leakage factor (see figure 46).

Figure 45 : Area Retail Business



Figure 46

1 & 3 Mile Radius Surplus/Leakage Factor by Industry Group



Source: ESRI Community Analyst

Demographic Summary

With this demographic information several observations about the characteristics of the St. Martha's Commons Neighborhood can be made. The most dramatic of these being the decreasing population surrounding St. Martha's Commons.

Population, Race, Housing, and Employment

With a staggering 24.5% population loss between 1990 and 2010 for a 1-mile radius and an 18% decrease for the 3-mile radius neighborhood; it is critical to replace vacant lots in the area with attractive new uses. The City of Detroit lost the highest percentage of residents of any city in the state of Michigan for the time period of 1990-2010. It is clear that the neighborhood surrounding St. Martha's Commons was no stranger to this trend during this time, in fact, the 1-mile radius surrounding St. Martha's faired the worst of all study regions analyzed for this report in regards to population decline.

Second, a significant amount of Michigan's minority residents reside in Wayne County. African Americans account for 15% of Michigan's population. But over 52% or 737,943 of the total 1,400,362 African Americans in Michigan reside within Wayne County. This means that the majority population in St. Martha's Neighborhood are African American.

Third, as residents have left Detroit, vacancy rates have risen in the area's surrounding St. Martha's. In 2000, housing vacancy was at just 6% for the area within 1 mile of St. Martha's. That number nearly quadrupled in 2010 to 23%. This same trend can be seen for the larger 3-mile radius area but not to such a dramatic effect.

In regards to employment, the 1 and 3 mile radius study areas, Wayne County, and the State of Michigan all exhibited high unemployment rates in 1990, a significantly lower rate by 2000, and then followed in 2010 by an even higher unemployment rate than 1990. The fact that these trends are not exclusive for any single area suggests that the local area of study is suffering due to a state wide economic decline rather than acute employment deficiencies at the local level .

However out of all the study areas, Michigan, Wayne County, and the 1 and 3-mile radius neighborhoods, the 1-mile radius was the only region whose median income decreased between 2000 and 2010 and also recorded the lowest median income of all study areas.

This may be because a greater number of wealthy residents left this area compared to others that were studied or that the larger study areas merely captured a greater share of affluent neighborhoods than the 1-mile radius neighborhood. It could also mean that the immediate area surrounding St. Martha's suffered greater hand than other Detroit neighborhoods when coupled with the evidence of greater population decline, vacancy rates, and lower median income compared to the larger study areas.

Education

Analysis of educational demographics yielded three significant findings. First, the level of enrollment in grades K-12 has decreased precipitously in recent surveys. This is most likely due to the decline in population but may also be a result of school closing in the study area. Second, educational attainment has increased at all levels in the most recent survey, suggesting increased ability of school districts to provide an education. Third, demand for higher education has increased in recent years which may require the construction of additional facilities or the reuse and expansion of existing facilities.

Age Distribution

It would appear from this data that the population in St. Martha's Commons Neighborhood is aging. This information leads us to two important observations specifically related to the St. Martha's Site. First, as the population matures, health clinics and other medical facilities in the area will need to expand their operations in order to adequately meet growing demand. In the future there will be a greater need for accessible health facilities which will need to locate within the area. The St. Martha's Commons is a prime location for this type of land use because of the ample vacant properties which could be converted to another use and its centralized location. Presbyterian Villages of Michigan's location on-site would also provide a steady level of retirees and older residents in the area in support of increased health care facilities.

Second, an aging population will require more living options for retirees as they begin to make the transition from independent living to congregate living arrangements. Today many residents wish to remain in the neighborhood or community which they grew up in as their age progresses. This practice is known as aging in place. It also provides the second major strength of the St. Martha's Commons site, a need

for expansion. A further study should be conducted to test the elasticity of aging residents willingness to move in the St. Martha's Commons and the existence of fundamental demand requiring new construction or expansion. These trends will be addressed in the recommendations for the St. Martha's Commons Sub-Area Plan. A complete set of tables and population Pyramids for Age Distribution can be found located in the Appendix.

Consumer Spending

An analysis of the consumer spending habits of residents in the 1-mile, 3-mile, county, and state resulted in a single significant conclusion - the residents within the 1 and 3-mile radii spend less than county and state level averages. This is likely a result of the proportionally lower income level than any particular anomaly in spending habits.

Income and Poverty

In the 1 mile radius the lower income brackets have all increased, while the higher income bracket have all decreased. In the 3 mile radius, county and state levels the opposite has taken place. Lower income brackets have decreased while higher income brackets have seen an increase. The same is true for the median income. The 1 mile radius experienced an increase in median income, while the 3 mile radius, Wayne County and the State of Michigan all experienced increases in median income. Even with the increases in income at the 3 mile, county and state levels, there has also been an increase in poverty across the board, with the 1 mile radius experiencing the largest change from 2000-2010.

The income and poverty data presented show the struggles that the 1 mile radius is experiencing. While other areas have experienced some sort of sign of the economy turning around, the 1 mile continues to see lower incomes and higher poverty rates.

S.W.O.T. Analysis

The following analysis is an assessment of the study area's strengths, weaknesses, opportunities, and threats (challenges), otherwise known as a S.W.O.T. analysis. These conclusions were developed by the MSU Practicum Team after reviewing the demographic and community area data presented in the earlier sections of this report. Additionally, we conducted a survey of the St. Martha's Planning Session whose members are well-informed stakeholders from the community to further aid in its development.

Survey Results

The survey presented to the St. Martha's Planning Session achieved several responses to twenty-one specific questions meant to target additional questions that arose after analysis of the data collected. Respondents were asked to score each question on a scale of 1 to 5, with one being an unlikely outcome and five being a likely outcome. Examples of questions include:

- The St. Martha's concept will be intergenerational.
- Rate the need of recreational facilities on the St. Martha's site.
- The concept of a "Women of Ford" museum will be appealing to the public.

Once compiled, the scores were used not only to supplement our S.W.O.T. analysis but also were useful in coordinating some of the conclusions and recommendations found in the last section of this report. Highlights from the survey include:

- A "Women of Ford" museum concept appeals to the stakeholders but they indicated that for it to be successful, it should be marketed more as an educational tool, perhaps to schools in the area, rather than as a draw for the average resident in the surrounding community.
- A community/care/healing garden will help to make the overall project successful and would appeal to the greatest audience, particularly nearby community inhabitants.
- A health care clinic/wellness/nutritional counseling center was likely to be an asset in the community, and to the St. Martha's Commons project, if located on the site.
- Respondents indicated that access for residents to healthy food choices was limited.

- A lack of well-kept recreational facilities was identified in the study area, with respondents indicating that some recreational activities would be a benefit to the site in attracting the interest of the community in the St. Martha's Commons Project.
- Having a full-time tenant in the church is critical to the financial feasibility of the project.

Strengths

The following elements were identified as a strength of the subject study area or having positive influence on the community in general.

- The St. Martha's Planning Session and its members who are working to revitalize the neighborhood with a plan for the church property.
- Visibility along Joy Road, proximity to the Southfield Freeway (which would be important to a health care/wellness center use).
- The quality of construction of the church and its history, and the Ford family cemetery are reasons why there is a strong likelihood that the property could be placed on the national register of historic places.
- The pastoral and historic qualities of the site.
- Joy Road and Greenfield Road are both on Detroit Department of Transportation public transportation network. Greenfield north of Joy Road is on SMART network. Joy Road is on the non-motorized transportation network.

Weaknesses

The following elements were identified as possible weaknesses of the subject study area.

- Disinvestment in nearby properties (the college, the Lutheran school, the mosque building, etc.).
- The high cost of maintaining the church property given the expensive materials used in its construction.
- Lack of medical facilities in the area.
- Poor access to healthy food choices.
- CSX Railroad presents a barrier to pedestrians.
- Traffic counts of greater than 20,000 vehicles per day along Joy and Greenfield Roads.
- Streetscape along Greenfield is uninviting.

Opportunities

The following elements were identified as opportunities that pertain to the study area or factors that could potentially influence the site in a positive way.

- The availability of real estate within the study area (Comm. College Building, Lutheran School, etc.).
- The excitement that could be generated by revitalizing the property in a community-inclusive way.
- Existing community organizations to partner with.
- Institutional interest in revitalizing the area and meeting the needs of its residents.
- Increased residential involvement in this area by proposed church redevelopment and community garden.
- Large number of city owned parcels south of railroad track presents opportunity for pedestrian connection to neighborhoods south of the tracks and extension of green space.

- Detroit Master Plan identifies Joy and Greenfield Roads as zones that should be targeted to increase the vitality of neighborhood commercial areas.
- Location of the Gardenvue development near the site

Threats (Challenges)

The following elements were identified as threats (challenges) influencing the study area.

- Security issues with buildings in the neighborhood being vandalized.
- The high cost of maintaining the church building.

Figure 47

Abandoned Homes on St. Mary's St.



Recommendations

From the preceding analysis and discussions, the MSU Planning Team respectfully submits the following conclusions and recommendations. We have divided the overall study area into ten (10) individual planning districts (PD), which are referenced on the map below (figure 48).

Figure 48
Planning
District Map



Planning District 1 - The St. Martha's Common

Planning District 1 includes the former St. Peter's Boy's Home property, the Village of St. Martha's Senior Apartments, the Ford family cemetery, and St. Martha's Church. The site covers approximately 20 acres. Components of this plan are collectively referred to as "St. Martha's Village Commons". Recommendations for this site include the following steps:

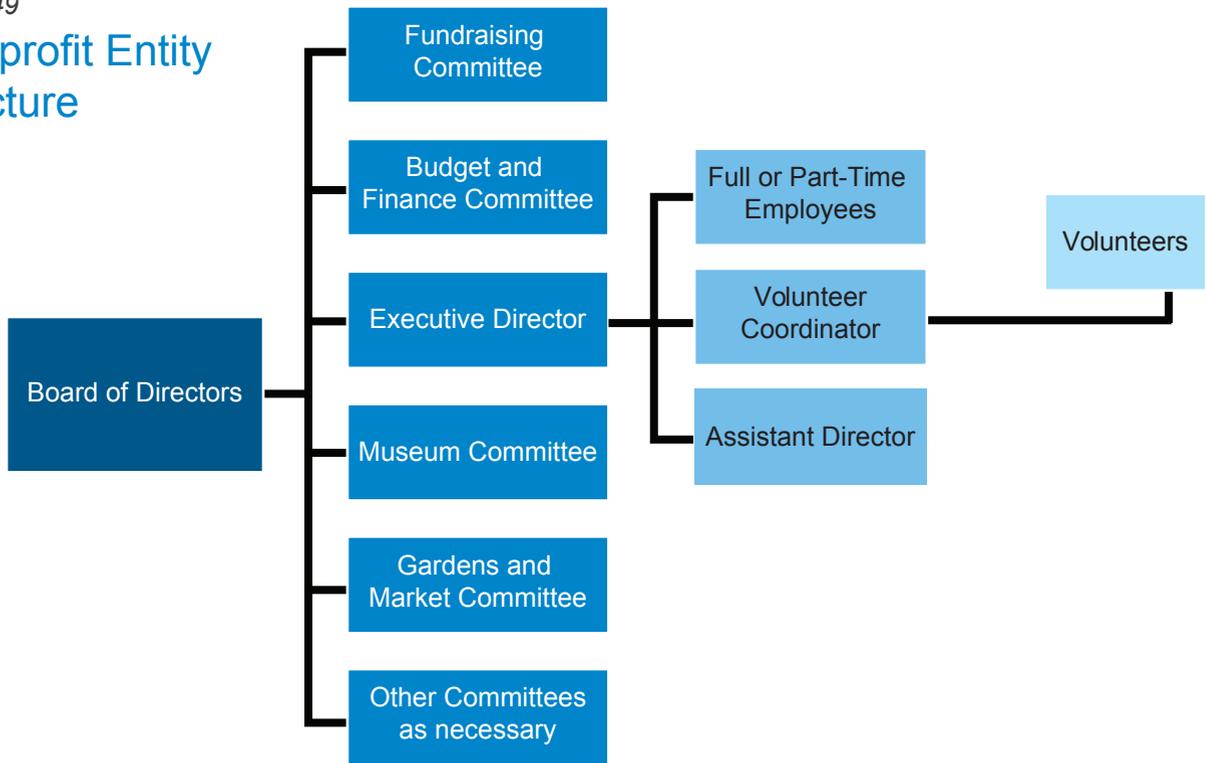
1. Submit St. Martha's Episcopal Church for registration on both state and federal Registers of Historic Places
2. Establish a non-profit entity to manage St. Martha's Commons activities and facilities.
3. Complete recommended repairs to allow occupancy and use of the church, sexton, and rectory.
4. Create a museum within the church themed around the "Women of Ford"
5. Create a multi-tenant Non-profit Center in the former St. Peter's Boy's Home building.
6. Establish a low cost medical clinic focused on nutritional counseling and fitness guidance.
7. Develop the following elements of the Commons: multi-purpose gardens, a cardio walking trail, landscaped recreation areas and connecting accessible pathways.
8. Establish a community "farmers" market
9. Mutually Beneficial Community Organization Participation

Step 1 – Historic Registry

Architectural style, building materials, and historic relations to the Ford Family qualify St. Martha's Church and its associated Rectory, Sexton, and cemetery for registration and protection as historic sites. Registration will enhance attractiveness as a tourist destination and will open funding sources through historic preservation grants, particularly MSHDA Historic Preservation and

Figure 49

Non-profit Entity Structure



Historic Building Repurpose grants.

Step 2 – Establishment of Non-Profit

This recommendation results from the necessity of a singular entity to provide for the on-going management of the St. Martha’s Commons project. Offices for this entity may be housed in the rooms in the church building, in the renovated St. Peter’s building, or in the Rectory. In setting up a non-profit, state and federal law requires a few specific steps to be taken which can be summarized as:

- Prepare and file form 502, Articles of Incorporation for a Non-Profit, with the State of Michigan Bureau of Commercial Services Corporation Division.
- Obtain an employer identification number (EIN) from the Internal Revenue Service (Form SS-4).
- Identify if the entity can claim tax-exempt status by reviewing IRS publication 557, and if so, applying for 501 (c)(3) status with the IRS using Form 1023.

Incorporation can be done by identifying a single individual as the registered agent (which may be an attorney) or several individuals who then become the incorporators. Other steps that need to be taken in the early stages include:

- Preparation of the entities Bylaws which will serve as the organizations operating manual and determine:
 - Size of the board and how it will function
 - Roles and duties of directors and officers
 - Rules and procedures for holding meetings, electing directors, and appointing officers
 - Conflict of interest policies and procedures
 - How grant monies will be distributed¹
 - Other essential corporate governance matters
- Holding the first meeting of the Board of Directors and voting on the Bylaws, determining fiscal year, establishing accounting practices, drafting a preliminary business plan and budget.

The size of the Board of Directors should include “a sufficient range of expertise” and be “not so small that its members are overworked.”² The proposed organizational structure for the St. Martha’s Commons non-profit entity is shown in figure 49.

Step 3 – Repair of Buildings and Grounds

Complete renovations and repairs to the main church

¹ <http://www.grantSPACE.org/Tools/Knowledge-Base/Nonprofit-Management/Establishment/Nonprofit-bylaws>

² <http://www.boardsource.org/Knowledge.asp?ID=3.388>

building and the Sexton and the Rectory. Continuing use of the main building will help to conduct routine maintenance on a consistent basis. Roof tiles, gutters, and eaves need to be repaired and in spots replaced. Exterior walls, windows, and trim will be weatherized, cleaned, and painted. Interior spaces will be cleaned, prepped, and painted. Mechanical and kitchen equipment will be modernized.

The Sexton and the Rectory will receive exterior and roof repairs and upgrades to mechanical and HVAC equipment.

Asphalt paving will be resurfaced and storm and sanitary systems will be inspected and repaired as needed.

Several congregations can share the facility by staggering meeting times. Classrooms and the large kitchen could be shared by the congregations for their own needs, and used for community instruction, enrichment activities, and outreach. Once repaired the Sexton and Rectory will be suitable for the Vets to Ag program, the Care Garden, and possibly the St. Martha's Commons non-profit association.

Step 4 – Create Women of Ford Museum

With its historic connections to Clara Ford, Martha Bryant, and matriarch Rebecca Ford, St. Martha's is an excellent location for a museum dedicated to the women of the Ford family and the company, those female employees that helped to shape the modern Ford Motor Company (i.e., the first female executive, WWII workers, etc.). The museum can be operated within the church itself without using any fixed emplacement exhibits. Quick Response Codes and hand held readers can make information available to museum visitors with minimal intrusion into the environment. The following are examples of a church to museum conversion and a museum dedicated to women.

St. John's Baptist Church in Mason City, Iowa was converted into an African Culture & History Museum. The Wright World Foundation, current owners of the property, registered it as a historic place in 2002. The building houses the museum, a library, meeting space and an office area. Renovations include an elevator, a new staircase and bathrooms, as well as new wiring and an updated water system.

The 'Harriet Tubman African American Museum' in Macon, Georgia focuses on the accomplishments

of that courageous American woman. In addition to artifacts and displays the museum offers after-hour art classes, outreach programs, workshops, week-long festivals and summer camps for children ages 7 to 12. Classrooms and meeting rooms in St. Martha's could be used for workshops and classes for citizens in the area.

The church and museum and associated gardens and grounds create an attractive destination for school groups. They also could be placed on a tour of the many significant sites in the area which are related to the Ford Motor Company and the Ford family. Additionally, a partnership with Detroit's historic commission and their ongoing efforts to raise awareness of Detroit's architectural and cultural history would be beneficial.

Step 5 Create Multi-Tenant Non Profit Center

The former St. Peter's Boy's Home building has adequate space and accessibility to house a number of community service entities. The building has suffered vandalism; however this analysis assumes the building is salvageable in its "shell" state and that interior construction and build-out will be possible.

Interior remodeling of the building can begin on the first floor only. Identified uses for the interior of the building are:

1. A non-profit health and wellness clinic.
2. Classroom, meeting, and office space for ACCESS.
3. Space for a yoga or exercise studio
4. Space for a research institute examining effects of walking and exercise on senior gait, mobility, and independence.
5. Build-out of additional office space as needed.

Figure 50 – Newly renovated facility



Figure 51 – Newly renovated facility



Step 6 – Establish Non-Profit Health and Wellness Clinic

Analysis of the community profile and inventory of community assets identified a “gap” in low cost health, wellness, fitness, and nutritional counseling services. The following case study may assist in this recommendation.

Health Care Non-Profit Case Study –Riverside Church in Three Rivers operates a healthcare clinic in partnership with a local church community. A small portion of the Riverside Church building is dedicated for use as a health care clinic with private examination areas, a waiting room, and staff office areas. The clinic is staffed one day a week by both clinical and non-clinical volunteers. The clinic is funded and supported by private donations, foundation grants, churches, civic and social groups, patient contributions, and corporate support. For example, recent major donations were received from Blue Cross/Blue Shield of Michigan and the Michigan State Medical Society Foundation. The clinic has developed an ongoing partnership with Sturgis Hospital and Three Rivers Health.

Their mission statement is:

“[The] clinic exists to serve the people of St. Joseph County who do not have access to health insurance or resources for the purpose of providing treatment, education and referral.”

The services they provide include: an acute care walk-in clinic; referrals to primary care physicians, substance abuse referrals, dental referrals, and specialty referrals; assistance with medication; and health education/prevention services.

Operation of a health care clinic within a church facility is feasible if appropriate funding can be obtained and if the community it supports is sufficiently sized to demand free clinic services.

Furthermore, as identified in the MSU planning team’s meetings with the St. Martha’s Planning Session, the community organization ACCESS is interested in leasing meeting/office/classroom space for operation of their outreach and job-training programs. Depending how a potential lease agreement is negotiated, the tenant could provide for the build-out expense in the proposed renovation of the dormitory building, further reducing the cost of remodeling this facility.

Other office space may be required for the operation of the St. Martha’s Commons staff and volunteers and if found to be necessary, could be housed in this building.

Step 7 – Establish Multi-Purpose Gardens

Existing open green space located to the south of the St. Peter’s Boy’s home improvements, south of the Village of St. Martha’s senior home, and south of the St. Martha’s Episcopal Church has been identified for the best location for multi-purpose gardens and a walking path.

The need for multi-purpose gardens was identified through meetings with the St. Martha’s Planning Session, some components of which are a direct result of their input and advice. The gardens would be designed to support several functions, including, but not limited to:

1. A teaching and training platform for the Vets-to-Ag program.
2. A healing “care” garden designed to support rehabilitation of the ill and injured.
3. A community garden for use of nearby residents.
4. Ecumenical (spiritual) gardens for meditation.
5. Handicap accessible planting beds for use by wheelchair-bound persons.
6. Provision of services to the community including composting of yard waste, processing of trimmed tree branches, and providing annual seedlings and low cost perennial plants.

Collectively these themes will sustain an ongoing operation, possibly year-round with the use of greenhouses, on the existing green space of the site. Figure 52 is a visual representation of this concept and is included for illustrative purposes. A more detailed