

MASTER PLAN

CITY OF HARPER WOODS, MICHIGAN

JULY 24, 2013

**CITY OF HARPER WOODS
WAYNE COUNTY, MICHIGAN**

**RESOLUTION OF THE PLANNING COMMISSION
ADOPTING THE AMENDMENTS TO THE MASTER PLAN AND FUTURE LAND USE
MAP**

At a regular meeting of the Planning Commission of the City of Harper Woods, Wayne County, Michigan, held on July 24, 2013, at 7:00 p.m. prevailing local time.

PRESENT: Chairperson Gregory Vargo, Vice-Chairperson Neil M. Patterson, Secretary Nicole Jackson, Commissioner(s) Serafin Buscemi, Valerie Kindle and Terri Larrew.

ABSENT: Commissioner(s) Douglas Barnes, David Kien and Shanna Reed.

The following Preamble and Resolution were offered by Commissioner Patterson and supported by Commissioner Buscemi:

WHEREAS, the Harper Woods Planning Commission, pursuant to the Michigan Planning Enabling Act (Public Act 33 of 2008, as amended), has studied and prepared recommendations for the development of the City; and

WHEREAS, on January 26, 2005, the Harper Woods Planning Commission adopted a Master Plan and Future Land Use Map; and

WHEREAS, in 2012, the Planning Commission began the formal process of amending the Master Plan including research and analyses dealing with land use, demographics, retail and office uses, economic development, transportation, public safety, community facilities, recreation, and other pertinent topics; and

WHEREAS, the Planning Commission has used the Master Plan analyses to prepare a Future Land Use Map that allocates land in appropriate amounts for the future development of residential uses, commercial uses, office uses, public and institutional uses, and mixed uses; and

WHEREAS, the Planning Commission held a public hearing on June 26, 2013, and considered all comments and concerns of the public; and

WHEREAS, the Planning Commission recognizes that the Master Plan and Future Land Use Map are flexible guides for public and private decision-making that will keep the City in motion toward its vision to maintain outstanding quality of life for all residents.

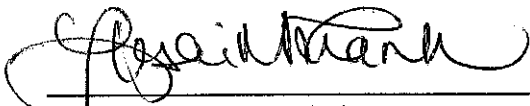
NOW, THEREFORE, BE IT RESOLVED that the Planning Commission of the City of Harper Woods hereby adopts the amendments to the Master Plan and Future Land Use Map, with the revisions outlined in the Draft Master Plan dated February 28, 2013 and maps dated March 19, 2013, and resolves to use the Plan and Future Land Use Map together a guide to the overall development of the City.

PRESENT: Chairperson Gregory Vargo, Vice-Chairperson Neil M. Patterson, Secretary Nicole Jackson, Commissioner(s) Serafin Buscemi, Valerie Kindle and Terri Larrew.

ABSENT: Commissioner(s) Douglas Barnes, David Kien and Shanna Reed.

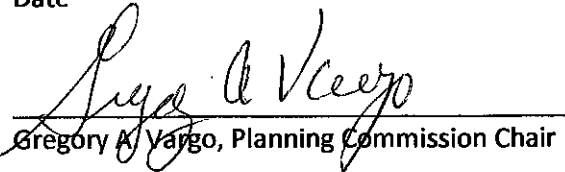
RESOLUTION DECLARED ADOPTED

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Planning Commission of the City of Harper Woods, Wayne County, Michigan, at a regular meeting held on July 24, 2013.



Leslie M. Frank, City Clerk

_July 24, 2013
Date



Gregory A. Vargo, Planning Commission Chair

_July 24, 2013
Date

City of Harper Woods, Michigan

Master Plan

**Adopted by the Harper Woods Planning Commission
on July 24, 2013**

**Prepared with assistance by:
McKenna Associates, Incorporated
235 East Main Street, Suite 105
Northville, Michigan 48167**

ACKNOWLEDGMENTS

Planning Commission

Gregory A. Vargo, Chairperson
Neil M. Patterson, Vice Chairperson
Douglas A. Barnes
Serafin Buscemi
Nicole Jackson
Valerie J. Kindle
David A. Kien
Terri Larrew
Shanna R. Reed

City Council and Mayor

Kenneth A. Poynter, Mayor
Cheryl A. Costantino, Mayor Pro-Tem
Charles Flanagan
Valerie J. Kindle
Hugh R. Marshall
Daniel S. Palmer
Vivian M. Sawicki

City Administration

Randolph Skotarczyk, City Manager
Leslie M. Frank, City Clerk
Robert Thibeault, Housing Inspector and Community Development Director

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SECTION I

EXISTING CONDITIONS AND TRENDS

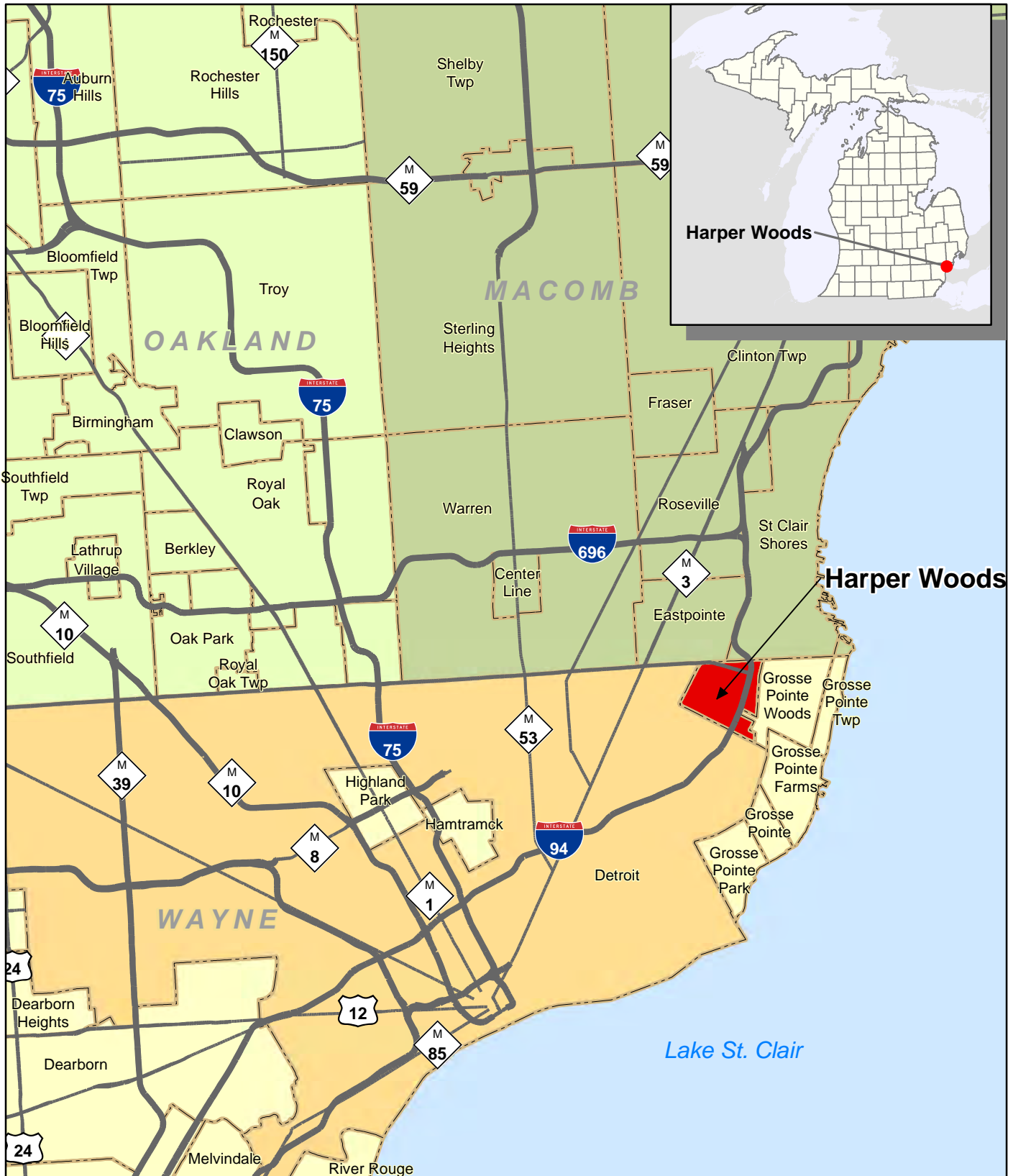
In order to adequately plan for the future of Harper Woods, the conditions and trends which currently exist and have an impact upon the City must first be thoroughly examined. Existing conditions and trends must be considered not only in the context of how they affect the present, but also in their probability of impacting the immediate and distant future. Will these conditions and trends continue, and if so, for how long? Will their impact be as great in the future, or will they subside? Will any new conditions or trends come about that will have a significant impact?

This section by no means addresses all of the conditions and trends which will have a significant effect upon the future development of Harper Woods. What has been done is to summarize those conditions and trends that currently have the greatest impact upon Harper Woods and will likely continue to do so for several years. Key among these trends and conditions will be the impact on Harper Woods from the region, and also Harper Woods' influence upon the region. Existing land use patterns is another significant item of study. Other issues will focus on the environment, open space areas, community facilities and public services.

Regional Analysis

As indicated on Map 1, the City of Harper Woods shares its northern border with the cities of St. Clair Shores and Eastpointe, its western and southern borders with Detroit, and its eastern border with Grosse Pointe Woods. The City enjoys excellent accessibility in all directions by way of Interstate 94 on the east side of the City. Another major thoroughfare which provides great access into and out of the City is Vernier Road, which is also State Route 102. The major cities in the Detroit metropolitan area are easily accessible.

Since conflicting land uses can create negative impacts on land use development in Harper Woods, the existing land uses and zoning designation of abutting communities were evaluated. An item of major concern would occur if residentially zoned and planned property abutted commercial or industrial property. Fortunately, that situation does not exist with neighboring communities.

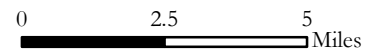


July 24, 2013

Map 1
Regional Location
 Harper Woods, Michigan

Data Source: Michigan Center for Geographic Information, 2011

- Harper Woods
- Municipal Boundaries
- City of Detroit
- Macomb County
- Oakland County
- Wayne County



To the north, land along Vernier is developed as commercial and regional commercial, similar to the existing development in Harper Woods. To the east, one would not even be aware that he or she had crossed the city boundary into Grosse Pointe Woods if there were not a welcome sign posted. To the west, Kelly Road is a divided boulevard; therefore, there is a substantial buffer between the commercial uses in Harper Woods and the residential and office mix in Detroit. Fortunately, the Kelly Road median minimizes the negative impacts the commercial development in Harper Woods may have on the residential development in Detroit. To the south is existing, lower quality residential development in the City of Detroit. There is a recognizable difference in the quality of the roads and maintenance of the lots between Harper Woods and Detroit. The City must concentrate some efforts to preventing any deterioration in the housing stock along this boundary.

Conclusion: The City does not have a significant threat from the development of incompatible land uses along its borders with other cities. These cities, similar to Harper Woods, are nearly fully developed and do not have the potential for significant new development. The existing land uses in these areas, which pose no problems of incompatibility at this time, will most likely not change in the future. The City should, however, closely monitor any proposed changes of zoning designations or special land use request within these areas when they arise.

Existing Land Use Survey

Introduction and Methodology

An existing land use inventory is one of the most basic yet important parts of a Master Plan. The purpose of this inventory is two-fold. First, it is intended to show a “snap shot in time” of how land areas of the City of Harper Woods are being used at present. Secondly, it is intended to demonstrate patterns of development and land use throughout the City. These elements will then provide the foundation for recommendations and proposals for future land uses and development trends.

The inventory involved a two (2) step process. The first step was to determine and define the different land use types, or categories, existing within the City of Harper Woods. The second was to survey each block of the City and classify the land use of each parcel of property based upon the previously determined categories.

Land Use Categories

The land use categories contained in Harper Woods' last Land Use Plan in 1973 were used as a basis for defining the categories that are used for this inventory. The previous land use categories were refined and expanded to meet the current land uses in the City. A listing of these land use categories follows, along with a brief description and definition.

Single-Family and Two-Family Residential Uses: This category includes all single-family and duplex residential units.

Multiple-Family Residential Uses: For the survey, multiple-family residential uses were defined as any building or structure with living quarters for three (3) or more families or individuals.

Local Convenience Business: These uses are defined as commercial activity that primarily serves the residents of Harper Woods. This category is representative of small retail and service businesses that serve specific neighborhoods and are not necessarily located on major thoroughfares.

General Business: These uses are defined as commercial activity that serves a regional population. These uses are primarily located along major thoroughfares and draw from passing traffic on Kelly Road, Harper Avenue, Eight Mile and Vernier.

Regional Shopping Center: This land use includes the commercial activity served by the Eastland Center shopping area. These are larger scale uses that serve the regional population to a greater extent than the uses categorized as General Business.

Industrial Uses: Lots used predominantly for industry, including manufacturing, processing, warehousing and storage, are included within this category.

Public Uses: Parcels, either improved and unimproved, which are held in the public interest and exempt for real taxation are included within this category, except public utilities. Government offices, schools, and parks and recreational facilities for the enjoyment of the general public are examples of this use.

Semi-Public Uses: This category includes all lands and buildings devoted to private schools, religious institutions, hospitals, fraternal organizations and other similar uses. These uses are usually open to the public but not owned by a governmental entity.

Existing Land Use Analysis

In May of 1998, McKenna Associates, Inc., completed the inventory of existing land uses within the City of Harper Woods. The inventory was conducted by a drive-through, windshield survey from public rights-of-way. The result of that survey is the Existing Land Use Map 2. The various land use categories are colorized, and each parcel has been colored to indicate its land use, as interpreted by McKenna Associates, Inc., at the time of the survey.

Residential Uses: The predominant land use throughout the entire City is the single-family residential. Nearly all parcels not located on Kelly Road, North Harper Avenue, Vernier Avenue and Eight Mile Road are devoted to single family use.

Larger, generously wooded lots with a mixture of ranch and two-story residences inhabit the long blocks of Huntington Avenue, Eastwood Drive, Old Homestead Drive and Woodland Drive. This area is more suburban in nature, featuring hidden homes and more privacy between lots.

The most common single family residential uses are one-story brick bungalows and ranch style units. Although spread throughout the City, they are heavily concentrated on the east side of Interstate 94 and in the northern sections of the City. These areas are characterized by tree-lined streets, detached garages (some subsequently converted to attach), and tightly clustered homes which project an image of a strong sense of neighborhood.

The southern section of the City closer to the Detroit border is primarily one- story horizontal siding bungalows. Street trees or other mature vegetation on the lots are generally lacking, creating a more open, less private neighborhood. A neighborhood atmosphere, similar to the surrounding areas, is still maintained.

Two-family duplexes are located along Roscommon Avenue. Typically seen as unappealing in single-family neighborhoods, these structures blend right into the neighborhood and as a result do not pose a compatibility problem. All of the structures replicate one-story brick bungalows as seen on the other side of the street and all other neighborhood blocks in the City.

Multiple-family residential uses are generally of consistent characteristics and distributed throughout the city. They are generally all brick, estate-like, with car ports, green space in front, and common street-level enclosed entrances. Again, the design blends into the neighborhood. Traffic, which is typically a major concern, is resolved by the fact that most are located off a major roadway in the City. A major concentration is on the southeast side of Beaconsfield Road and Vernier Road. The next major concentration is in the southeast portion of the City.

Generally residential areas near the expressway have not suffered from the impacts of freeway traffic north of Vernier Road. However, there are a few areas in need of enhancement.

Commercial Uses: Commercial uses are divided into local and general business designations. These uses are almost exclusively located along the major thoroughfares of Kelly Road, Vernier

Avenue, Eight Mile Road and North Harper Avenue. General commercial uses exist with local commercial uses along Kelly Road, with local convenience commercial dominating at the southern end. In all circumstances, the commercial businesses are oriented toward the road with reasonable pedestrian access. This type of configuration lends itself to less conflict with adjacent residential uses, which does not seem to be a problem in the City.

Eight Mile Road and Vernier Road are primarily regional commercial in the Eastland Center complex area.

North Harper Avenue south of Vernier Avenue has some general commercial interspersed amongst the dominant office facade. North of Vernier Avenue, general commercial uses dominate both sides of the road.

Kelly Road is characterized by a continuous pedestrian-oriented building facade. Diagonal off-street parking is provided. Additional parking is provided to the rear of some of the buildings and along the side streets. A majority of the businesses are one-story with outdated architectural design.

Vernier Avenue contains large-scale regional commercial uses with large parking lots. On the south side of Vernier Avenue is Eastland Shopping Center with supportive services such as restaurants.

Office Uses: North Harper Avenue is essentially the hub of professional office uses in the City. Despite the intrusive freeway to the west, the east side of North Harper Avenue maintains a charming streetscape. The public space consists of a 10 foot wide landscape strip in most areas, street trees and sidewalk along the businesses.

The structures generally create a continuous facade along Harper and are primarily brick with a mixture of one to three stories. Parking is provided for these uses to the rear of the buildings and can be accessed primarily through alleyways. These uses maintain a compatible relationship with the adjacent residential by creating an appropriate transition between the neighborhoods and the freeway.

Industrial Uses: At the time of the survey, there were only a few sites zoned and used for industrial purposes in the City. Clustered in a small area along Harper Avenue, these uses are visible from all sides.

Institutional Uses: Public and Semi-Public uses are highly concentrated in the southeast corner of the City and in the northwest corner. The primary institutional use is schools, all of which provide community services such as active recreation areas. These schools are located on roadways that can handle higher volumes of traffic but are still considered part of the neighborhood. Schools are stabilizing elements within neighborhoods and should be preserved. The most obvious deficiency is of neighborhood parks. Although the City operates Salter Park, Johnston Park, and Danbury Park, it is also reliant on the schools to provide recreation for the

community. Recently, the movie theater to the north of the Eastland Shopping Center, between Vernier and Eight Mile Road, closed. However, it is currently occupied by Wayne County Community College (WCCC) as its University Center Campus.

Conclusions: Aside from the movie theater's conversion to WCCC's University Center Campus, there have been no significant changes in land use patterns or composition over the last 25 years. Single-family residential uses are still by far the most common land use with a minimal amount of compatibility problems which may jeopardize the stability of these neighborhoods.

Generally, all the land in Harper Woods is developed. Therefore, future land use policies should focus on maintaining and improving the quality of existing uses while encouraging proper redevelopment of sites. These policies should include, among other things, the following: strict building code enforcement; a thorough site plan review process for all developments; capital improvements programming; and enhancement of roadways into the City.

Eastpointe

St Clair Shores

Map 2 Existing Land Use

Harper Woods, Michigan
July 24, 2013

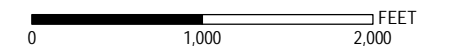
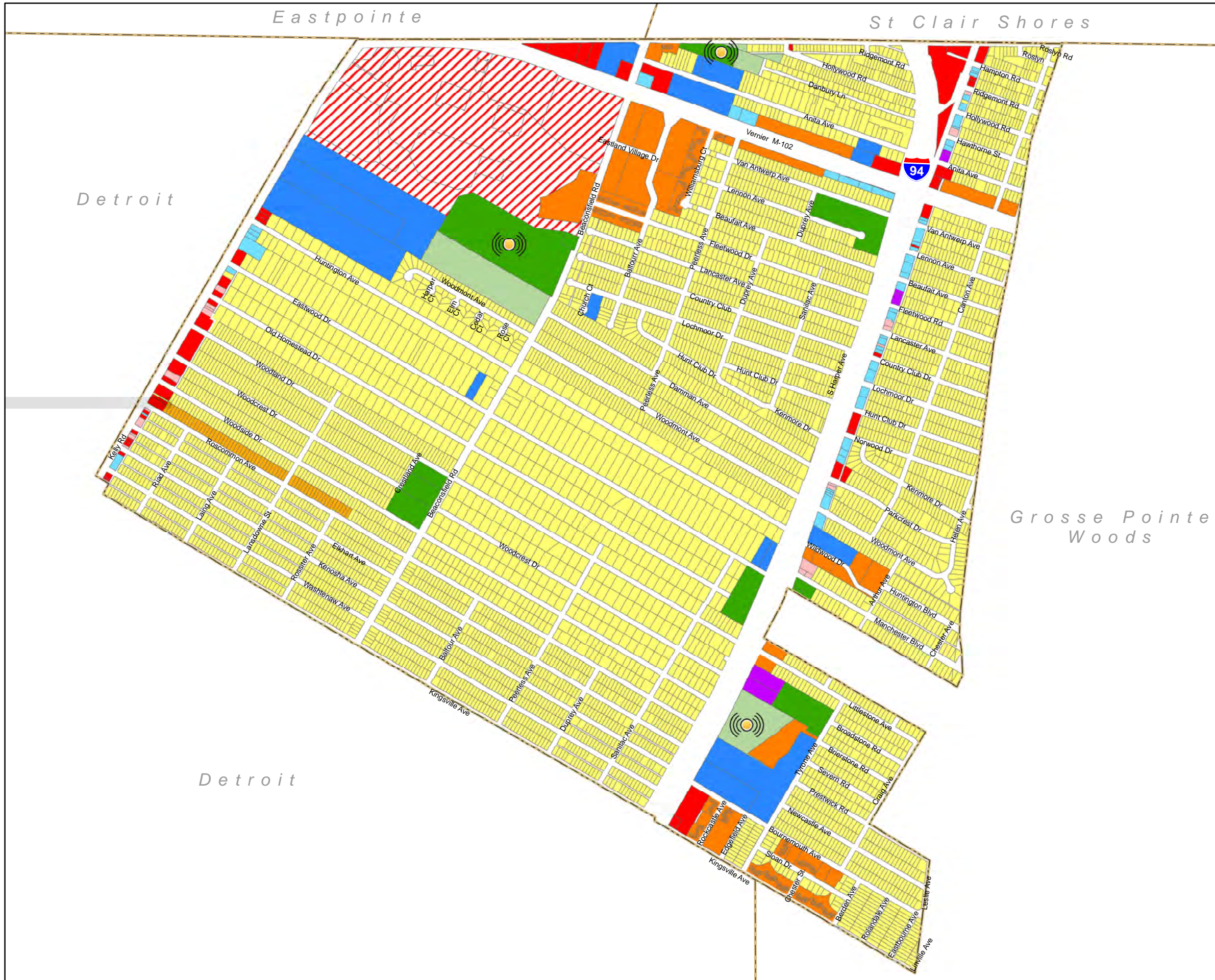
LEGEND

-  Single Family
-  Two Family
-  Multiple Family
-  Local Commercial
-  General Commercial
-  Regional Shopping
-  Office
-  Park
-  Public
-  Semi-Public
-  Industrial
-  Vacant
-  Municipal Boundary
-  Telecommunication Tower

Detroit

Grosse Pointe Woods

Detroit



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Base Map Source: City of Harper Woods, 7/17/12. Data Source: McKenna Associates, Inc. 9/98

Environmental Analysis and Evaluation

The environment is an important concern for everyone. This is not only the case in rural areas and in municipalities with plenty of undeveloped land, but in fully developed cities such as Harper Woods, too. Environmental concerns can affect almost any development; therefore, they require serious consideration during the planning process.

Developed, urban areas are presented with unique environmental concerns. Cities such as Harper Woods are faced with sites with soil contamination from leaking underground storage tanks, most often at gasoline stations. Visual aesthetics also play an important role in the environmental quality of the City. Due to their frequency in mature cities such as Harper Woods, and considering their overall importance to the planning process, a thorough analysis and evaluation of these concerns has been performed indicating where in Harper Woods they can be expected to have an impact.

Soil Contamination

The most common form of soil contamination for urban, developed cities is that caused by leaking underground storage tanks. The Michigan Department of Environmental Quality (MDEQ) had records of seven such reported sites in Harper Woods located on Kelly Road, Harper Avenue and Eight Mile Road. According to the City, the listed sites have been cleaned up. While most of these sites have no land use restrictions from MDEQ, some have deed restrictions on them. To formally have the sites removed from the DEQ's list, a closure form must be submitted by the City. The City should look into the process involved to accomplish this.

These sites may be a significant source of groundwater contamination if remediation is not finalized. Although groundwater is not a source of drinking water in Harper Woods, the possible damage from these sites cannot be overlooked. The MDEQ's strict reporting and remediation program, along with funding from the Michigan Underground Storage Tank Finance Authority (MUSTFA), help keep these sites from becoming dangerous problems.

Contaminated vacant sites, along with sites currently being used, have the potential for containing unpredictable amounts of contamination. This may not be an issue if the use of a site remains the same; however, the contamination must be remedied or contained before the sites can be redeveloped. The Brownfield Redevelopment Financing Act (Public Act 381 of 1996) will provide much needed assistance in this area. Although not much may be provided in the way of funding, the legislation will reduce the remediation required before redevelopment is allowed to a level consistent with the site's intended use. In other words, a contaminated site proposed for redevelopment of a gas station will not be required to be cleaned up to the pristine conditions required for residential sites. In some cases the contaminations will merely need to be contained and not removed altogether. This will greatly reduce the costs required

for redeveloping these sites, the high costs of which are currently preventing most redevelopment.

Visual Aesthetics

Roadway viewsheds, curb lawns and landscaped medians create a visual identity for any community. Specifically, it is generally accepted that trees enhance property values, help people live more comfortably, reduce pollution and even have beneficial psychological impacts on humans. The City has recognized this concept and has consistently made this a priority. Well-landscaped properties and tree-lined streets create a pleasing visual identity in all residential neighborhoods in Harper Woods. Sites along Harper Avenue are also well landscaped, and a substantially landscaped median along Kelly Road maintains quality aesthetics for commercial and office uses. However, some areas along the east side of Kelly Road are relatively barren and devoid of any landscaping, and suffer from sign clutter and a lack of consistent, quality design. The Architectural and Site Design Standards developed by the City will mitigate this problem.

Conclusions: The City can safeguard itself from the possibility of contamination. A method to do this by formalizing and ensuring the sites listed by the DEQ are free from contamination. The City must also closely monitor changes to existing programs, especially MDEQ's leaking underground storage tank program.

Finally, the City must continue to improve its visual aesthetics and image. Landscaping, screening, and site design guidelines have been adopted and should be strictly enforced to ensure that commercial corridors and gateways continue to be aesthetically pleasing. This will also help protect the residential neighborhoods from the negative impacts of busy commercial sites and heavily traveled thoroughfares. The Architectural and Site Design Guidelines developed by the City should be strictly enforced and continually updated.

Funding services should be explored to promote tree planting around the community. For example, the National Arbor Day Foundation may provide assistance; a memorial tree program is also popular. More details are provided later in this plan.

Community Facilities and Services

There are several needs of vital importance to a community which are most often not provided by private enterprise. As a result, these facilities and services must be provided by governmental and/or semi-public organizations. Among the many facilities and services included are: municipal administration; police and fire protection; streets, sidewalks, and other public works; parks and recreation; schools; health care facilities; libraries and museums; and religious institutions.

For the purposes of the City's Master Plan, community facilities and services in Harper Woods were inventoried and are illustrated on Map 3, Community Facilities. Upon identification of these facilities and services, their quality and condition will be assessed. Finally, recommendations will be developed to guide the continuing improvement of these important aspects of the Master Plan.

Community facilities can be divided into six different categories: Parks and Recreation; Public Safety; Public Services; Municipal Administration; Libraries and Museums; and Education and Child Care. In addition to the list of educational activities within the City, a portion of the residents are included in the Grosse Pointe School District, which includes schools outside the city limits. These schools are also listed.

Parks and Recreation

The City of Harper Woods has three parks under the jurisdiction of the City's Parks and Recreation Department:

- ❖ Harper Woods Municipal Park (Salter Park): Tennis Courts, Picnic Areas, Playgrounds, Exercise Trail
- ❖ Danbury Park: Picnic Area, Open Space, Playground
- ❖ Johnston Park: Picnic Area & Facilities, Ball Diamonds, Tennis Courts, Open Space, Restrooms, Skating Rink, Playground and Tot Lot, Sand Volleyball Court.

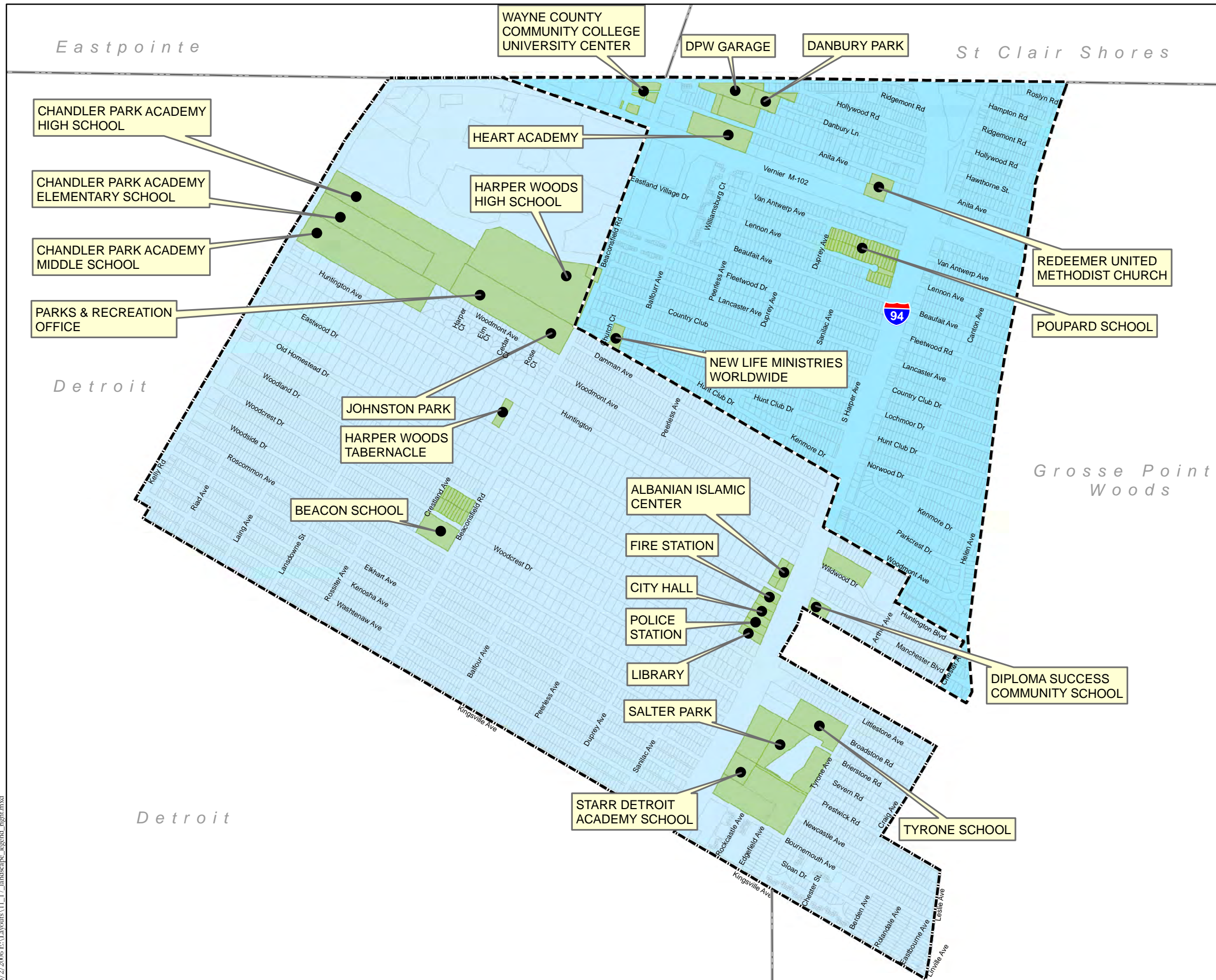
Each is centrally located in key residential areas of the City, providing neighborhoods with relatively accessible recreational facilities for all to enjoy. This low number of facilities requires reliance on the schools for active recreation. The Parks and Recreation Department utilizes the schools for fields, the auditorium, gymnasiums, cafeterias and classrooms for programs. The City must continue to devote attention to the existing facilities and maintain a strong relationship with the schools in order to continue utilization of their facilities. The Parks and Recreation Department office is located at Johnston Park.

Map 3 Community Facilities Harper Woods, Michigan

July 24, 2013

LEGEND

- Community Facilities
- Grosse Pointe Public School System
- Harper Woods District
- Municipal Boundary



FEET 0 1,000 2,000



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Basemap Source: City of Harper Woods 7/17/12, Data Source: McKenna Associates, Inc. 6/98

The existing park system is well maintained; however, it generally lacks the variety of facilities needed to serve the citizens. As far as passive recreation is concerned, the recreational need for the community is not adequately served by the City's facilities. The National Recreation and Park Association established a recommended standard of 5 acres of community parks per 1,000 residents; 1 acre of neighborhood parks per 1,000 residents; and .25 acres of mini-parks per 1,000 residents. Based on their function and the number of people within the radius, all three City parks would likely be categorized as community parks. According to the national standard and the 2010 Census population count of 14,236 people, about 71 acres of community park should be provided. The existing parks total 21 acres, a deficiency of about 50 acres. As is common in many communities, much of the deficiency is provided by school and church park land.

Improvements and any future plans for the Parks and Recreation Department should be described in a five-year recreation plan. Further consideration should be given during the planning process to acquisition of property for mini-parks and for the development of a multi-purpose center for the residents of Harper Woods. These types of recreational uses would greatly benefit the existing residents as well as attract new residents.

Currently, the City has a Michigan Department of Natural Resources (MDNR) certified recreation plan, adopted and certified in 2000. The plan has since expired and has not been renewed. A Parks and Recreation Master Plan involves assessing the needs of the community's recreation facilities on a five-year basis. Similar to a Master Plan, the document should serve as a guide to decision making for future recreational investments and improvements. MDNR certification enables the City to be eligible to apply for grants. The City should update its Park and Recreation Plan in order to maintain MDNR certification and eligibility for grants.

Conclusions: In order to serve the residents in the community and to attract potential residents and visitors, parks and recreation should be strongly promoted throughout the City. The first step in resolving the concerns described above is development of a City of Harper Woods Five-Year Recreation Plan. This document should be a living, working guide to developing parks and recreational facilities in Harper Woods, and not just a prerequisite exercise. Within this document must be a comprehensive and adequately funded capital improvement program to constantly upgrade and replace equipment and facilities. Location and amount of new improvements should be evaluated such as development of small mini-parks. Similar to many developed communities, it is a reality that there will be reliance on schools to provide recreation for citizens. Continued strong cooperation is needed to address the common good of the citizens. It may be appropriate that the School Districts and the City prepare a joint recreation master plan.

While it should not be the primary purpose for the Five-Year Recreation Plan, the acquisition of grant funding must also be a key component for the future development of Harper Woods' recreational facilities and parks. The continuing improvement of these sites will be an expensive process; however, funds are available from the State of Michigan and other sources for those cities that are prepared to take advantage of them.

The acquisition of adjacent parcels of property for park expansion will be a difficult task. Most properties surrounding parks are completely developed, most with single-family residential homes. However, the City should be prepared to acquire any adjacent parcels that become available at a reasonable cost. Grant funding is available for this purpose.

Municipal Administration/Public Safety

- ❖ Police Department
- ❖ Fire Department
- ❖ 32-A District Court
- ❖ Harper Woods Municipal Offices
- ❖ Public Library
- ❖ Department of Public Works

Within one building, on South Harper Avenue and Eastwood Drive, the City of Harper Woods houses the municipal offices and three public safety facilities. The three public safety facilities include the Fire Department, Police Department, and the 32-A District Court.

Not uncommon with older communities, the City Hall building is outdated and approaching full capacity. Although all departments are attempting to update their equipment and computer systems, limited space is a major concern. The parking lot at times is inadequate for the multiple services in this area.

Police Department: The Police Department is always looking for better methods available to improve public safety in the City. The Department has a vehicle patrol unit and even an officer assigned to foot patrol along Kelly Road. They have an ongoing vehicle and radio replacement program which enables the police officers to have the most up-to-date equipment.

Fire Department: The City of Harper Woods Fire Department provides emergency fire and EMS services to the residents. Each firefighter is a state licensed Emergency Medical Technician (EMT) providing Basic Support. Firefighters are trained in the use of Automatic External Defibrillators (AED), a device used for heart attack patients.

The Fire Department's equipment and building are generally in good condition with a need for some replacement of equipment. The Department is currently considering upgrading to provide Advance Life Support to better serve residents. The primary facilities for the City are located in this building. Similar to the fire and police departments, the municipal offices in this building are overloaded in terms of space. More storage space is necessary to allow for easily accessed information resources and documents for their use.

Conclusions: The City must continue to update equipment for the public safety facilities. The most advanced and innovative crime prevention and solving techniques should be employed to continue to maintain a high level of public safety in the City.

In order to solve the problems of these facilities, an organized capital improvements program should be adopted which includes a financing plan. In addition to new equipment and improved technology, the program should consider the expansion, renovation or relocation of the existing building and parking lot.

To address the needs of the court, consideration should be given to relocating the service to another building or constructing a new facility. This would free up room for City Administration. However, due to its direct relation with the Police Department, these uses must stay together.

Emergency services should continue to provide specific services such as the automated dialing service and services to meet the needs of the residents of the community who are elderly or disabled.

The overall visibility of the City police officers has been a concern for residents. Various methods such as bike patrols, more foot patrols or video cameras should be considered.

Public Library: The Harper Woods Public Library is located immediately south of the municipal offices. Many services are provided and coordinated by the dedicated Library Board. Aside from the many books, magazines and newspapers available, the library offers internet access, reference materials, adult, teen, and children's reading programs, videos, word processing, outreach programs and many others. In the basement is the Heritage Room which contains historic information and articles about Harper Woods. In 2005, the library was renovated to include a 2,000 square foot expansion for additional meeting rooms and making the building barrier free, consistent with the Americans with Disabilities Act (ADA). These renovations made the Harper Woods Public Library the first public library in the state of Michigan to earn a LEED® Green Building Award, and one of a handful of non-profits to receive a Silver or better designation.

Conclusions: The library should continue to build on and expand its existing programs.

Department of Public Works: The City of Harper Woods maintains a Department of Public Works (DPW) facility at Eight Mile Road between Harper Avenue and Beaconsfield Road. Harper Woods DPW is responsible for the maintenance of roadways, water mains and all storm and sanitary sewers within the City, with the exception of roads under the jurisdiction of the State or Wayne County. Services provided include, but are not limited to, street repairs, leaf pickup, ice and snow removal, street tree service (within the right-of-way), water and sewer problems, and sidewalk maintenance.

The Department has adequate equipment; however, many of the vehicles need updating. Additionally, more indoor storage is needed for protection of this equipment and a salt storage dome to replace the existing outdoor bin. The City is considering relocating the Dial-A-Ride unit to the DPW site. If that occurs, additional office space, repair bays and parking is likely.

Conclusions: The outdated equipment should be replaced. To further protect this equipment, indoor storage facilities are necessary. These improvements should be incorporated into the Capital Improvements Program budget.

Community Center: In 2012, the City sold the small community center on North Harper Avenue at Manchester Boulevard. The community center was sold to Accuracy Temporary Services (ATS), which has contracted with the Harper Woods School District to establish an alternative school program in the city. The center was previously used for a banquet hall and Harper Woods Senior Club activities with card games once a week and a dinner/dance about once a month. Originally, the facility was intended to become a teen center, but this was unsuccessful.

Education

As indicated on the Community Facilities Map, the City is divided into two school districts: Harper Woods and Grosse Pointe. Both districts should be evaluated because they both directly affect the residents and potential residents of the City.

In Harper Woods School District

- ❖ Tyrone Elementary School (K-6)
- ❖ Beacon Elementary School (K-6)
- ❖ Harper Woods Middle School (7-8)
- ❖ Harper Woods High School (9-12)

In Grosse Pointe School District

- ❖ Poupard Elementary School (located in Harper Woods) (K-5)
- ❖ Parcels Middle School (6-8)
- ❖ Grosse Pointe North High School (9-12)

Harper Woods School District: Noted as one of the smallest school districts in the State, the Harper Woods School District has a progressive curriculum to meet the needs of all students. An ideal learning environment is established through small class sizes to allow better interaction between the teachers and students and the many extracurricular activities offered.

Both Beacon Elementary School and Tyrone Elementary School are not at capacity, indicating there is room to grow. Both buildings have received various upgrades including technology and media center improvements. The continued attention to technological resources is an asset to the district and will help to attract more families to the community.

Harper Woods High School is not at capacity, and the building is in relatively good condition. Every classroom has a phone, television monitor and computers. Recent improvements include the enlargement of the band and music rooms and conversion of the shop room into a technology and CAD lab. The Harper Woods School District has made the transition to a middle school/high school concept. With this plan, 7th and 8th grade classrooms are separated to one wing of the building and 9th through 12th grade classrooms occupy the remaining classroom

space. Facilities are shared between the two divisions. This concept will likely make the district more competitive with nearby districts which offer this format.

Grosse Pointe School District: Harper Woods residents living in the Grosse Pointe School District attend Poupard Elementary School District, Parcels Middle School, and Grosse Pointe North High School. All are in excellent condition with no needed improvements or expansion. With ample available enrollment at each school, new families are encouraged to the district.

Private and Charter Schools: Five private schools are located within Harper Woods. All have religious affiliations, and all draw students from outside of the City.

- ❖ Chandler Park Academy, located on adjoining sites on the east side of Kelly Road, north of Huntington Boulevard, is a K-12 charter school authorized by Saginaw Valley State University. The 3 buildings on the site consist of Chandler Park Elementary School (K-5), Chandler Park Middle School (6-8), and Chandler Park High School (9-12). Over 2,200 students attend the Chandler Park Academy Campus. The facilities were formerly occupied by Notre Dame High School, Regina High School, and Lutheran East High School.
- ❖ Heart Academy, a charter school, is located at 19800 Anita, on the north side of Vernier Avenue, east of Beaconsfield, in the building of the former St. Peter the Apostle School. The school teaches future health care professionals in grades 9 through 12. Capacity is approximately 240. The school has one computer lab and a library/research center.
- ❖ The Bishop Gallagher Campus of Starr Detroit Academy is located on the east side of Harper Avenue, north of Bournemouth Avenue. The school is a K-5 charter school authorized by Central Michigan University. The school has 40 classrooms and 3 computer labs, and is seeking to grow to be a K-8 school. The facilities were formerly occupied by Bishop Gallagher High School and Our Lady Queen of Peace Elementary School.

Community College: The University Center Campus of the Wayne County Community College (WCCC) District is located to the north of the Eastland Shopping Center, between Vernier and Eight Mile Road. University Center Campus supports collaboration between WCCC and partner colleges and universities in providing articulated classes, specialized courses, baccalaureate degree completion and options leading to graduate-level coursework.

Conclusions: The quality of a school district is one of the first questions asked by home buyers with young children. All the positive aspects of the Harper Woods School District, the Grosse Pointe School District, and the private and charter schools should be promoted and enhanced. The small size of the districts and the classrooms are an asset because it implies an exclusive learning environment for children. The available capacity also indicates that more families into the City will be a welcome addition.

Open Space Areas

The City has a modest system of urban parks and recreational facilities. These parks, together with certain parts of thoroughfare systems, create the potential for a linked open space system. As identified earlier in the Existing Land Use Survey, the City's parks are well-distributed throughout Harper Woods. Nearly every neighborhood has a park within a somewhat easily accessible distance. There are different types of parks, as well, from athletic facilities to playgrounds and passive open areas. Along with the parks and recreational facilities, each school site in Harper Woods has some form of open space area. These range from passive open areas, to playgrounds and athletic fields. The school sites are also distributed throughout the City, similar to the parks. Although not officially designated as open space for public use, these school sites serve as such when students are not in session.

An often overlooked, though important, component of the City's open space areas is the public thoroughfare system. This includes not only streets and roads, but sidewalks, unpaved rights-of-way, and curb lawns. Greenspace and landscaping next to paved roads is a vital part of Harper Woods' overall aesthetic appeal, especially due to the City's lack of undeveloped areas and other natural features. Certain neighborhood streets also serve as informal gathering places for neighbors. The thoroughfare system also serves as a crucial network to interconnect open space areas, parks, recreational facilities, schools, and other neighborhood amenities.

Generally, the parks receive adequate maintenance; however, some elements of the parks show signs of deterioration such as the tennis courts. Overall, the parks would benefit by upgrades, or from conversion to passive or other recreational uses. Most parks also have well-kept, mature landscaping. Nearly all parks could benefit from additional landscaping, though.

Overall, the thoroughfare system is in good condition in the context of open spaces, although some areas could benefit from significant improvements, such as more tree planting. In particular, the expressway side of Harper Avenue running north and south should be heavily wooded to minimize negative noise, aesthetic and pollution impacts. Currently, the homes and other uses along the expressway are stable and well-maintained, but further protection of these areas are necessary to preserve the value of these properties.

Conclusions: Although generally in good condition, the quality of Harper Woods' open spaces present a few concerns which the City, especially its Parks and Recreation Department must address. Among the more significant are:

- ❖ *Maintenance of existing facilities*
- ❖ *Street trees and enhanced landscaping are needed in more areas*
- ❖ *Property acquisition and park expansion should be considered*

Although the City has made great attempts to maintain these areas, many of the problems have simply resulted from lack of funding sources. The solutions to these concerns are simple to enumerate, but they require constant review and vigilance. Foremost among these is a properly developed and adequately funded Capital Improvements Program. A close companion to this program is an approved Parks and Recreation Plan. Both of these documents can provide the basis for adequate infrastructure and recreational facilities, and should include an ambitious landscaping and street tree program.

Fortunately, grant assistance has provided funding for similar programs in many communities. Any sources of funding, whether private or public, should not be overlooked. As described earlier in the Plan, trees provide many benefits to the community. Consideration should be given to coordinating with the National Arbor Foundation and its Tree City USA program. This establishment provides a Tree Master Plan for the community which examines types and locations of new tree plantings. A memorial tree program is also a popular concept which allows citizens to donate money for a tree to be planted as a living memorial to someone.

Another method of improving open space areas does not require an actual outlay of funds by the City, only strong ordinance language followed by strict adherence by staff, the Planning Commission, and the Mayor and City Council. Thorough site plan review, requirements for landscaping (especially in curb lawns), sidewalks, and even commercial design guidelines can have a tremendous impact on improvement of open space areas.

SECTION II

SOCIO-ECONOMIC ANALYSIS AND PROJECTIONS

To determine the City's future land use, capital improvement, public service and public facility needs, a thorough study and assessment of demographics and socio-economic characteristics must be conducted. The objects of this investigation will be population characteristics including age distributions, racial and ethnic backgrounds, families, and households), income levels, employment opportunities, economic conditions, and housing issues. This is an integral part of the master planning process. Following the analysis of these factors, conclusions will be formulated to help determine future needs and establish goals and objectives to guide future development and redevelopment.

Population

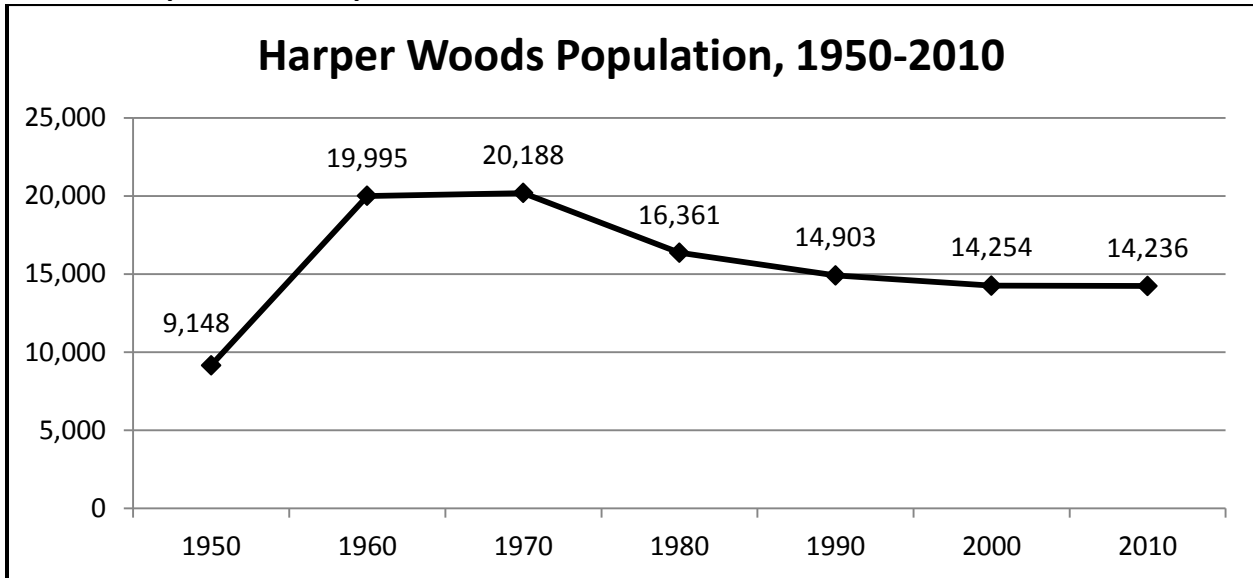
When the City adopted a Master Plan in 1973, Harper Woods was at the end of a substantial growth period (121 percent increase from 1950 to 1970). According to the U.S. Census Bureau, this growth in population had reached its peak and was starting to level off and decline.

In 1960, Harper Woods' population had grown from 9,148 people in 1950 to 19,995 people, an increase of 119 percent. This growth was part of the nation-wide trend of population growth known as the "baby boomer" generation.

As the "baby boomer" generation expanded, their parents sought more room and better opportunities in the suburbs of larger cities. Located on the northeastern boundary of Detroit, Harper Woods was ideally situated to benefit from this migration. By 1970, this growth has leveled off and the population of the City was 20,188.

During the 1970's, however, the City's population began to decline by an average 2.0% per year. During that decade, Harper Woods ranked fifth in the state in its rate of population decrease. The City's population continued to decrease in the 1980's and 1990's, although at a lower rate. The City's 2010 population was 14,236 (Chart 1). Although the trend in population decline is partially a function of the "baby boomer" generation, from 2000-2010 the population ages 0-24 increased by 785 while the population ages 65 and older declined by 1,013. Neither of these 2 cohorts is in the "baby boomer" generation.

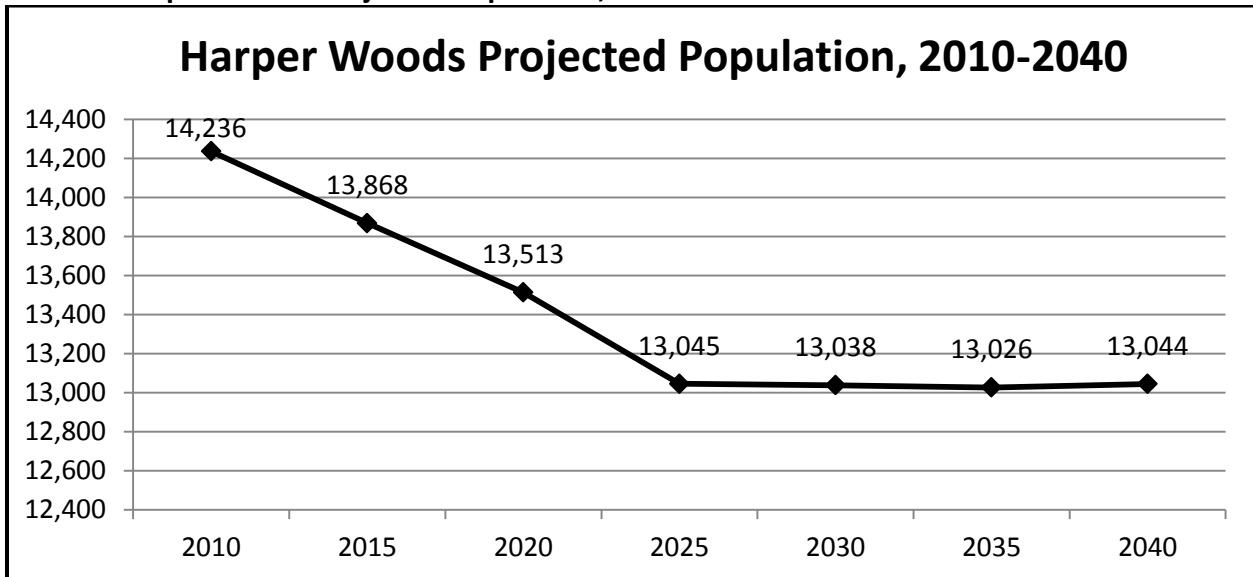
Chart 1: Harper Woods Population, 1950-2010



Source: U.S. Census

In its 2040 Forecast, the Southeast Michigan Council of Governments (SEMCOG) estimates that the population in 2040 will be 13,044 persons (Chart 2). If SEMCOG’s forecasting model is correct, this would represent a population decline of 8.4% from 2010-2040.

Chart 2: Harper Woods Projected Population, 2010-2040



Source: SEMCOG

Although there was a decrease of 5,952 residents from 1970-2010, the number of housing units remained constant during this same time period. Between 1970 and 2010 the number of housing units increased slightly from 6,492 to 6,504 housing units. In 1996, the demolition of 260 apartment units has set this number back. Any decline in the population can be attributed to three functions. The first is that the baby-boomer generation has migrated out of the inner suburbs and into the newer communities developing with the expansion of the freeway systems and increased usage of the vehicle. Secondly, the slowly declining population is consistent with the nationally recognized decreasing size in persons per household. Finally, the residents who previously lived in the apartments which were torn down have been relocated.

Conclusions: Although partially a factor of smaller household sizes, the population of Harper Woods has been getting smaller. However, it seems that the population decrease has leveled off. Although there is a migration of people into the City to either stabilize or reverse this decreasing trend, the number of people leaving the City has increased. The City should evaluate the desirability of bringing more people into Harper Woods. This can be accomplished by adopting policies to attract young people, working families with children or those planning to have children, and retirees. Such policies could help to further stabilize the population level and possibly contribute to a population increase over the next several decades.

Age, Sex, Race, and Educational Structure

As mentioned above, a factor related to the decline in total population is the aging of Harper Woods' population. However, from 1980 to 2010 the median age of Harper Woods' residents steadily declined from 45.8 to 37.5 years old.

From 1990-2010, there was a substantial decrease in the population 65 years and older, and a significant increase in the populations aged 5-17 and 35-64 (Table 1).

Table 1: Harper Woods Population by Age, 1990-2010

	1990	2000	2010	Population Change, 1990-2010	
Ages 0-4	868	913	875	7	0.81%
Ages 5-17	1,862	2,280	2,814	952	51.13%
Ages 18-34	3,457	3,223	2,819	-638	-18.46%
Ages 35-64	4,618	5,007	5,910	1292	27.98%
Ages 65 and over	4,098	2,831	1,818	-2280	-55.64%
Total Population	14,903	14,254	14,236	-667	-8.40%

Source: U.S. Census Bureau

In its 2040 Forecast, SEMCOG estimates that the population ages 64 and under will decline while the population ages 65 and over will increase (Table 2). However, SEMCOG's 2040 Forecast may prove to be incorrect if Harper Woods continues its recent history of attracting younger residents, particularly those with children.

Table 2: Harper Woods Projected Population by Age, 2010-2040

	2010	2015	2020	2025	2030	2035	2040	Population Change, 2010-2040	
Ages 0-4	875	749	766	781	793	757	735	-140	-16.00%
Ages 5-17	2,814	2,414	2,112	1,808	1,888	1,900	1,929	-885	-31.40%
Ages 18-34	2,819	2,694	2,651	2,619	2,390	2,196	2,091	-728	-25.82%
Ages 35-64	5,910	5,966	5,632	5,186	5,151	5,144	5,265	-645	-10.91%
Ages 65 and over	1,818	2,045	2,352	2,651	2,816	3,029	3,024	1,206	66.34%
Total Population	14,236	13,868	13,513	13,045	13,038	13,026	13,044	-1,192	-8.40%

Source: U.S. Census and SEMCOG

Of the total population in 2010, 53.8% were female and 46.2% were male. This balance has remained constant since the last update, and is contributed to the fact that women in general have a longer life span.

Over the past several decades, the racial composition of Harper Woods has become more diverse. In 2010, 48.5% of city residents were White, 45.3% were Black, 1.4% were Asian, 2.4% were Multi-Racial, and 0.4% were another race.

The educational attainment of Harper Woods adults is common for areas with older populations because the need for higher level of education was not necessary for steady employment. However, there are indications that more and more of the population have been graduating high school and have been seeking additional training and education beyond high school.

Of the population over the age of 25 in 1990, 23% did not have a high school diploma or equivalency. In the year 2010, this percentage had declined to 9.3%. Additionally, the percentages of residents who graduated high school, attended college, or graduated with an associate’s or bachelor’s degree were greater in Harper Woods than in Wayne County or the state of Michigan (Table 3).

Table 3: Educational Attainment of Residents of Harper Woods, Wayne County, and the State of Michigan, 2010

	Harper Woods	Wayne County	State of Michigan
Graduate/Professional Degree	8.2%	7.7%	9.6%
Bachelor's Degree	18.7%	12.5%	15.5%
Associate's Degree	9.9%	6.9%	8.1%
Some College, No Degree	24.1%	23.9%	23.4%
High School Graduate	29.9%	32.2%	31.5%
Did Not Graduate High School	9.3%	16.8%	11.9%

Source: U.S. Census Bureau, American Community Survey, 2006-2010

Conclusions: These figures indicate Harper Woods’ population has more persons in the middle age groups. The previous aging population trend has been stabilized. This emphasizes the need to further attract different groups of people, including young people, working families with children or those planning to have children, and retirees.

Due to the increase in minority populations within the City, these changes in the diversity of the community should be welcomed and accommodated to further encourage new residents into the community. This change will likely affect housing, recreational and commercial needs of the residents.

SEMCOG’s 2040 Forecast indicates a significant elderly population by 2040. As the population ages, policies should be adopted to encourage more senior housing developments at appropriate times and locations. Conversion of a few existing condominium and apartment complexes and more planning for multiple family should be considered as a possibility to mitigate a potential shortage in housing for the elderly. There should also be a focus on ensuring that adequate services are provided and more programs are offered to these residents. Senior housing developments provide housing alternatives for seniors with fixed incomes and those in need of assisted living or nursing arrangements. They also allow current residents to remain in the community. Currently, Harper Woods offers housing options to those seniors who are most in need. For example, the Park Place of Harper Woods, located at 19460 Park Drive, is a 131-unit apartment complex that provides independent living units to people who are 62 years or older or disabled. Park Place receives HUD Section 8 funds, and the rents of residents are based on income. For people who require a higher level of care, the Henry Ford Nursing Home – Belmont is a 153-bed facility located at 19840 Harper Avenue.

Household Composition

As with the total population, the numbers of households in Harper Woods has been declining over the past few decades. However, the average household size increased from 2000-2010. The recent decline in population and increase in average household size suggests more housing units are either vacant or have been demolished. This topic will be addressed later in this Plan.

Table 4: Harper Woods Number of Households and Average Household Size, 1980-2010

	1980	1990	2000	2010
Total Households	6,529	6,573	6,292	5,814
Average Household Size	2.48	2.27	2.24	2.44

Source: U.S. Census Bureau

Table 4 demonstrates a slight increase in households from 1980 to 1990 and a significant decrease from 1990 to 2010. Despite any new construction or decrease in vacancy that occurred between 1980-2000, the smaller average sizes of families and households accelerated the decrease in total population during this period. These figures reflect the 260 units that were lost with the redevelopment of the Eastland Center’s outlots in 1996. Therefore, the population and total households has declined and will remain lower than previous years unless more vacant and newly-constructed housing becomes occupied.

Conclusions: This again underscores the need for Harper Woods to continue to attract younger, working families with children or those planning to have children to reverse the decreasing trend of fewer, smaller families and households. This can be accomplished by a number of methods, including: maintaining an adequate supply of quality, affordable housing; improving the aesthetics and visual aspects of the City’s corridors and entrances, making Harper Woods a more attractive place to live and visit; and providing retail and commercial services which address their needs. The City must further promote and enhance the elements it has to offer young families such as recreational facilities and quality educational services.

Along with their total number, consideration must also be given to the characteristics of families and households. Several factors concerning the composition and relationship of families and households can be as important as their total number. In some cases these characteristics of families and households can have an equal if not greater impact than the actual changes in numbers.

Table 5: Harper Woods Household Characteristics, 2000-2010

	2000	2010	Household Change, 2000-2010	
Two or more persons without children	2,230	1,875	-355	-15.90%
Live alone, 65+	1,056	724	-332	-31.40%
Live alone, under 65	1,180	1,224	44	3.70%
With children	1,826	1,991	165	9.00%
Total Households	6,292	5,814	-478	-7.60%

Source: U.S. Census Bureau and SEMCOG

Table 5 describes the types of households in Harper Woods and the household changes that took place from 2000-2010. Of the 5,814 households in the City in 2010, the total households break down to about 66.5% households with 2 or more people, and 33.5% one-person households. Typically there is a larger separation in these household types, meaning there are usually a higher percentage of households with 2 or more people. This is a distinct characteristic compared to other communities.

The most important factor illustrated in this table is the number of households with children. While the percentage of households in Harper Woods declined by 7.60% from 2000-2010, the percentage of households with children increased by 9.00% over the same period.

Generally, households with children desire affordable homes with 2, 3 or 4 bedrooms, a good school system or nearby private schools, and adequate parks and recreation. Additionally the City should remember that an increase in this segment will increase the demands on the schools and on parks and recreation.

The size of households is another concern. As Table 6 illustrates, the percentage of two-person households (which includes married couples and single parents with a child) and one-person households is significantly greater than the number of households with 3 or more persons. The latter includes married couple families with one or more children and single parents with 2 or more children.

Table 6 also demonstrates that a portion of the household population shifted from owner-occupied to renter-occupied from 2000-2010. In fact, all segments of owner-occupied units fell while all segments of renter-occupied units rose during this period. This shift from owner-occupied to renter-occupied units is largely attributed the severe recession that began in the late 2000s. This recession plagued the national housing market, resulting in millions of home foreclosures nationwide from 2008-2012. In the wake of this foreclosure crisis, many of the people who lost their home to foreclosure no longer had the funds, credit, or desire to own a home. Therefore, it is reasonable to conclude that many of the individuals displaced by foreclosure opted to rent. Likewise, many of the single-family homes that were previously owner-occupied have successfully made the transition to renter-occupied units.

Table 6: Harper Woods Household Characteristics by Ownership Status, 2000-2010

Owner-Occupied Housing Units	2000	2010	Household Size Change, 2000-2010	
1 Person	1,680	1,333	-347	-20.65%
2 Persons	1,709	1,247	-462	-27.03%
3 Persons	749	690	-59	-7.88%
4 Persons	658	505	-153	-23.25%
5 or More Persons	379	367	-12	-3.17%
Renter-Occupied Housing Units				
Renter-Occupied Housing Units	2000	2010	Household Size Change, 2000-2010	
1 Person	556	615	59	10.61%
2 Persons	301	412	111	36.88%
3 Persons	159	261	102	64.15%
4 Persons	68	205	137	201.47%
5 or More Persons	33	179	146	442.42%

Source: U.S. Census Bureau and SEMCOG

Conclusions: These statistics place further emphasis on the need to attract and retain families to the City. Based on the information above first time home buyers and married couples with no children would more likely find the City attractive to their needs.

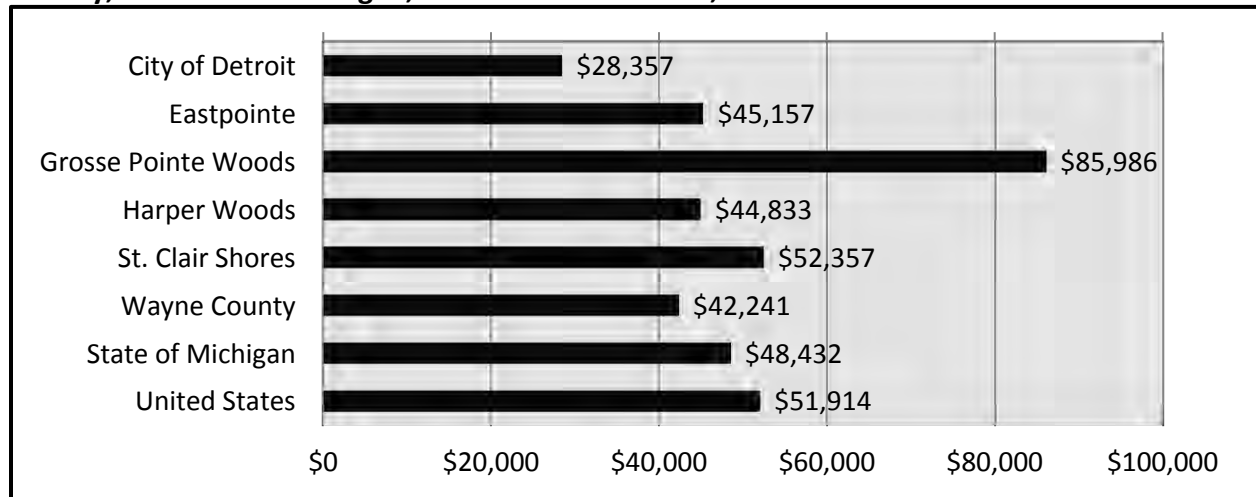
From 2000-2010, the percentage of households with children increased by 9.00%. This segment can have a stabilizing effect on the community, and the desirability and feasibility of instituting policies to increase this segment in Harper Woods should be explored. Although there is a majority of households with 2 or more people, policies will need to be established to also be inclusive of single people, particularly the elderly. These figures again show the need to attract and keep younger, working families with children, or those planning to have children, as well as single people, in Harper Woods.

Income and Employment Status

The City of Harper Woods has been and continues to be a relatively stable community in terms of income and employment. While the median household income in Harper Woods is slightly higher than the Wayne County median, it is lower than the statewide and nationwide medians (Chart 3). Chart 3 also compares the median household income levels of surrounding communities.

Due to the severe national recession that began in the late 2000s, median household incomes have been declining as a result. In fact, *all* of the median household incomes in Chart 3 are less than they were in 2000.

Chart 3: Median Household Income of Harper Woods, Surrounding Municipalities, Wayne County, the State of Michigan, and the United States, 2010



Source: U.S. Census Bureau, American Community Survey, 2006-2010 The workers of Harper Woods encompass a fair mix of occupation categories (Table 7). When comparing the workforce of Harper Woods to the workforces of Wayne County, the state of Michigan, and the United States, two areas that stand out are that Harper Woods’ workforce is less reliant on manufacturing and more reliant on educational services, and health care and social assistance. This is indicative of a growing trend of Harper Woods’ workforce, where the percentage in manufacturing has dropped from 16.4% to 10.4% from 2000-2010 while the percentage in educational services, and health care and social assistance has grown from 21.3% to 27.9% over the same period.

Table 7: Workforce, by Industry of the United States, State of Michigan, Wayne County, and Harper Woods, 2010

	United States	State of Michigan	Wayne County	Harper Woods
Agriculture, forestry, fishing and hunting, and mining	1.9%	1.3%	0.3%	0.4%
Construction	7.1%	5.3%	4.0%	3.8%
Manufacturing	11.0%	17.6%	16.7%	10.4%
Wholesale trade	3.1%	2.8%	2.7%	1.2%
Retail trade	11.5%	11.6%	11.1%	11.2%
Transportation and warehousing, and utilities	5.1%	4.2%	5.9%	4.3%
Information	2.4%	1.9%	2.1%	2.2%
Finance and insurance, and real estate and rental and leasing	7.0%	5.7%	6.0%	6.5%
Professional, scientific, and management, and administrative and waste management services	10.4%	8.9%	9.8%	10.3%
Educational services, and health care and social assistance	22.1%	23.2%	22.4%	27.9%
Arts, entertainment, and recreation, and accommodation and food services	8.9%	9.1%	10.3%	10.3%
Other services, except public administration	4.9%	4.7%	4.6%	3.7%
Public administration	4.8%	3.8%	4.0%	7.7%

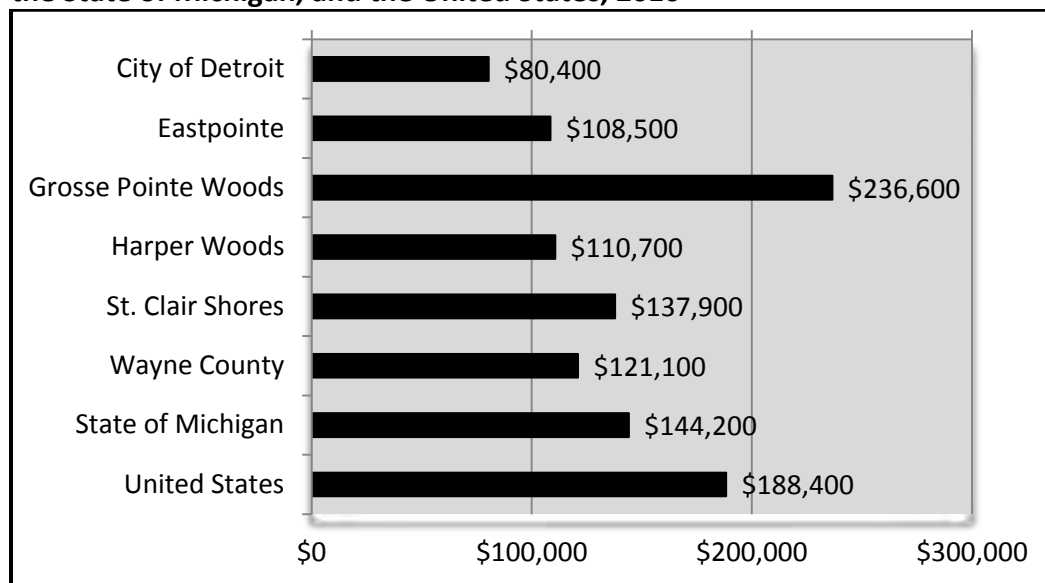
Source: U.S. Census Bureau, American Community Survey, 2006-2010

Conclusion: The increase in persons in the educational services, and health care and social assistance industry indicates a shift in the demographics of the City, most likely caused by new residents and the ever-changing regional economy. The diversity of industries is a positive indication of the attractiveness of Harper Woods to newcomers and puts Harper Woods at a competitive advantage. The variety of occupations reaffirms that Harper Woods is a stable community in which to live.

Housing Characteristics

The median housing value in Harper Woods, as illustrated in Chart 4 below, was \$110,700 in 2010. Although this was higher than the median housing value of surrounding municipalities of Detroit and Eastpointe, it was lower than that of Grosse Pointe Woods, St. Clair Shores, Wayne County, the state of Michigan, and the United States. As previously stated, the severe recession that began in the late 2000s resulted in millions of home foreclosures nationwide. This inevitably depressed housing values, and southeast Michigan was more negatively affected than most other areas of the country.

Chart 4: Median Housing Value in Harper Woods, Surrounding Municipalities, Wayne County, the State of Michigan, and the United States, 2010



Source: U.S. Census Bureau, American Community Survey, 2006-2010

Conclusion: Despite the decline in housing values caused by the national recession in the late 2000's, the City has made a concerted effort in keeping housing values at a reasonably attainable level, while at the same time keeping them high enough to guarantee good, quality structures. This makes Harper Woods an attractive choice for younger, working families and first-time buyers.

The housing tenure breakdown is relatively favorable with 71.2%, or 4,142 of the 5,814 occupied housing units, being owner-occupied in 2010, and with the remaining 28.8% of occupied housing units being renter-occupied. Additionally, of the 6,504 housing units in Harper Woods, 690 (10.6%) are vacant housing units. Most of these vacancies are units that are actively listed for sale or rent.

Table 8: Estimated Value of Owner-Occupied Housing Units in Harper Woods, 2010

Estimated Value	Estimated Number
Less than \$50,000	486
\$50,000 to \$99,999	1,221
\$100,000 to \$149,999	1,640
\$150,000 to \$199,999	621
\$200,000 to \$299,999	268
\$300,000 to \$499,999	26
\$500,000 to \$999,999	11
\$1,000,000 or more	0
Total	4,273

Source: U.S. Census Bureau, American Community Survey, 2006-2010

Despite the predominance of single-family dwellings, Harper Woods does offer a variety of housing opportunities. The number of housing units has slightly decreased between 1990 and 2010 (Table 9). As previously stated, part of this decrease was the 260 units that were lost with the demolition of an apartment complex in 1996 for the construction of regional shopping uses on the Eastland Center property. The 2000 census accounted for this demolition.

Table 9: Housing Units, by Type, in Harper Woods, 1990-2010

	1990	2000	2010
One-Family Detached	5,256	5,297	5,061
One-Family Attached	144	171	258
Two-Family/Duplex	25	11	0
Multi-Unit Apartments	1,291	1,035	1,085
Mobile Homes	2	0	0
Other Units	26	0	0
Total Housing Units	6,744	6,514	6,404

Source: U.S. Census Bureau (1990 and 2000) and American Community Survey 2006-2010

Harper Woods has a consistently high rate of owner occupancy: 78.4% in 1990, 79.4% in 2000, and 71.2% in 2010. The slight increase in the 1990's was due to the demolition of Eastland Village apartments and the decrease in the 2000's was due to the severe recession in the latter part of the decade that resulted in significantly large numbers of home foreclosures. As previously stated, many of the people who lost their home to foreclosure no longer had the funds, credit, or desire to own a home. Therefore, the percentage of renter-occupied housing units rose from 17.8% in 2000 to 28.8% in 2010.

Table 10: Housing Tenure in Harper Woods, 1990-2010

Occupied Housing Units	1990	2000	2010
Owner-Occupied Housing Units	5,299	5,175	4,142
Renter-Occupied Housing Units	1,273	1,117	1,672
Total Occupied Housing Units	6,572	6,292	5,814
Total Vacant Housing Units	172	222	690
Total Housing Units (Occupied and Vacant)	6,744	6,514	6,504

Source: U.S. Census Bureau (1990 and 2000) and American Community Survey 2006-2010

Conclusion: There are a variety of housing options available, and those options should continually be evaluated to ensure that they are meeting the needs of the community. As previously stated, there are housing options that are specific to the senior citizen and disabled population.

Harper Woods’ housing stock is relatively old, and most of the units were built in the same time period. Almost half of the total housing units were built between 1950 and 1959. Overall, almost 85% of the housing units were built between 1940 and 1969, with a small burst between 1985 and 1988. While proper maintenance can extend the life of any structure, many of these units may be nearing the end of their useful lives. Demolition of some units and reconstruction may become necessary. Strict enforcement of the City’s housing code is of utmost importance to keep these homes from deteriorating. The City’s housing code should be examined and evaluated for its effectiveness in dealing with the problems of maintaining Harper Woods housing stock, and the problems that strict enforcement may pose for homeowners. If appropriate, the housing code should be revised and programs established to assist homeowners with compliance. Additionally, revisions may be necessary to increase the design standards for new home construction to ensure new home construction and improvements are in keeping with the character of the area. It may be appropriate to incorporate design criteria in the appearance code to preserve the quality architectural design which are present on many of the residential streets of Harper Woods. Financing programs for new home buyers may be necessary for rehabilitation of homes.

SECTION III

PLAN GOALS AND OBJECTIVES

This document demonstrates several issues which will significantly impact the future development of Harper Woods. The following goals, each with their separate list of objectives, provide guidance in how the City can address these issues.

- ❖ *Preserve the integrity of existing living patterns in residential areas of the City.*
- ❖ *Promote a well-planned and integrated system of commercial and office uses which will serve the needs of the City residents, enhance the image of the City and strengthen the City's tax and employment base.*
- ❖ *Continue to provide all segments of the population with high quality and affordable services and facilities.*
- ❖ *Maintain a safe, efficient transportation system which minimizes conflicts among transportation users, promotes accessibility throughout the community and accommodates motorized and non-motorized circulation needs of City residents.*
- ❖ *Promote Harper Woods as an attractive, quality community in which to live.*
- ❖ *Ensure ongoing interest and implementation of the City's Master Plan.*

Goals are general in nature and, as related to community planning, are statements of ideals toward which the City wishes to strive. They represent the ultimate purpose of an effort that is broad. Goals express a consensus of community direction to public and private agencies, groups and individuals.

Following each general goal is a set objectives. Objectives are more specific and are intended to provide a means to attain the stated goals. Objectives take the form of more measurable standards and identify the way in which the goals can be attained. In some instances, they are specific statements that can be readily translated into detailed design proposals or recommended actions.

Together, the following goals and objectives provide the foundation of the Master Plan and the framework for future implementation strategies.

Residential Uses

Goal:

Preserve the integrity of existing living patterns in residential areas of the City and maintain the viability of housing in strong neighborhoods to improve the quality of housing.

Objectives:

1. Maintain strict and comprehensive code enforcement of the Housing Code, which requires a Certificate of Occupancy when a residential property is sold or transferred, registration of residential income properties, and registration of vacant and abandoned vacant property to prevent and reduce blighting influences.
2. Maintain the existing sidewalk network for continued linkages throughout the community.
3. Enhance the landscape of neighborhoods with increased tree plantings.
4. Continue cooperation with business owners to minimize negative impacts of commercial uses that abut residential areas.
5. Establish strong policies and techniques to maintain the planned boundaries of commercial and office areas to avoid expansion into residential neighborhoods.
6. Provide affordable and quality housing opportunities for senior citizens in the community.
7. Continually monitor and encourage reinvestment in single family homes; especially in potentially high risk areas along the expressway, adjacent to commercial uses and along the southern boundary of the City.
8. Develop programs to assist young families and the elderly to maintain and reinvest in neighborhoods.
9. Continue to permit concentrations of multi-family housing only on major thoroughfares or on collector streets that may be accessed without cutting through single-family neighborhoods.
10. Protect all neighborhoods from excessive through traffic. To achieve this objective, the City should consider converting residential street intersections to cul-de-sacs in areas where: 1) the residential street intersects a major thoroughfare; and 2) the residential street is not designed to accommodate large volumes of traffic from other streets.
11. Protect all neighborhoods with the most advanced and visible public safety methods as possible. To achieve this objective, the City should consider converting street intersections

to cul-de-sacs in areas where crime can be mitigated by limiting access points to neighborhoods.

12. Encourage and facilitate the demolition of blighted homes that cannot easily be repaired and have become a nuisance.

14. Minimize the number of vacant properties by encouraging the homeownership of habitable structures and encouraging the rehabilitation or demolition of uninhabitable structures.

Commercial and Office Uses

Goal:

Promote a well-planned and integrated system of commercial and office uses which will serve the needs of the City residents, enhance the image of the City and strengthen the City's tax and employment base.

Objectives:

1. Maintain high standards of site design for all commercial and office uses, including frontage beautification, landscaping, walkway linkages, controlled vehicular access, and attractive signs; all of which will promote long-term commercial stability.
2. Create a design theme for commercial/office areas in order to establish an identity and sense of place for the corridors and businesses.
3. Continue strict and swift code enforcement of businesses that violate city ordinances.
4. Encourage commercial areas to organize and cooperate through business associations.
5. Encourage a variety of retail and restaurant uses to serve the needs of the community.
6. Promote conditions along Kelly Road such as wider sidewalks and improved separation between pedestrian and vehicular space that enhance the pedestrian environment and that will generate greater pedestrian activity.
7. Prevent undesirable, unplanned commercial encroachment into residential neighborhoods.
8. Stimulate office development by perpetuating the criteria listed in the Economic Analysis.
9. Allow a mixture of office and commercial development to enhance and support successful non-residential corridors within the City.
10. Promote mixed use development and design near the Eastland Center that is flexible and cohesive with the surrounding area.
11. Increased buffering in areas where incompatible land uses are adjacent to each other.
12. If Salter Park continues to be underutilized, consider redeveloping and reusing areas of Salter Park if the recreation needs of the City can be better served at a different location.
13. Promote more consistent development and design along 8 Mile and Vernier Rd. corridors.

Community Facilities and Recreation

Goal:

Continue to provide all segments of the population with high quality and affordable services and facilities.

Objectives:

1. Expand City Hall to allow for improved and more efficient storage and office facilities.
2. Provide more space for the Parks and Recreation Department to allow for meeting rooms and activity areas.
3. Provide more active recreational facilities with less reliance on the School District.
4. Explore the feasibility of a comprehensive indoor/outdoor community center providing all needs in one area which is centrally located and easily accessible for all residents
5. Encourage the overall cleanup and enhancement of the existing City parks and monitor more closely the general maintenance of the property.
6. Develop capital improvement program (CIP) to prioritize and budget for needed capital improvements such as police, fire and public works equipment and any building expansions or renovations.
7. Update the Parks and Recreation Master Plan, to provide updated information and policy recommendations and to assure continued MDNR funding eligibility.
8. Continue to provide activities which serve the needs of special populations such as people with disabilities and the elderly.
9. Consider creative approaches such as a park over pass in order to provide more park land and open space for Harper Woods residents.
10. Establish a dog park by either converting a portion of an existing park or acquiring additional park property.
11. Establish outdoor water features (such as splash pads and spray pads) in existing parks that are underused or have the demand for outdoor water features.

Transportation and Circulation

Goal:

Maintain a safe, efficient transportation system which minimizes conflicts among transportation users, promotes accessibility throughout the community and accommodates motorized and non-motorized circulation needs of City residents.

Objectives:

1. Maintain the quality of streets, sidewalks, and bike paths on an ongoing basis.
2. Improve pedestrian safety at existing busy intersections and commercial areas.
3. Eliminate physical barriers which impede non-motorized circulation throughout the City.
4. Access management should be improved whenever possible.
5. Promote the use of public transportation; including the Suburban Mobility Authority for Regional Transportation (SMART), Detroit Department of Transportation (DDOT), and Pointe Area Assisted Transportation Services (PAATS). Also, improvements to the bus stop at Eastland Shopping Center should be encouraged to sustain the viability of public transportation for area shoppers, residents, employees, and students.
6. Encourage redesign of Kelly Road parking layout to improve pedestrian environment and circulation.
7. Consider conducting a thorough traffic study which re-evaluates the adequacy of existing traffic patterns, directional signage and the safety at intersections.
8. Corridor planning and streetscape improvements should be promoted as an important component in enhancing the public environment
9. Adopt and implement the transportation policies of the Michigan Planning Enabling Act (P.A. 33 of 2008, as amended), commonly referred to as "Complete Streets." These policies should include installing separate bike paths or bike lanes in the street via a shared-lane marking where a high level of bicycle use is anticipated, such as on Beaconsfield Road.
10. Consider converting residential street intersections to cul-de-sacs in areas where: 1) the residential street intersects a major thoroughfare; 2) the residential street is not designed to accommodate large volumes of traffic from other streets; and 3) crime can be significantly mitigated by limiting access points to neighborhoods.
11. Install traffic calming devices (such as curb extensions) where appropriate.

Quality of Life

Goal:

Promote Harper Woods as an attractive, quality community in which to live.

Objectives:

1. Improve the appearance of streetscapes along major corridors.
2. Develop a strong visual statement at key entry points into the City through signs, banners and landscaping.
3. Require comprehensive landscaping of all development and redevelopment proposals prior to City approval.
4. In addition to the standards of the Zoning Ordinance, explore the possibility of developing additional landscaping standards for non-residential properties.
5. Encourage preservation of unique features and landmarks, City history, creative development solutions, and rich visual design.
6. Encourage the preservation of existing vegetation and trees on public sites and all rights-of-way, and promote additional street tree plantings, particularly along major corridors and the expressway.
7. Encourage property owners to upgrade and maintain the environmental quality of their sites and buildings.
8. Eliminate hazardous or unsightly conditions through enforcement of building codes, the Housing Code Ordinance, the Garbage and Trash Ordinance, the Nuisance Ordinance, and, if necessary, the use of condemnation powers.
9. Work with MDOT to benefit from impacts of Vernier Avenue (M-102) and I-94, and work with Wayne County to benefit from impacts on Kelly Road. These benefits include noise mitigation, maintenance, landscaping, entrance improvements and signage.
10. Promote the cultural assets of the City and encourage new cultural and artistic assets. When possible, the City should seek joint projects and any grant funds that will help the City promote its art and culture
11. Enforce the City's Architectural and Site Design Guidelines, which generally apply to non-residential buildings. These Guidelines require screening, landscaping, building materials and colors, lighting and signage.

Planning

Goal:

Ensure ongoing interest and implementation of the City's Comprehensive Master Plan.

Objectives:

1. Revise the Zoning Ordinance and Zoning Map consistent with the Master Plan.
2. Involve the Planning Commission in the recreation planning process.
3. Provide for strict zoning administration and compliance with regard to site plan review standards, special approvals, and rezoning within the City.
4. Inform the public and citizen groups of Master Plan policies assuring that the plan is thoroughly understood and carried out in conformance with its stated goals and objectives.
5. Encourage community participation in the planning process and budget for materials and training for Planning Commission, City Council and ZBA.
6. Cooperate with adjacent communities through exchange of information on development and redevelopment issues.
7. Prepare plans for specific issues or areas of concern, such as neighborhood plans, corridor plans, and housing maintenance programs. When possible, partner with organizations and neighboring communities when preparing plans that are mutually beneficial.
8. Update the Master Plan on a regular basis.
9. Prepare a non-vehicular circulation plan (pedestrian and bicycles) for Harper Woods citizens, business and police to provide an alternative to the automobile, particularly for children, the elderly, and those with disabilities.
10. Coordinate with citizens, business and police neighborhood planning groups to focus on needs of specific neighborhoods.
11. Prepare a City-wide tree planting plan for public and private lands.

SECTION IV

CIRCULATION ANALYSIS

The City of Harper Woods' circulation system, established for over forty years, is a mature grid system. This pattern has been able to reasonably accommodate the increases in vehicular travel over the years by providing motorists with multiple options to reach a chosen destination.

As a result of the grid pattern, the land was divided into blocks which created neighborhoods for the residents of Harper Woods. This neighborhood character is one of the greatest assets of the City. Many communities developing in the past 20 years provide curved roadways and streets terminating in cul-de-sacs. With this type of development, neighborhoods have been cut off from each other resulting in the loss of the sense of community and neighborhood atmosphere in many of these areas. Fortunately for Harper Woods a strong sense of community has prevailed and will continue to flourish due largely because of the street network in place.

Physical Conditions

National Functional Road Classification Map

The Moving Ahead for Progress in the 21st Century Act (MAP-21) is the guiding act for the allocation of federal funds for transportation improvements. One of the federal requirements is for all states to adopt the national functional road classification system.

The functional classification of the road system has a direct relation to allocation of federal funds. Interstates and major arterials, which are designed and constructed to carry greater volumes of traffic at higher rates of speed, have a higher priority, and thus receive a greater amount of funding than minor arterials and collectors. The latter are designed and constructed for areas requiring lower volumes of traffic at reduced speeds, such as residential neighborhoods. Roads classified as "Local Streets" are not eligible for funding under this program. Map 4 illustrates the roads listed as part of the National Functional Road Classification and provides the latest 24 hour traffic volumes on those road segments.

Urban Interstates: The Urban Interstate serves to move people and goods across the country. Edsel Ford Expressway (Interstate 94) is a six lane divided urban interstate that passes through the City. In Michigan, I-94 runs east and west through the state from Port Huron, Michigan, to Billings, Montana, where it merges with I-90 to continue west to Seattle, Washington. Clearly, access to this interstate connects the City of Harper Woods with the region, state, the United States, and Canada. Interstate 94 also connects in a short distance to Interstate 696 and Interstate 75 allowing quick access west and north of Wayne County. Close proximity to major employment and entertainment areas is a significant asset to attract young professionals to Harper Woods.

Construction of I-94 has separated a small portion of the City away from the normal circulation pattern. Fortunately, this has come with very minimal negative impact on the neighborhoods. Within the City, there is one interchange located at Eight Mile Road, two ramps, and Allard Drive which is an exit only. Overall, there are six vehicular overpasses to maintain connections between to the west and east portions of the City as well as five pedestrian bridges which enable non-motorized connections within the City.

Urban Principal Arterials: Principal arterials are at the top of the classification system, with the exception of the interstates. Principal arterials carry long distance through-travel movements. They also provide access to important traffic generators, such as major airports or regional shopping centers. The urban principal arterials within Harper Woods are Vernier Avenue (M-102), which includes Eight Mile Road west of where they split, and Harper Avenue north of Vernier Avenue.

Continuing west outside the City boundaries, Eight Mile Road/Vernier Avenue serves as the border line between Wayne County to the south and Macomb and Oakland Counties to the north. This state trunkline, called Eight Mile Road at this point, directly connects Harper Woods with the west side of the Detroit Metropolitan area. With synchronized signaling, Eight Mile Road provides relatively fast movement with few stops, under optimum conditions.








Urban Minor Arterial: Kelly Road and the segment of Eight Mile Road east of the split with Vernier and west of N. Harper Ave. are the only streets that are classified as an Urban Minor Arterial Roads. These roads are classified as such because of their function to carry trips of shorter distance than the principal arterial and to carry traffic to local traffic generators. Kelly Road forms the western boundary of the City with Detroit. The road is a divided boulevard which carries motorists into and out of Detroit and the Macomb County suburbs to the north. Kelly Road is a major commercial area for the City that is intended to serve pedestrian activity.

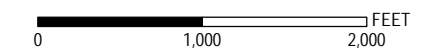
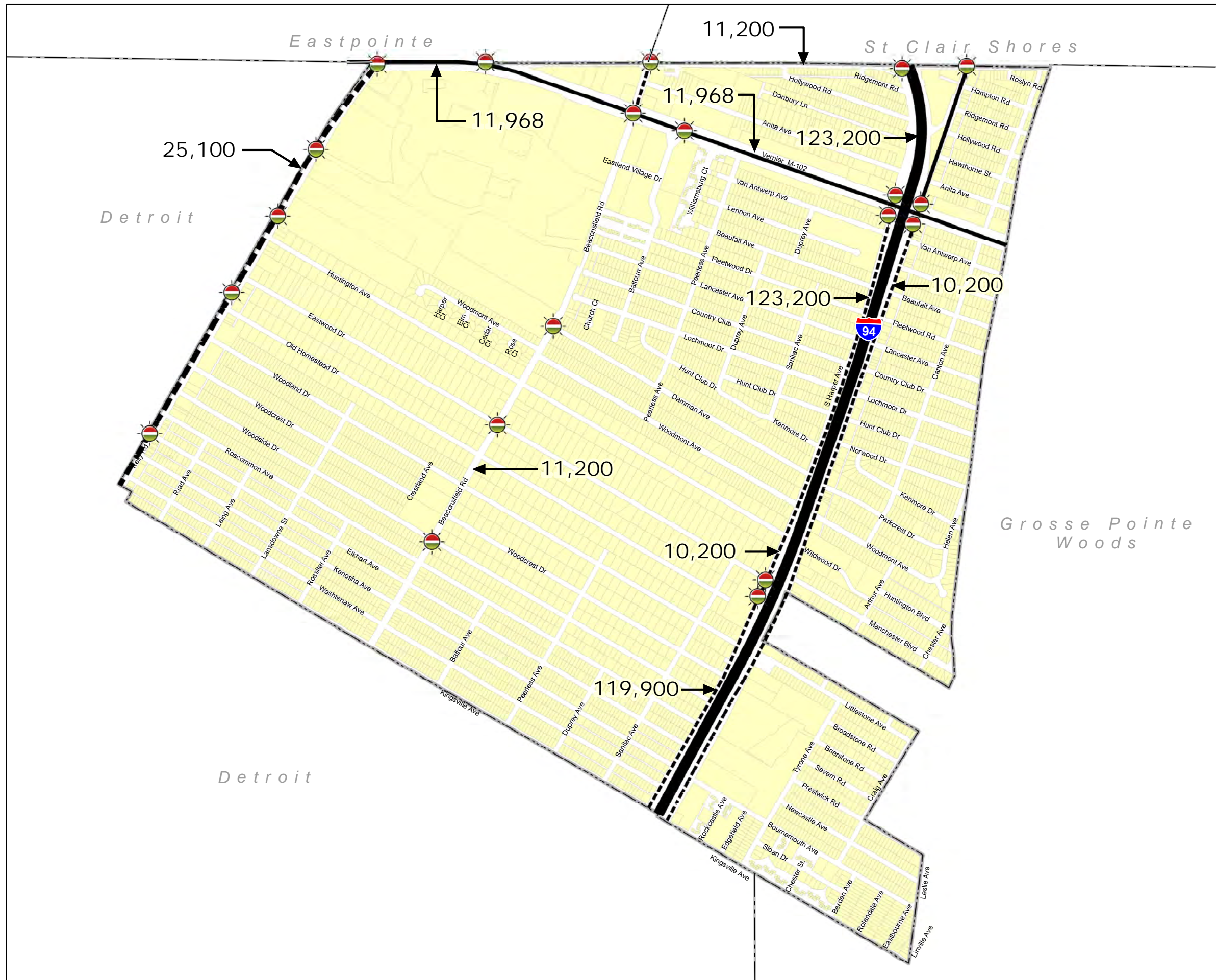
To enhance Kelly Road as a major gateway into Harper Woods, the City has devoted extra funding and attention. A wonderfully landscaped median marks the entrance and welcome to the City. The quality design of the median should be carried over to the streetscape and commercial building facades facing Kelly Road for an enhanced experience for the pedestrian shopper.

Map 4 National Functional Road Classification and Circulation Analysis

Harper Woods, Michigan
July 24, 2013

LEGEND

-  Interstate
-  Principal Arterial
-  Minor Arterial
-  Urban Collector
-  Traffic Signal
- 10,000  Annual Average Daily Traffic Counts- 1995
-  Municipal Boundary



Base Map Source: City of Harper Woods 7/17/12.
Data Source: SEMCOG (Traffic Counts), MDT (Street Classifications)

Urban Collector: Urban collectors tend to provide more access to property than do arterials. Collectors also funnel traffic from residential areas to arterials. All of Harper Ave. running south, the segment of Harper Avenue running north between the City's southern boundary and Vernier Avenue, and all of Beaconsfield are classified as collectors.

The roadway of Harper Ave. running north is defined primarily by office buildings fronting at the right-of-way, greenbelt strips and street trees and parking areas. Access should be controlled along the non-residential areas of Harper Avenue. Southbound Harper Avenue is primarily residential with the exception of a few public and semi-public uses. Overall, Harper Avenue provides a useful buffer between the developed areas of the City and the expressway. As mentioned above, more street trees could improve the quality of screening and buffering in this area.

Act 51 Road Funding

Michigan's Public Act 51 of 1951, as amended, establishes how gasoline tax revenues are distributed to both the state and local municipalities. The state keeps a portion of these revenues for interstates and state trunk lines. The rest is distributed to local units of government with a set formula. The State calculated the formula to send certain amounts of revenue to municipalities based on the type of streets they have.

The allocation is by a system of classifying roads as either major or local streets. Major streets, which are designed and constructed to carry greater volumes of traffic at higher rates of speed, receive a greater dollar-per-mile amount than local streets. Local streets are those with low volumes of traffic at lower rates of speed. Under the requirements of this Act, not less than 1% of the funding granted must go towards non-motorized transportation.







There are 35 miles of local streets and 9.84 miles of major streets based on the Act 51 categories. As illustrated in Map 5, major streets include Eight Mile Road, Kelly Road, Eastwood Drive, Harper Avenue, Bournemoth Avenue, Beaconsfield Road, Tyrone, Littlestone, Dammon, Lochmoor and Hawthorne.

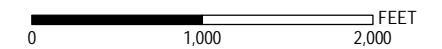
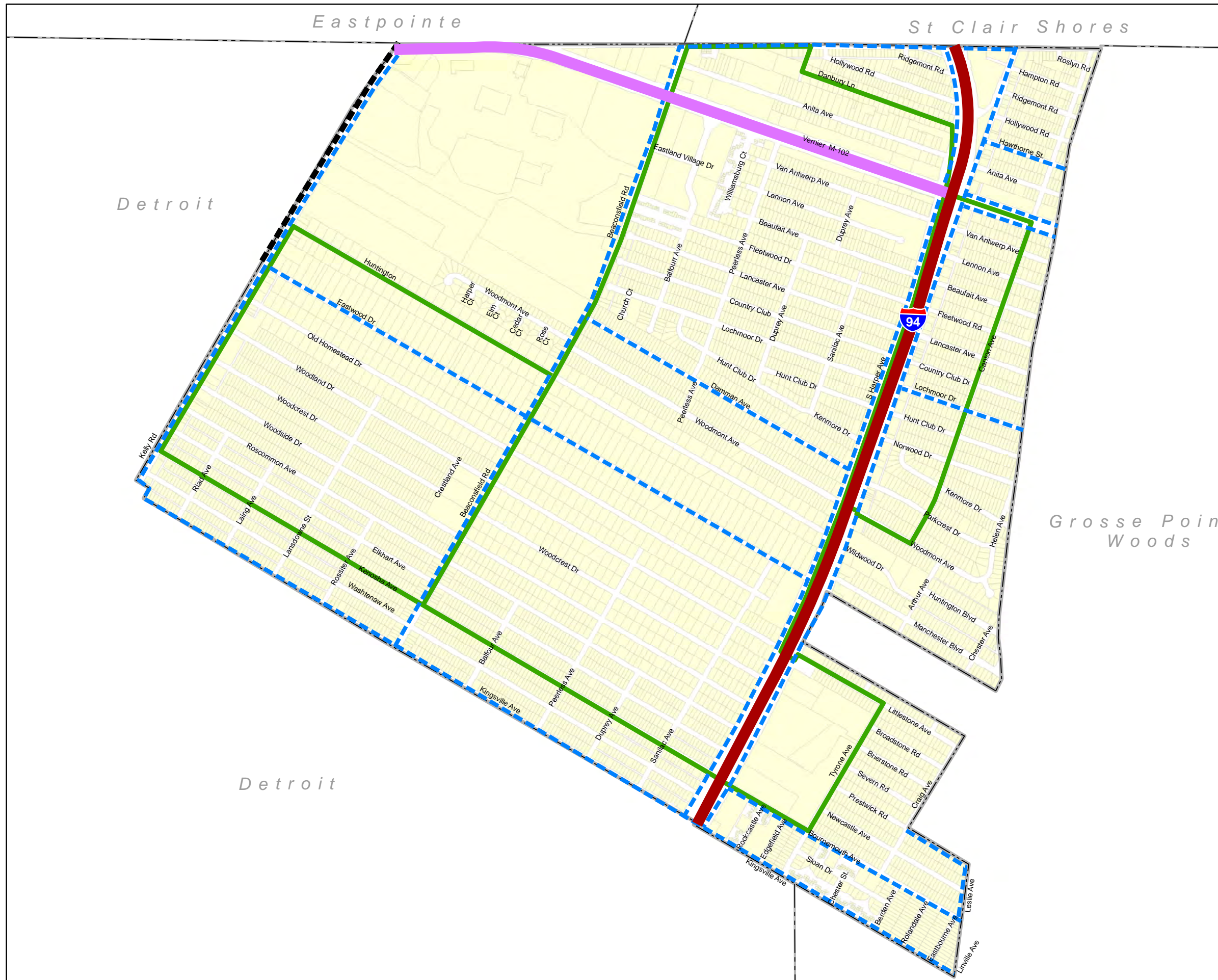
Conclusion: The City of Harper Woods should continue from time to time to pursue amending both the Act 51 Map and National Functional Classification Map to include additional road segments when appropriate. Additional lengths of streets will result in increased funding. Although the City has done extremely well relying on other funding methods to maintain the high quality of its roads, additional sources are always beneficial.

Map 5 Transportation Plan

Harper Woods, Michigan
July 24, 2013

LEGEND

-  Interstate
-  State Trunkline
-  County Primary
-  Major Street
-  Proposed Bike Route
-  Municipal Boundary



MCKenna
ASSOCIATES

Base Map Source: City of Harper Woods 7/17/12.
Data Source: Michigan Department of Transportation, 7/97

Public Transit

Suburban Mobility Authority for Regional Transportation (SMART)

By way of public transportation, Harper Woods is very accessible and has excellent access to the surrounding metropolitan area. Through the Suburban Mobility Authority for Regional Transportation (SMART), there are various levels of transit services provided. The highest level of service in the area is located along Vernier Avenue and Harper Avenue. Regular routes allow access to downtown Detroit and follow many of the major roads in the area facilitating access to many surrounding communities.

Detroit Department of Transportation (DDOT)

DDOT provides bus service in and around the City of Detroit. A few of the bus lines provide a route to the Eastland Center and a few other stops along Eight Mile Road/Vernier Avenue and Kelly Road within the City. This service provides residents with a second public transit method to travel downtown. The bus stop at the Eastland Shopping Center serves as a major transportation hub for shoppers, residents, employees, and students.

Other Public Transportation

Residents of the area are also provided with the Connector bus and Pointe Area Assisted Transport Service (PAATS) which provide call-ahead transport service to residents. The Connector is provided by the City through a contract with SMART and provides curb to curb service to all residents and services a smaller vicinity. PAATS provides service for Harper Woods residents and residents of the five Grosse Pointes. This service is only for senior citizens and those that are physically disabled. PAATS provides door-to-door service to many destinations, including the major medical facilities in the area. Both van services are equipped for wheelchair transport.

Non-Motorized Circulation

In addition to the high quality road system and public transportation programs, residents of the community can rely on non-motorized methods to access their destinations. Non-motorized circulation includes pedestrian, bicycle, roller blading and other types of activity. For the purposes of discussion these forms of non-motorized activities will be classified as “pedestrian”. A quality sidewalk/bike path system allows residents to access different points of interest in the community. Points of interest include commercial areas, medical offices, parks, schools, the library, and the city offices.

Throughout the City, all modes of non-motorized transportation are well-accommodated. The existing sidewalk network is very comprehensive throughout the City. Generally, the sidewalks are in good condition. The City should continue to consider the maintenance of sidewalks to coincide with future roadway improvements. Sidewalks are located on both sides of the road in most areas. Where roads terminate at cul-de-sacs along Lochmoor Drive, Country Club Drive and Lancaster Avenue a sidewalk extension is provided to connect these neighborhoods to Beaconsfield Road. In addition, there are five pedestrian bridges extending over the I-94 expressway to further maintain physical ties to the divided east and west portions of the City.

Traditional neighborhood design standards dictates that an area which is considered “walkable” provides all necessary amenities and services within a five-minute walk. The existing land use pattern is not entirely conducive to the walkability of the community. Generally, the commercial areas are linear along the boundaries of the City and not clustered in a central location. This pattern makes it difficult for many residents to park their cars and walk to shopping access to their homes.

In addition, the linear layout of the Kelly Road and Harper Avenue shopping areas makes it difficult to conveniently reach every shopping destination by walking from one parking space. However, there are smaller scale improvements that can be made to improve the pedestrian experience where residents do circulate to commercial areas.

Improve Pedestrian Access

A variety of enhancements are recommended for the pedestrian environment of the City. These will work towards promoting the community as an appealing place to live for active lifestyles. The most threatening situation for pedestrians is crossing major roads and intersections. This situation should be improved by striping or using a different pavement in the crosswalks to identify pedestrian crossing areas. This would be valuable along Vernier Avenue where it intersects with Beaconsfield Road. Pedestrian signalization in addition to the striping would also be valuable in these areas. Pedestrian striping and signalization have been installed along Vernier Avenue where it intersects with Harper Avenue, and along Eight Mile Road where it intersects with Kelly Road. Additionally, the City has used Community Development Block Grant (CDBG) funds to make improvements to all sidewalk areas where they intersect with the street. These improvements have made sidewalk crossings compliant with the Americans with Disabilities Act (ADA).

Pedestrian bridges over Interstate 94 are a wonderful asset to non-motorized circulation. To be more enticing to pedestrians, these pedestrian bridges could be enhanced. For instance, way-finding signage could be provided. Also, the chain link fence, which is painted or vinyl coated, should be maintained to preserved the finished appearance and prevent rust. Because they are under the jurisdiction of the State, this requires cooperation between the City and State.

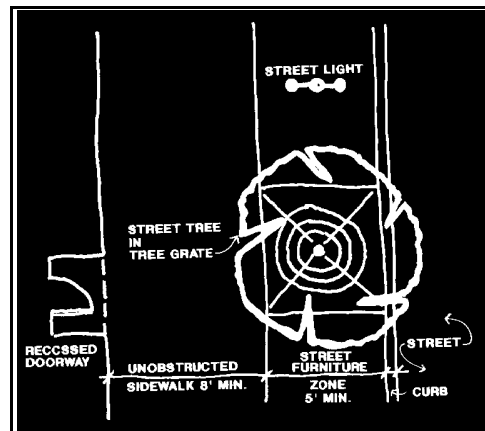
Connections to Eight Mile Road/Vernier Avenue Commercial Areas

The signature “sea of parking” at Eastland Center is the greatest physical barrier for any pedestrian. For improved connections between the neighborhoods and the shopping center, designated pedestrian pathways should be provided.

For pedestrians traveling along Vernier Avenue and Eight Mile Road west of Vernier, the greatest threat is the vehicles entering and exiting the various commercial sites. Pedestrians must be careful not to conflict with the vehicles’ path of movement. Access management and minimized curb cuts along Vernier would assist in a resolution to this problem. Fewer points of access to sites would minimize the opportunity for pedestrian/vehicle conflict. Further, all sites should be designed to provide a pedestrian connection to the front door from the sidewalk which is safe for both pedestrians and motorists.

Pedestrian Experience Along Kelly Road

Kelly Road provides the greatest environment for pedestrian activity in the City. There are substantial opportunities for improvement to create an inviting atmosphere for residents of Harper Woods and surrounding communities. The specific parking and circulation recommendations from the 1995 Kelly Road Plan are summarized in other sections of the Master Plan.



In many areas along Kelly Road, there is an uncomfortable separation between pedestrian and parking areas in front of the buildings. There is insufficient space between the parked vehicle and the building to give the pedestrian a comfortable feeling of safety. It is even more hazardous at building entrances because there is no room to maneuver around an open door. An adequate pedestrian zone should be provided to create a comfortable environment.

Bicycle Connections

Accommodating bicyclists goes beyond providing sidewalks. Typically a wider pathway is required, often up to 8 feet wide. Though this is difficult to accommodate given the large amount of physical construction and right-of-way necessary to widen sidewalks, there are other options. A bicycle route could be designated that connects major points of interest. For immediate implementation, cyclists can use the roads. In the future, the city should consider separate bike paths or bike lanes in the street where a high level of bicycle use is anticipated, such as on Beaconsfield Road. A potential bike route is illustrated in Map 6.

Operating Conditions

Operating conditions of the roadways in the City are at a desirable level. The number of accidents within City limits has consistently been low over the past few years, falling from 482 crashes in 2002 to 312 crashes in 2011. As indicated on Map 4, recent average daily traffic volume data were collected for the major roadways in the City from Southeast Michigan Council of Governments (SEMCOG). This estimate is based on the average 24-hour, two-way traffic volume specified for a certain roadway segment. Counts were developed by raw data and interpolation and extrapolation.

The important issue is establishing the level of service, or roadway capacity, for the roads in Harper Woods. Roadway capacity is influenced by a number of factors. These include:










- ❖ Roadway width / number of lanes
- ❖ Number and spacing of conflict points
- ❖ Volume of turning movements
- ❖ Number and spacing of signals
- ❖ Vehicle speeds
- ❖ Roadway design
- ❖ Types of vehicles (especially trucks)

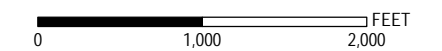
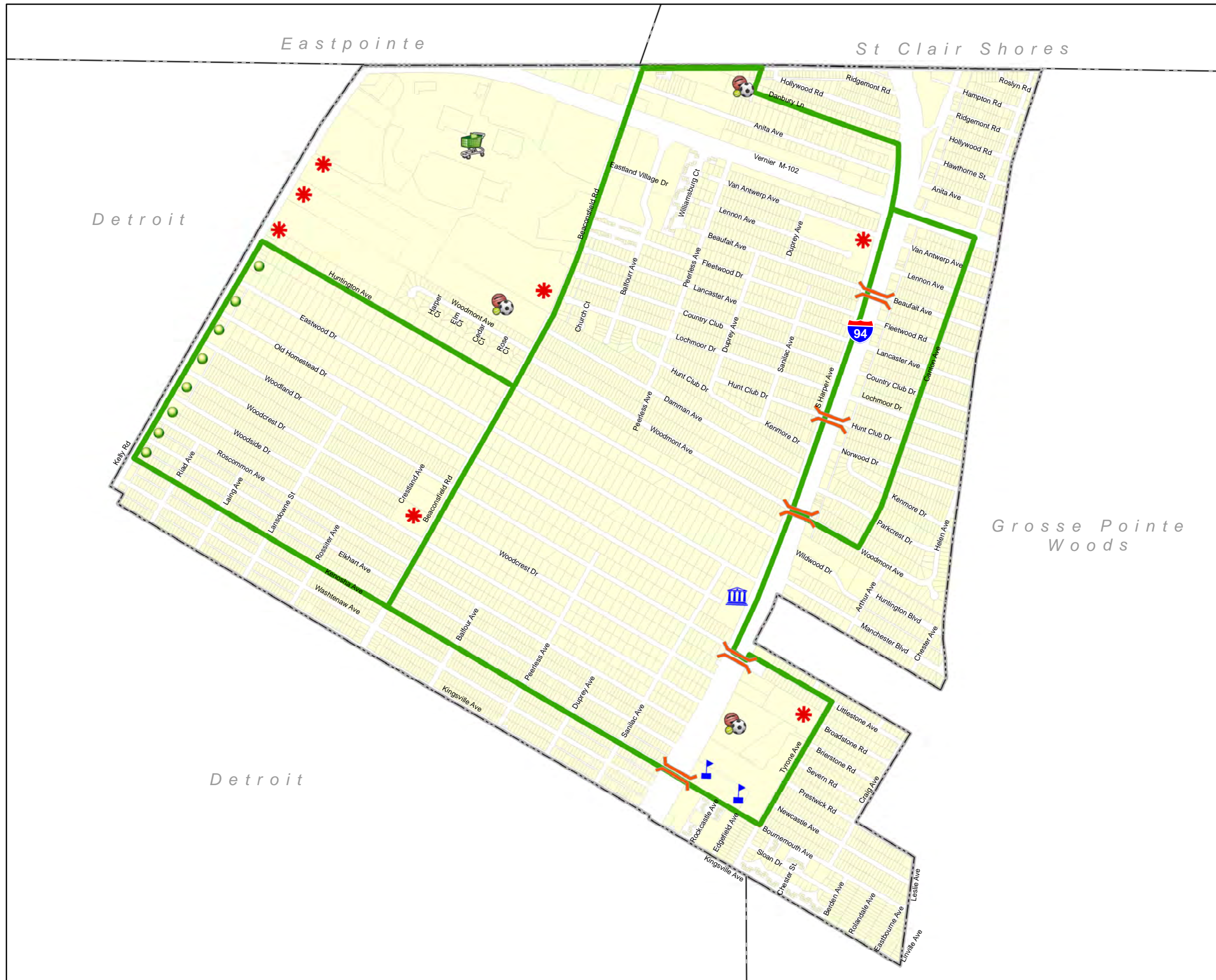
Based on the reported traffic volumes and considering the above-listed influences to roadway capacity, SEMCOG reports low levels of congestion on the major roads in Harper Woods.

Map 6 Potential Bike Route

Harper Woods, Michigan
July 24, 2013

LEGEND

-  City Offices
-  Educational
-  Educational and Recreational
-  Recreational
-  Shopping
-  Regional Shopping
-  Proposed Bike Route
-  Pedestrian Bridge
-  Municipal Boundary



McKENNA
ASSOCIATES

Base Map Source: City of Harper Woods 7/17/12.
Data Source: McKenna Associates, 12/12

Proposed Road Improvements

State Roadways

The State has organized a long range study for Interstate 94. However, any results of this study which would involve lane widening in the City would not be implemented for 15 to 20 years.

As described in Section I, visual, noise and fume impacts are minimal to the nearby neighborhoods. To further improve this situation, additional tree planting is recommended along the greenbelts on Harper Avenue. Any necessary enhancements will benefit the community and make Harper Woods more attractive to potential home-buyers. A potential source of funding for interchange landscape improvements is the Moving Ahead for Progress in the 21st Century Act (MAP-21) which provides funding for interchange enhancement. The City also has the options described in Section I which include the National Arbor Foundation or a local program such as the memorial tree program.

The total resurfacing of Vernier Avenue (M-102) between Kelly and I-94 has been completed. The State continued the project westward to Van Dyke in the year 2000. No expansions are planned in the future.

County Roadways

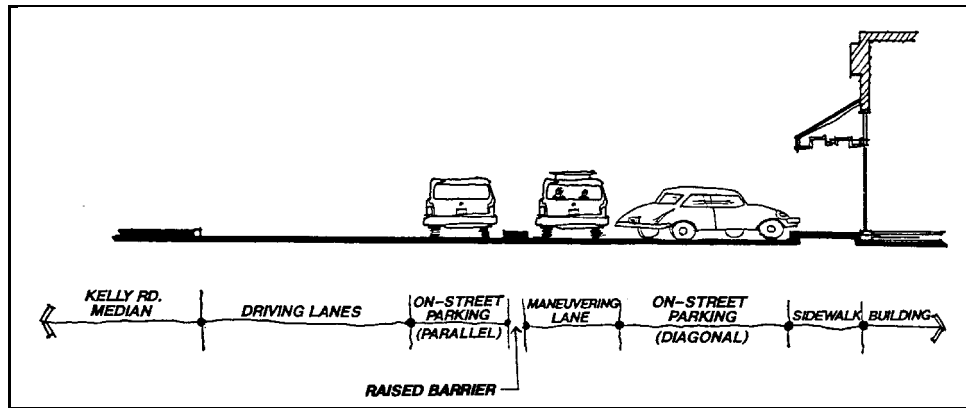
Kelly Road is the only Wayne County road within the City. Kelly Road is part of a County program for resurfacing, enhancements and recirculating, including the elimination of on-street parallel parking spaces and the expansion of the maneuvering lanes for the diagonal parking spaces. This project was completed in 2004.

In 1995, the Kelly Road Plan was prepared for the City. Because a significant portion of the customers of the Kelly Road Business District arrive by car, availability and accessibility is of paramount importance.

This document analyzed parking, traffic, accessibility and design alternatives for a seven block area between Kingsville (only the north half of the block) and Woodland. Major findings of the analysis are:

- ❖ On all but two blocks, there is no significant shortage of parking.
- ❖ It is difficult to maneuver in front of the businesses on Kelly Road because of the existing on-street parking spaces, both parallel and diagonal; potential safety problems also exist.

The traffic analysis of Kelly Road reveals that the existing two northbound lanes are adequate to serve the existing traffic and traffic for the foreseeable future.



Recommended solutions to improve the parking situation were in three phases as follows:

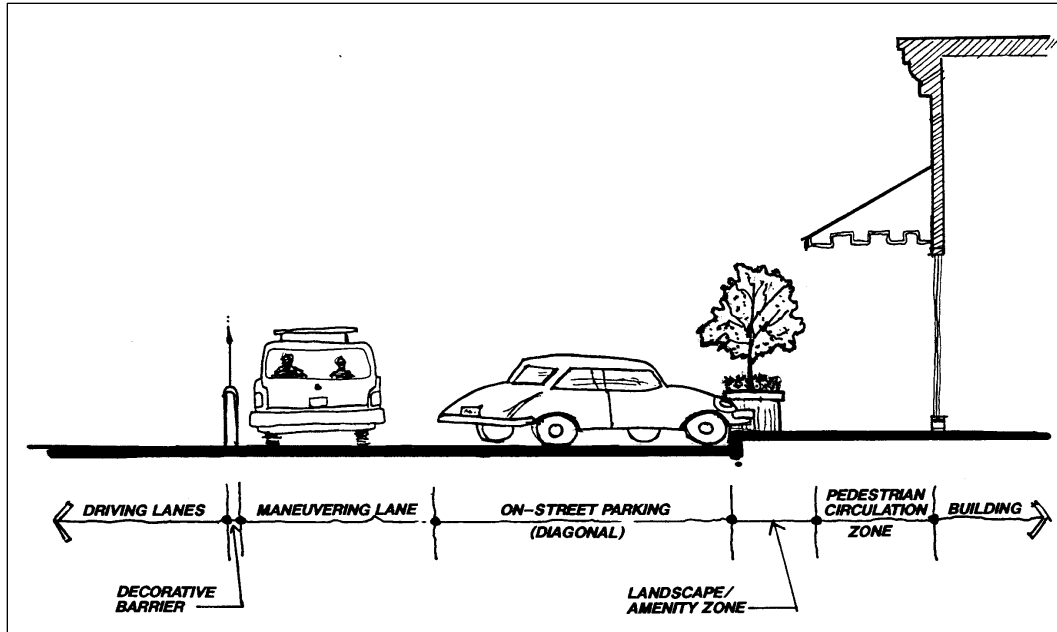
- ❖ Remove on-street parallel parking spaces on Kelly Road between the Detroit city limits and Kenosha and between Roscommon and Woodland and redesign the on-street diagonal parking spaces to improve maneuverability.
- ❖ Implement the above solution for the remaining two blocks (between Kenosha and Roscommon) and provide additional off-street parking in the rear.
- ❖ Expand the parking lots at the rear of the businesses between Elkhart and Woodside.

These solutions will retain most on-street parking on Kelly Road in front of the businesses so that they can retain one of their greatest attributes: an orientation to Kelly Road. As part of the implementation process of this document, the City should continue working with the County to discuss the alternative improvements for Kelly Road.

City Roads

A majority of the roads are under the jurisdiction of the City. Harper Woods has been devoted to maintaining the quality of the road system for its residents. Over the years, the City has funded several reconstruction and maintenance projects.

In November 1998, a \$6.5 million 15-year bond was on the ballot and approved by the voters. This bond allowed for the resurfacing of Beaconsfield Road and Woodland Drive from Beaconsfield Road to Kelly Road. Other smaller scale projects were also possible with this funding.

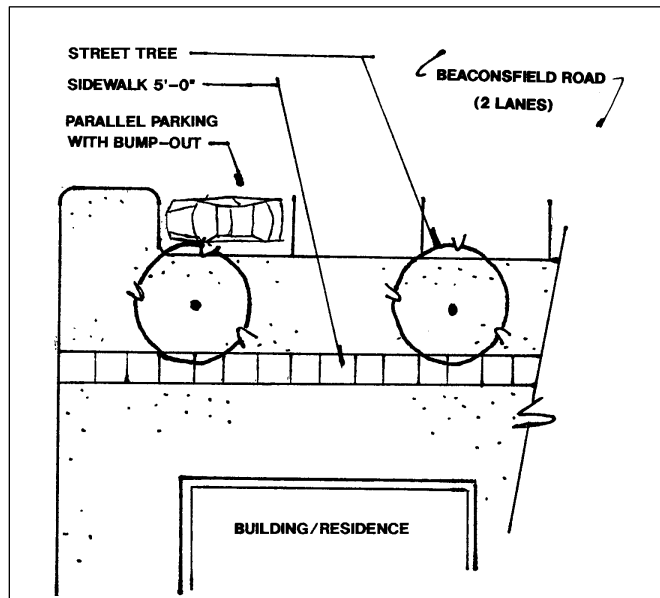


Beaconsfield Road: The traffic volumes and speeds along Beaconsfield Road have been a concern for some residents. Generally, the area along the road possesses a residential character. However, it is a collector road that connects Vernier Avenue with Moross Road, in the city of Detroit. Four stop lights have been installed to help maintain the low speed limit and improve safety for the schools in the area. Additionally, Beaconsfield has been narrowed from 4 lanes to 2 lanes with a middle turn lane. Reducing the lanes has had a positive effect on safety by reducing speeds.

The City has reviewed a traffic study which evaluated the traffic conditions of Beaconsfield Road and the need for traffic management devices such as the four lights. The plan states that, based on traffic volumes, some of the traffic lights are not warranted. It further states that the road is designed for a higher speed limit. Considering the predominance of residential uses in the area, a low speed limit should be protected. As discussed in the traffic engineering study, traffic calming methods may be appropriate to address this issue. These include, but are not limited to the following alternatives:

- ❖ *Convert entire outside lane to on-street parking:* Install “bump-outs” at certain intervals to designate the outside lane as a parallel-parking only lane.
- ❖ *Convert some portions of outside lane to on-street parking:* Though on-street parking is permitted in some areas, design elements mentioned above could be installed to designate the lane for parking only.
- ❖ *Convert outside lane to bike path:* Provide striping to designate a bike path lane on one side of the road.

- ❖ *Eliminate the outside lane:* Extend the greenbelt to include a wider sidewalk and street trees.
- ❖ *Increase patrol of road for traffic violations:* Increased penalties will become a deterrent.
- ❖ *Install speed bumps:* A common method of controlling speed. However, speed bumps are generally unpopular and should be used as a last resort when all other reasonable traffic calming measures fail.



Other Improvement Considerations _____

Design Alternatives / Standards

As part of the public space, the street environment must be well-maintained. Improvements should be in the form of streetscape design, parking lot design and building architecture. The existing condition of streetscapes within the City are certainly an asset to the community. The areas which lack these improvements should be brought up to standard, and existing improvements must be maintained.

Streetscape design includes improvements typically within the right-of-way. Enhancements encompass decorative lighting, signage (similar to banners along portions of north Harper Avenue and Kelly Road), street trees, sidewalks, brick pavers and greenbelts. Parking lot design is ingrained in the streetscape. How it interacts with the public space sets a tone for the quality of the area. Landscaping and limited access will “clean-up” a parking lot to leave a better impression for the patron.

Corridor Planning

The City of Harper Woods should consider developing corridor plans for its major roadways to promote the enhancement of commercial corridors. Particular attention should be paid to access management, landscaping, and parking. The City of Harper Woods, to the extent possible, should amend its Zoning Ordinance to visually and aesthetically maintain and improve the corridors through effective design requirements.

The intent of corridor plans is to improve aesthetics, access, and traffic flow along major corridors. Harper Woods should consider the feasibility of corridor plans for Vernier Avenue, Kelly Road and Harper Avenue. Although traffic flow and parking are addressed in the Kelly Road Plan, more comprehensive additional analysis is necessary. These corridor plans should be developed in conjunction with the City's Architectural and Site Design Guidelines. The plans should set forth ways to maintain these vital corridors as attractive, well-landscaped, pedestrian friendly shopping and office corridors. The plans will also address problem areas that need enhancement so that they keep in character with the rest of the area.

These plans will need to include both public and private participation. Public involvement has already begun for corridor projects with the ongoing street improvements. To maximize its success, sidewalk reconstructions and streetscape improvements such as roadside trees should be considered. Private involvement will take the form of redevelopment under new standards adopted by specific Zoning Ordinance amendments as well as the City's Architectural and Site Design Guidelines. The establishment of Corridor Improvement Authorities (CIA's), which are addressed later in this Plan, could also assist in the implementation of Architectural and Site Design Guidelines.

Comprehensive Traffic Study

An important concern for all communities is the overall traffic flow of the road network. Quality traffic circulation helps keep activity in the commercial areas and serves the needs of residents. As part of the visioning workshop, some residents expressed a concern regarding the traffic flow throughout the City. In order to analyze specific circulation issues such as the necessity of certain stop signs, yield signs and traffic lights requires a detailed traffic engineering study. For instance, a complete study was conducted several years ago where many stop signs were removed or relocated along with other tasks to address the recommendations of the study. Further, a study was also conducted for Beaconsfield Road.

Access Management

Many communities, developing and built-out, are adopting access management standards to control traffic to certain points of ingress and egress. Even built communities are tackling this concept for site redevelopment. The goal of access management is to provide standards which will facilitate through traffic operations and improve public safety along major roadways. The

access guidelines have two functions: 1) to protect the public investment in the roadway by minimizing congestion and accident potential, and 2) providing property owners with reasonable, though not always direct, access.

These guidelines generally relate to the site plan of a particular development, but they also include the public right-of-way area, which is under the jurisdiction of the road agency (includes: Harper Woods, Wayne County and MDOT). Implementation of these guidelines will require coordination with those agencies so that driveway permits are not granted until the access requirements of the City are met through the site plan approval process.

Another method of improving access management while deterring crime is to convert residential street intersections to cul-de-sacs in areas where: 1) the residential street intersects a major thoroughfare; 2) the residential street is not designed to accommodate large volumes of traffic from other streets; and 3) crime can be significantly mitigated by limiting access points to neighborhoods. This conversion can have the effect of preventing crime, enhancing the residential character of a neighborhood, and reducing traffic along streets that were not designed to handle large volumes of traffic. The implementation of converting intersections to cul-de-sacs will not only require significant support from neighbors, it will also require approval from the applicable road agencies on the condition that this conversion will not negatively affect traffic operations.

SECTION V

ECONOMIC ANALYSIS

Regional Trends

Harper Woods is part of the far east segment of the seven-county Southeast Michigan Council of Governments (SEMCOG) region. The City is conveniently located near the core of the metropolitan Detroit area. As described in Section I, Harper Woods is surrounded by many other developed communities. It is further linked to the metropolitan area via Interstate 94 and M-102 (Eight Mile Road). Surrounding communities include Eastpointe, St. Clair Shores, Grosse Pointe Woods and Detroit.

For the purposes of this section, the region is defined as the communities within the jurisdiction of the Southeast Michigan Council of Government (SEMCOG). Based on the 2040 Regional Forecast prepared by SEMCOG, the region as a whole is expected to increase in population and in number of households. Employment trends for 2010-2040 are estimated in the table below. While manufacturing (-14.7%) and retail trade (-11.8%) are expected to decline in the region, areas of significant growth will be in private education & healthcare (40.4%), services to households & firms (19.3%), natural resources, mining & construction (17.8%), and knowledge-based services (15.8%), which include information, financial, professional, scientific, technical, or management services.

Table 11: Total Employment Forecast, SEMCOG Region, 2010-2040

	2010	2020	2030	2040	Change, 2010-2040
Natural Resources, Mining & Construction	103,132	117,462	124,410	121,512	18,380 (17.8%)
Manufacturing	209,698	205,078	190,329	178,823	-30,875 (-14.7%)
Wholesale Trade, Transportation, Warehousing & Utilities	171,672	174,324	178,464	181,837	10,165 (5.9%)
Retail Trade	244,842	225,756	220,459	215,939	-28,903 (-11.8%)
Knowledge-based Services	549,460	613,354	626,116	636,475	87,015 (15.8%)
Services to Households & Firms	319,810	348,533	365,466	381,527	61,717 (19.3%)
Private Education & Healthcare	370,416	441,258	480,940	519,939	149,523 (40.4%)
Leisure & Hospitality	223,852	222,365	230,671	243,472	19,620 (8.8%)
Government	291,369	287,023	297,100	306,558	15,189 (5.2%)
Total Employment	2,484,251	2,635,153	2,713,955	2,786,082	301,831 (12.1%)

Source: SEMCOG

The City of Harper Woods is located in the northeast corner of Wayne County. Though much of the economic activity in the City affects communities beyond Wayne County limits, it is important to understand the trends of the County and how it compares to the City.

The State of Michigan continues to be a national leader in investment and productivity of manufacturing and research and development. Wayne County and the rest of the SEMCOG region play a leading role in this activity. The SEMCOG region's economy continues to slowly change from a manufacturing-based economy to a service-based economy that focuses on education, healthcare, and knowledge-based services.

Labor Force Characteristics

Certain population characteristics described in Section II can be translated into information about the City's labor force. Though currently many Harper Woods residents do not work within the City, the intent is to, at a minimum, understand what type of labor pool exists which businesses can utilize. The following information is drawn from the U.S. Census Bureau.

Population Age

The age of those typically considered part of the labor force ranges between 18 and 64 years old. Approximately 61% of the City's population in 2010 falls into this category. It was also estimated that almost 13% of the population is over the age of 65 with the remaining percentage of the population too young to be considered part of the labor force.

Educational Attainment

In 2010, the highest level of education of 29.9% of the residents age 25 and over was a high school diploma, or equivalency. An additional 9.3% of residents age 25 and over did not have a high school diploma. Therefore, job training may be necessary and employment should include positions which do not require a college degree in order to serve the needs of Harper Woods residents. This may include a variety of service, administrative, and retail positions. Almost 37% of residents age 25 and over have obtained an Associate's, Bachelor's, Master's, or other professional Degree. This is an indication that a large portion of the population is eligible for higher skill employment opportunities or possibly business ownership within the City.

As described in Section II, the educational attainment of Harper Woods residents has been increasing over the years. Therefore, in the future higher skilled employment opportunities should be made available in the area to support college graduates.

Median Income Level

From 2000-2010, the median income in the City declined by \$16,381. This decline was largely attributed the national recession in the late 2000s that disproportionately affected the southeast Michigan region. Going forward, the City should encourage employment within the City that offers its workforce an income sufficient to meet their living expenses.

Occupational Breakdown

As illustrated in Section II, more Harper Woods residents were employed in educational services, and health care and social assistance (27.9%) than in any other industry in 2010. New and existing businesses should pull from this large segment of skilled labor. Because of the characteristics of the City's workforce, an increase in educational services, health care, and social assistance positions would benefit the City's current and future population. As Table 11 indicates, private education and healthcare jobs are projected to grow by 40.4% in the SEMCOG region from 2010-2040.

Employment Forecast

As noted in Table 11, total employment in the SEMCOG region is expected to increase by 12.1% from 2010 to 2040. However, over the same period, the number of jobs in manufacturing and retail trade are expected to decline. The decline in manufacturing and retail trade can be attributed to many reasons including employers leaving the community, businesses becoming more efficient, and the national trend of changing over from high labor to low labor intensive operations.

SEMCOG projects that areas of significant employment growth in the SEMCOG region will be in private education & healthcare (40.4%), services to households & firms (19.3%), natural resources, mining & construction (17.8%), and knowledge-based services (15.8%). These employment forecasts are most significant because they reflect the underlying long term strength of the regional economy. Harper Woods can benefit from this growth provided it is properly accommodated for the future.

Potential Office Development

The changing regional economy is moving away from industrial employment toward service industry employment that focuses on education, healthcare, and knowledge-based services. Many of the new service jobs require an office environment. Even industrial jobs are making a significant change that has occurred in the industrial setting. Less than 60% of the employees of many industrial firms are involved directly in production. Over 40% are now involved in computer programming, accounting, sales, scheduling and other white collar support functions.

Regional Office Demand

According to SEMCOG, the region is expected to add 301,831 jobs between 2010 and 2040 – a growth rate of 12.1%. This partially represents replacement jobs and partially new jobs to the region. Many of the industries where growth is projected will inevitably lead to additional construction of office space.

The demand for health care in the region is projected to grow steadily. Many of the new health care jobs will be to care for our aging and growing population. Most of these jobs are in outpatient and ancillary services rather than hospitals. This is an excellent growth opportunity for Harper Woods based on the existing health care office space and the high percentage of City residents who are either over the age of 65 in 2010 (12.77%) or will be over the age of 65 in 2040 (23.18%). The main challenge will be to retain existing health care professionals in the City and attract new health care professionals as the demands for health care change.

Office Location Criteria

There are two types of office development: regional and local offices. Both may be part of a multi-tenant development or may be a single tenant operating out of a building the company owns or leases. It is difficult to measure the demand and criteria for locating small local offices because every business owner and business has its own needs and expectations. The following criteria are often used to determine appropriate locations for regional office uses and are likely considered for local office:

1. Offices tend to be built close to the residences of the decision makers. Where the offices are being used for back office operations using lower cost clerical labor, the offices may be built in communities having the labor supply.

Offices along the primary corridors in Harper Woods are in close proximity to residential neighborhoods. Based on the labor supply analysis there is an excellent labor force to draw from for low cost clerical labor and other positions such as retirees and younger residents not attending college after high school.

2. Offices are used to meet with potential customers. Therefore, firms look for a “good address” and attractive surroundings that reflect the firm’s high quality services or product.

Harper Avenue and Vernier Avenue are the primary locations of offices within the City. Both have developed into well landscaped, pedestrian oriented corridors which are extremely inviting and safe for customers.

3. Business executives prefer their offices to be located near other offices so they have ready access to support services, customers and the company of professional peers.

Though opportunity for a large office complex on a larger parcel is not available in the City, with the exception of some sites along Vernier, a designated area within the City where office development is directed would also create the desired professional environment.

4. Business executives like their offices to be located in an attractive environment on major thoroughfares with easy access to interstate highways.

As stated several times in this document, Harper Avenue and Vernier are located along Interstate 94 providing excellent accessibility while still maintaining a peaceful, high quality professional atmosphere.

Harper Woods Office Demand

Historically, Harper Woods has developed its office uses along small parcels fronting directly at the street. The maximum height is around two stories and the vast majority of the buildings are single tenant. Large, regional office complexes would be difficult to develop in Harper Woods because of the extensive land assembly that would be necessary to provide adequate parking, open space and office space. This represents limitations on the office market Harper Woods may attract.

The projected employment trends established that market conditions for office uses are favorable for the region. Harper Woods has an excellent opportunity to take advantage of the fast growing medical services industry. The new hospitals will require spin-off offices and a variety of supportive services.

Based on the above list, Harper Woods has substantial assets to offer prospective businesses including quality nearby residential neighborhoods, excellent accessibility and the presence of existing professional support and attractive surroundings. The City must plan for the projected office growth in the region. Locations of these areas should take into consideration the above listed criteria.

Industrial Analysis

While there are existing industrial operations in the City, manufacturing and industrial uses are not expected to be a large growth segment in the region. However, it will remain an important part of the region's economy. Typically, new industrial development is expected to occur on large parcels three acres in size and over and located in organized industrial parks where 10 to 20 other industrial sites are developed. Through this type of development pattern, industrial operations are segregated from the rest of the community in order to minimize impacts on residential areas and other conflicting land uses.

These more likely locations leaves Harper Woods as an unappealing location for certain types of industrial businesses due to the small parcel sizes and close proximity to residential, parks and pedestrian oriented commercial areas.

Retail Analysis

Harper Woods' retail sector is currently one of the largest employment bases in the City. Consequently, most of the economic analysis focuses on the current condition and potential development of the City's retail sector. The primary issue is that retail trade is estimated to decrease from 2010-2040. Therefore, the retail sector requires special attention. In general, the City's commercial areas are in good condition with relatively low vacancy rates.

Businesses along Kelly Road and a portion of Harper Avenue (north of Vernier Avenue) are largely made up of businesses serving the local community, although not exclusively. As the western boundary for Harper Woods, businesses along Kelly Road are convenient for residents from Detroit as well. To a lesser extent these businesses rely on pass-by traffic from the surrounding area.

Regional Sales

Large scale regional sales activity occurs at the Eastland Center property. This shopping center was not included in the retail analysis because it serves a larger trade area different from the trade area of the Kelly Road uses. The management company of the mall has their own market team which tracks whether potential and existing tenants are supportable.

The actual mall has approximately 120 stores and these tenants are extremely stable with minimal turnover. The major anchors include Macy's, Target, Sears, Burlington Coat Factory, and Shoppers World. Detached tenants located on outlots include Home Depot and Lowe's. Eastland probably captures approximately 75% of the retail employment in Harper Woods.

Previous discussions with the company responsible for managing mall operations indicated that a majority of mall patrons come from the City of Detroit. The second largest majority are Harper Woods and Eastpointe residents. A representative from the mall confirmed that it is not likely that many residents from the Grosse Pointes go to Eastland for their shopping.

Kelly Road Commercial Development Potential



The focus of the retail analysis is along Kelly Road where the majority of local commercial activity takes place. This does not include the regional, large scale uses on the Eastland Center property. Future development and improvement of this corridor will depend on the type and scale of commercial uses that are appropriate.

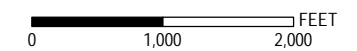
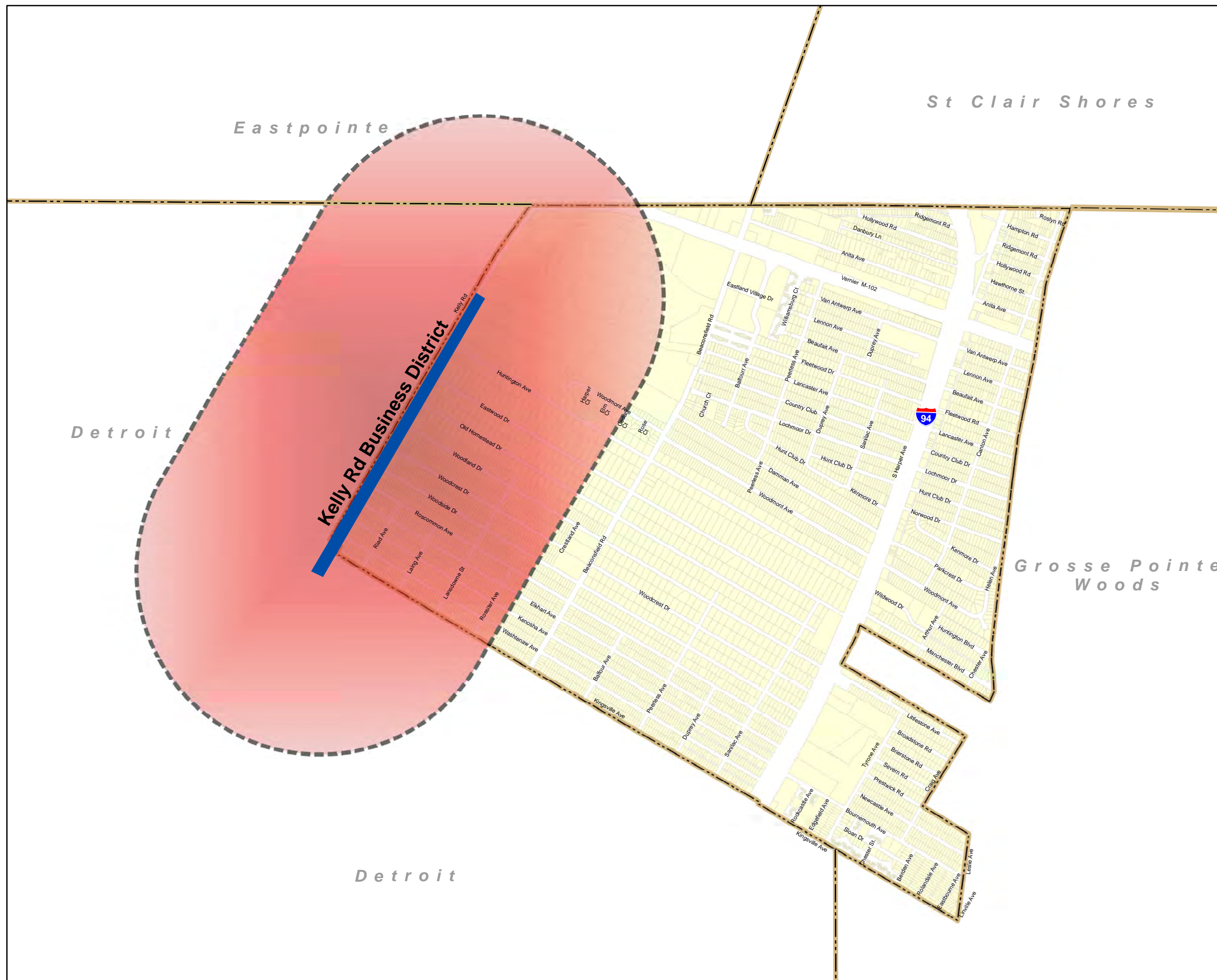
The first step to projecting the potential for future commercial development involves delineation of the potential trade area from which customers are most likely to be drawn.

Map 7 Kelly Road Retail Trade Area -10 Minute Walk

Harper Woods, Michigan
July 24, 2013

LEGEND

-  Kelly Rd Business District
-  10 Minute Walk



McKenna
ASSOCIATES

Base Map Source: City of Harper Woods 7/17/12, Michigan Center for Geographic Information, 2011. Data Source: McKenna Associates, 12/12

Distance is the most important determinant of trade area because people will generally travel to the nearest businesses that serve their needs. Other factors that affect trade area include travel times, quality, service, variety of merchandise, and accessibility.

For the purposes of analyzing Kelly Road, the trade area has been limited to a half-mile radius, see Map 7. The half-mile distance, which is equivalent to about a 10 minute walk, will cover those walking to the stores from the neighborhoods and those who prefer a quick drive to the stores. The trade area for Kelly Road extends into the City of Detroit to the west and south. The trade area has limitations such as Vernier Avenue which creates a barrier for pedestrians and for those desiring a hassle-free, trip to the store in their vehicle.

A primary concern along Kelly Road, aside from the enhancement of the buildings, is establishing whether the current uses are serving the needs of the trade area. To determine what types of businesses are supportable on Kelly Road, research and calculations are necessary. This includes a study of the population within the trade area and their spending habits. Once potential spending is established, this information must be compared to what is actually in the trade area. The first step towards this determination is outlined in Table 9. The store types utilized in this analysis are described as follows:

Apparel and Accessory Stores: Establishments primarily selling clothing of all kinds and related articles for personal wear. This does not include department stores or miscellaneous stores. Examples include men and boys' clothing, women's clothing stores, shoe stores and jewelry stores.

Automotive Dealers: Establishments selling new and used automobiles, boats, recreational vehicles, utility trailers, motorcycles and mopeds. Auto repair shops maintained by establishments that sell this equipment are also included.

Automotive and Home Supply Stores: Establishment selling auto supplies such as batteries, parts, polishes and paints. This category also includes stores selling a combination of lines such as tires, household appliances, sporting goods and housewares.

Drug and Proprietary Stores: Establishments primarily selling prescription drugs, patent medicines and other health and first-aid products.

Eating and Drinking Places: Establishments selling prepared food and drinks for consumption on the premises. This category includes restaurants, lunch counters, caterers, cafeterias, refreshment stands and ice cream/frozen yogurt shops.

Food Stores: Establishments primarily selling food for home preparation and consumption, including grocery stores, bakeries and meat markets.

Furniture and Home Furnishings Stores: Establishments selling goods for furnishing the home such as furniture, floor covering, draperies, glassware, lamps, and pictures.

Home Appliance, Radio, and TV Stores: Establishments selling refrigerators, microwave ovens and other household appliances. This also includes radios, televisions, and compact disc players.

Gasoline Service Stations: Establishments primarily selling gasoline and automotive lubricants. Stations called garages but deriving more than half of their receipts from the sale of gasoline.

General Merchandise: Establishments selling a number of lines of merchandise, such as dry goods, apparel and accessories, furniture and home furnishings, hardware and food.

Department Stores: Establishments with the following characteristics: 1) at least 50 employees; 2) at least 20% of sales in apparel and soft goods; 3) selling a variety of merchandise including linens, apparel, furniture, appliances, radio and TV sets.

Hardware, Lumber and Garden Stores: Establishments selling lumber/building materials; paint, glass and wall paper; hardware; nursery stock; lawn and garden supplies.

Based on the size and demographics of the half mile trade area, potential expenditures by store types can be determined and are listed in the second column. These dollar amounts represent the amount of money these residents will spend on the given store type. Of course, it can be assumed that though a certain percentage of their budget will go towards these items they will likely not spend it in the designated trade area. To account for that assumption, the third column lists the estimated percentage of expenditures which would actually occur in the trade area. Thus, a more accurate expenditure potential estimate is established for the analysis. The store types which people spend the most money on is vehicles and food. However, people spend most of their money close to home on groceries, gas station and general merchandise.

Table 12: Neighborhoods Retail Sales Potential for Harper Woods

	Expenditures by Store Type	Estimated Capture Rate	Locally Captured Sales by Store Type	Sales Potential per GLA	Supportable GLA for Store Type	Median GLA for Store Type	Stores Supported by Trade Area Population
Apparel and Accessory Stores	\$ 2,000,000	40%	\$ 800,000	\$ 255.63	3,130	1,412	2.2
Automotive Dealers	\$12,000,000	15%	\$1,800,000	\$ 147.52	12,202	6,038	2.0
Automotive and Home Supply Stores	\$ 1,000,000	45%	\$ 450,000	\$ 136.31	3,301	4,782	0.7
Drug and Proprietary Stores	\$ 3,000,000	75%	\$2,250,000	\$ 230.16	9,776	7,020	1.4
Eating and Drinking Places	\$ 6,000,000	35%	\$2,100,000	\$ 258.55	8,122	1,246	6.5
Food Stores	\$ 8,000,000	80%	\$6,400,000	\$ 304.35	21,028	33,973	0.6
Furniture and Home Furnishings Stores	\$ 1,000,000	25%	\$ 250,000	\$ 128.63	1,944	2,182	0.9
Home Appliance, Radio and TV Stores	\$ 1,000,000	30%	\$ 300,000	\$ 160.37	1,871	1,600	1.2
Gasoline Service Stations	\$ 4,000,000	75%	\$3,000,000	\$ 339.01	8,849	4,100	2.2
General Merchandise	\$ 7,000,000	40%	\$2,800,000	\$ 214.31	13,065	1,612	8.1
Department Stores	\$ 7,000,000	25%	\$1,750,000	\$ 180.32	9,705	23,765	0.4
Hardware, Lumber and Garden Stores	\$ 2,000,000	65%	\$1,300,000	\$ 107.99	12,038	7,984	1.5

Source: National Decision Systems, 1997; McKenna Associates, Inc 1998; 1998 Dollars and Cents of Shopping

GLA: Gross Leasable Area

In order to convert these dollars to the number of store types supportable along Kelly Road, the total square feet of potential sales area for each store type must be calculated with the following formula:

Locally Captured Sales (\$) / Estimated Sales Potential (\$) per Gross Leasable Area (GLA)

From this calculation, the number of stores supportable can be determined by dividing these totals by median store size. The actual calculations are outlined in Table 12. The table reveals that the uses which will be most supportable along Kelly Road include eating and drinking establishments, general merchandise stores, and apparel and accessory stores. Automotive dealerships ranks high as well, however, that type of use is not generally located in a neighborhood shopping, pedestrian-oriented commercial area. Generally, a good mix of uses is supportable along Kelly Road for convenience shopping. These numbers may be increased with smaller stores.

This analysis supports designating this area as a form of neighborhood shopping or pedestrian oriented commercial for future land use. Though a small trade area was established, development of this area as a charming shopping district will increase the draw for residents living further away.

The next step is to compare what is supportable from Table 12 to the inventory of existing stores along Kelly Road. These comparisons are provided in Table 13 below. Those store types which are deficient are in parenthesis.

In the trade area, the major deficiencies are department store and auto dealerships. However, these are not uses which are necessary along the neighborhood services portion of Kelly Road. The type of environment and scale that exists, and should be preserved, would not be well served by large scale development. Fortunately for residents, these more regional commercial areas are located just outside of the trade area along Vernier Avenue. In Harper Woods, residents are able to have convenient access to both levels of commercial services. With food stores, there is only a small deficiency however a greater mixture of food stores would be beneficial.

Table 13: Comparison of Existing and Supportable Store Types on Kelly Road

	Total GLA in Trade Area	Supportable GLA for Store Type	Balance
Apparel and Accessory Stores	6,920	3,130	3,790
Automotive Dealers	0	12,202	(28,471)
Automotive and Home Supply Stores	2,078	3,301	(1,223)
Drug and Proprietary Stores	14,050	9,776	4,274
Eating and Drinking Places	26,666	8,122	15,063
Food Stores	19,975	21,028	(1,053)
Furniture and Home Furnishings Stores	3,600	1,944	1,656
Home Appliance, Radio and TV Stores	19,200	1,871	17,329
Gasoline Service Stations	3,180	8,849	(5,669)
General Merchandise	25,558	13,065	12,493
Department Stores	0	9,705	(15,528)
Hardware, Lumber and Garden Stores	13,000	12,038	962

Source: National Decisions Systems, 1997; McKenna Associates, Inc 1998

Conclusion: Based on this analysis, 28 stores of the listed store types are supportable in the trade area. There are currently approximately 35 retail stores along the corridor. However, services such as hair salons and dry cleaners are not included in this analysis. Because services are commonly located in neighborhood retail areas, they provide greater potential for commercial growth and development. Additionally, drive-by traffic and residents beyond the trade area will also generate business and allow for more uses to be supported.

The intent of analyzing the commercial uses along Kelly Road is to determine how to maintain its character and if this goal to establish a pedestrian shopping area is supportable. Currently, Kelly Road is meeting the needs of the trade area and beyond. However, as stated above, a variety of small scale uses are supportable, therefore, Kelly Road should be maintained as a neighborhood commercial area which provides retail goods from all store type categories. The greatest challenge large scale Kelly Road shops face is competing with the nearby shopping center. Many of the dollars anticipated to be spent on Kelly Road will likely “leak” into the immediate area. For example, though it appears that a high amount of square feet of a hardware store are supportable along Kelly Road, this market may not necessarily exist because of the Home Depot and Lowe’s nearby that likely draw most of the estimated capture rate.

To more thoroughly address this problem and help preserve the vitality of Kelly Road a detailed market study and recruitment/retention strategy is necessary.

SECTION VI

FUTURE DEVELOPMENT PLAN

Summary of Conclusions

In order to make a final determination on the Future Land Use Plan for Harper Woods, the various conclusions from the analysis provided in previous sections had to be evaluated. The following items are the major conclusions.

- *Future land use patterns will remain consistent with the existing land use trends, except for more controlled commercial and office development along Kelly Road and Harper Avenue.*
- *Measures should still be taken to lessen negative impacts to residential areas from non-residential land uses which are adjacent.*
- *The basic form, design and content of Harper Woods' motorized and non-motorized circulation and community facilities will not significantly change within the next few years.*
- *The primary focus for the City's circulation system and community facilities should be redevelopment and improvement of existing systems and facilities, giving special attention to aesthetics and appearance.*
- *There are nine guiding policies that should direct and influence all future land use and zoning decisions within the City of Harper Woods.*
 1. *Continue to promote the quality and character of existing neighborhoods.*
 2. *Preserve the sound design features and attractive qualities of existing commercial and office corridors when redevelopment is utilized.*
 3. *Focus redevelopment efforts along Kelly Road and Harper Avenue to promote pedestrian scale and accessibility.*
 4. *Reduce conflicts between residential uses and commercial developments.*
 5. *Identify and enhance gateways, or points of entry, to the City.*
 6. *Use greenways (sidewalks, trails, paths and open space corridors) and tree planting to link parks and major community facilities.*

7. *Protect the viability of local retailers because they are the economic base of the community.*
8. *Continue to promote Harper Woods as a “livable community” to attract different groups of people, including young people, working families with children or those planning to have children, and retirees.*
9. *Enhance Harper Woods’ public spaces and major thoroughfares to improve and reinforce the City’s image as a quality city.*

The Master Plan for the City of Harper Woods is based upon the foregoing analysis of existing conditions, an assessment of existing resources and constraints, and goals and objectives to guide future development. The scope of the plan is comprehensive. The Plan should be viewed as a framework for land uses and circulation, leaving flexibility for adjustment to accommodate changing needs and opportunities. The Plan represents an overall policy document, and that all elements and concepts cannot be achieved in the near term only, but through continued effort and follow-through.

Future Land Use Plan Concept

The overall concept of the Future Land Use Map is to improve and maintain the majority of existing land use patterns. One and two family residential along with multiple-family, semipublic and public uses are planned where they currently exist. However, this alternative provides more detailed direction as it relates to the future location and scale of office and commercial development within the City.

This map introduces along Kelly Road and Harper Avenue land use designations which refer to a mixture of smaller scale, neighborhood service uses and office development. Businesses located in these areas will require special development standards to ensure they are designed in a manner which is conducive to pedestrian activity. This includes, but is not limited to, wide sidewalks, street trees and street front entrances.

Pedestrian-oriented commercial is located in areas where these uses exist as well as in central locations which are in close proximity to surrounding neighborhoods. The installment of office near these areas will promote a mixed use environment which will generate more revenue for commercial businesses. In addition, the availability of commercial services such as restaurants and office supply stores will be desirable for potential and existing office uses.

With this in mind, a mixed use area was established along Harper Avenue to perpetuate the development of certain types of commercial to support the predominantly office area. These uses would likely include restaurants and small scale convenience shops. To further evaluate the specific land use pattern of the mixed use area, a special focus area study should be done to control development along that strip.

The areas designated commercial are for more auto-oriented uses which require larger areas for parking, such as large grocery stores and gas stations. Regional shopping is defined as Eastland Center and the large regional stores located on its outlots.

Future Land Use Map

The Future Land Use Plan which is illustrated on Map 8 serves to translate the City's Goals and Objectives into a narrative and graphic illustration. The Future Land Use Map is not intended to serve as a Zoning Map nor dictate the use of individual parcels of property. Rather, it is to be used as a generalized guide to the location of growth and development. The following describes in detail the uses identified on the map and additional development considerations.

One- and Two-Family Residential

The most important and positive attributes of the City of Harper Woods are its single-family neighborhoods. A principal goal of the plan is to preserve and enhance the City's existing neighborhoods. This designation includes all areas principally occupied by single-family housing and a row of existing two-family dwellings. Also included are non-residential special land use developments.

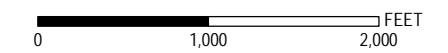
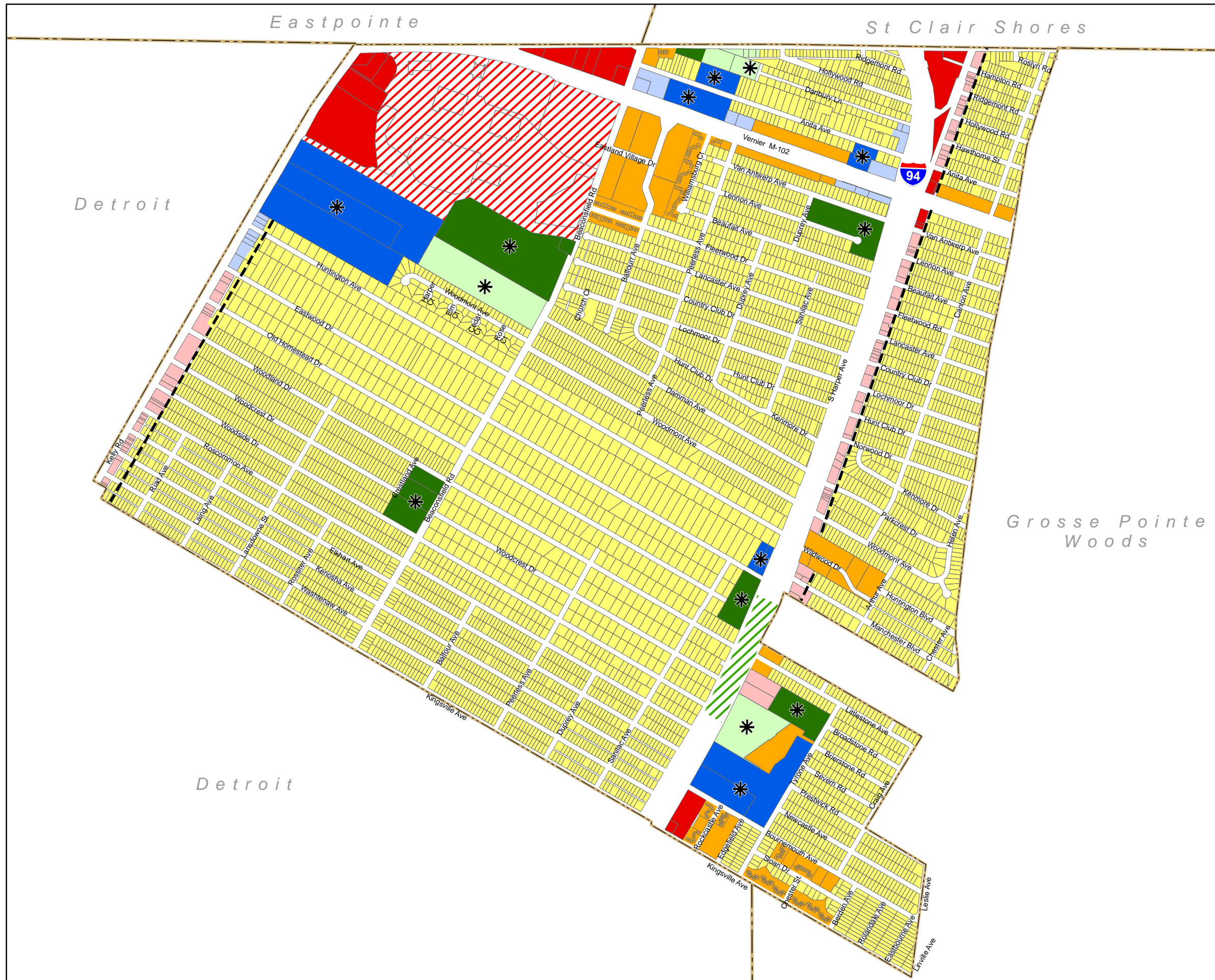
Single-family densities vary based on the neighborhood. Overall, future densities and lot area are expected to remain the same as they exist in the City's existing traditional small lot neighborhoods. Typical existing lot widths are 40 to 50 feet wide and 100 to 150 feet deep. Lower densities with lot widths of approximately 100 feet and 170 to 200 foot depths are generally located along Huntington, Eastwood, and Old Homestead between I-94 and Kelly Road, and along Woodland and Woodcrest between I-94 and Beaconsfield.

An issue which will continue to impact areas of single-family residential uses is the expansion of parking facilities for commercial uses along Kelly Road and possibly Harper Avenue. Most of these commercial areas are separated from residential areas only by a public alley and fencing. Due to the lack of depth for most of the lots along these commercial thoroughfares, there is generally not enough space to provide adequate off-street parking areas within the commercially zoned property. However, many of the homes abutting these areas are of good quality; therefore, the rezoning of these sites into a parking district would not be feasible.

Map 8 Future Land Use Harper Woods, Michigan July 24, 2013

LEGEND

- One and Two Family Residential
 - Multiple Family
 - Commercial
 - Pedestrian Oriented Commercial
 - Regional Commercial
 - Mixed Use Office
 - Office
 - Park
 - Park Overpass
 - Public
 - Semi-Public
 - Municipal Boundary
- * Reuse Shall be Limited to Public and/or Semi-Public or Residential Use



McKENNA
ASSOCIATES

Base Map Source: City of Harper Woods, 7/17/12. Data Source: McKenna Associates, Inc. 9/98

A potential solution could be to allow parking areas as a permitted use in these residentially zoned districts subject to special conditions, also considered a special land use. There would need to be a demonstrated need for additional parking for the commercial sites, and the value and quality of housing would need to be such that the loss of the homes would not negatively impact the City. Aesthetically-pleasing design standards and effective screening regulations would also need to be established and applied. However, the City needs to establish limitations for commercial development. This proposed method is described below as a “Build-To Line” for commercial and parking development.

Two-family residential is located on two blocks of duplexes existing along Roscommon Avenue within a neighborhood that is otherwise exclusively single family. Existing structures emulate single-family dwellings, and attempting to convert them to single-family does not seem reasonable from a financial standpoint. However, as the structures outlive their useful life and are replaced, they should be replaced with single-family detached dwellings.

Multiple-Family Residential

For the purposes of this plan, multiple-family residential uses encompass three or more units in a building. This designation is generally located where such housing currently exists. This use has developed in areas capable of supporting development at high densities, and located in close proximity to commercial areas and primary transportation routes, such as Harper Avenue. Multiple-family designated sites are also potential sites for senior housing development. For example, the Park Place of Harper Woods, located at 19460 Park Drive, is a 131-unit apartment complex that provides independent living units to people who are 62 years or older or disabled. Also, the Henry Ford Nursing Home – Belmont is a 153-bed facility located at 19840 Harper Avenue.

Office

The office designation includes various forms of office developments. This includes professional offices, medical and dental offices and banks or other financial institutions. Due to generally small parcel sizes, this type of development will be limited to small scale businesses and multiple tenant buildings. Primarily located along Harper Avenue, there is a significant amount of office within the City. With the future land use map, the City hopes to integrate the office uses with commercial development that will support each other.

As described in the Economic Analysis, a prestigious office environment containing high quality design increases the desirability of an office building or complex. The current development pattern of office buildings which provide street front entrances from the sidewalks with parking in the rear should be maintained. High quality architecture should be encouraged for new proposals as well as redevelopment of sites. Landscaping and other site enhancement methods are also important in ensuring a desirable office environment.

Of course, office development must be controlled to ensure that negative impacts are not imposed upon nearby residential areas. Therefore, design guidelines must also address adjacent residential neighborhoods. This will also be mitigated by the proposed “Build-To Line” which establishes a limit for office development to expand into the neighborhoods.

Pedestrian Oriented Commercial

This use allows for a mixture of retail and service uses which are of a scale accessible and desirable to the pedestrian. The majority of the uses would be categorized as neighborhood shopping. This includes uses that serve the nearby neighborhood such as a small drug store, hair salon or dry cleaners. Some professional offices such as medical and dental which serve the community may be appropriate.

The Plan proposes this area along Kelly Road a portion of Harper Avenue, north of Vernier Avenue. This land use is intended to be a generally less intense land use than Commercial or Regional Commercial. For this reason, vehicle -oriented and uses which require substantial parking areas, outdoor sales and/or storage, would be incompatible and should be discouraged.

The character of these areas should address the needs of the pedestrian through wide sidewalks and inviting entrances to the businesses. A pedestrian zone should be created in these areas which establish safe pedestrian circulation from business to business. Typically, this includes a wide sidewalk, street trees and/or planter boxes and benches or other amenities which the business owners determine appropriate.

Improvements to these areas should be uniform along the corridor in order to create a consistent theme. Uniformity provides a sense of place for the shopping area and can bring together the businesses. In order to accomplish this objective, a unified organization should be established either through a business association or development authority. Whichever method is employed, the common vision must be to revitalize economic activity in these areas.

Zoning regulations will also help improve these areas. Regulations should include standards such as architectural guidelines and parking lot screening requirements. Along Kelly Road the recommendations of the Kelly Road Plan, which focused on parking needs, should be addressed in order to redesign parking in the front of buildings and increase the visibility and access to the businesses. Along Harper Avenue, there are many examples of front yard parking that should be eliminated. In many instances, parking is within the right-of-way where a curb lawn and a few street trees could be planted.

Commercial

Commercial use areas are provided to supply a wider variety of commercial goods requiring greater land areas. These uses include retail and service establishments which are commonly dependent on high accessibility and visibility. Therefore, commercial land uses are located

principally along corridors with the greatest area-wide access and highest volume of traffic which limits locations to the Vernier/ Eight Mile corridor and where it intersects with Kelly Road.

Because these uses generate heavier traffic volumes and undesirable visual impacts, proper site design should be required. Primarily located along Vernier Avenue, a major community entry point, this is especially important to assure a quality image for Harper Woods. These elements should include architectural, landscaping and access management standards. Automobile-oriented commercial uses should not be permitted within the Pedestrian Oriented Commercial District. This would have the effect of breaking up the continuity of the local shopping district which is intended to be more compact and integrated.

Regional Commercial

Regional Commercial includes large scale developments that serve a larger radius of customers, and many patrons come from other communities. The Eastland Center and the associated uses on this property are the primary uses within this category. Continued cooperation and communication between the management community of these properties and the City is extremely important to ensure that these businesses are protected and, whenever possible, enhanced. Potential improvements include architectural renovation and the installation of landscaped islands to break up the large, open parking areas. As described in the Circulation Analysis, improved connections for the pedestrian or cyclist shopper should be considered.

Because of Harper Woods' excellent regional accessibility and established successful regional shopping facilities at and around Eastland Center, there is a potential for additional regional shopping facilities to propose to locate in the vicinity of Eastland Center. This occurred in 1996 with the proposal for Home Depot and Circuit City to locate on Kelly Road south of Eight Mile Road and replace the Eastland Village Apartments at that location adjacent to Eastland Center. Because any proposal for a regional shopping facility will have major positive and negative effects for the City, such a proposal should be seriously considered and carefully evaluated. For this reason, the Future Land Use Plan Map has designated the area currently occupied by the Eastland Village Apartments on Beaconsfield as a potential area for expanded regional shopping facilities. In addition, the land on the south side of Vernier Avenue east of Beaconsfield is another potential site for additional regional shopping uses. Although the Future Land Use Plan Map calls for continuation of the existing apartments at this location, a proposal for their replacement with regional shopping should be seriously considered and carefully evaluated.

Mixed Use Office/Pedestrian Oriented Commercial

As a new future land use category, sites designated for Mixed Use are intended to encourage a mixture of pedestrian oriented commercial and office development. Primarily office development, the mixture should also include convenience shopping uses and services such as

dry cleaning and small restaurants in the area to serve the offices and nearby residential neighborhoods.

Designating a mixed use area may be complex in terms of controlling what use will be appropriate at which site. A more detailed study may be necessary to evaluate the extent of permitted uses in the area. The focus should be predominantly office with a smaller percentage being retail and service uses.

Design guidelines will be very important in this area. Although a mixture of uses will be encouraged, a mixture in design concepts should not be allowed. Design guidelines should be developed to allow some flexibility while achieving the overall intent of high quality architectural and landscape design.

To implement this concept the City may consider many options. The first concept is to initiate the rezoning of these sites to a mixed use office/commercial district and develop regulations which implement the desired objective through design regulations and restrictions on uses. A second alternative is to preserve the existing zoning designations, with the exception of any industrial properties, and create an overlay district that applies design criteria to regulate development and possibly regulate uses permitted. Thirdly, the City could rezone the property to office and encourage certain neighborhood retail and service uses by special land use. Lastly, a more detailed study could be prepared that is site specific and rezone individual properties based on the recommendations of the study.

The most realistic alternatives for this mixed use area are either the creation of a mixed use district with detailed guidelines or the rezoning of the site to office and inclusion of neighborhood services and retail uses by special land use.

Public

The public land use category includes all City-owned and operated property including municipal offices, the library, public schools and parks. These uses should be promoted - and possibly expanded - to continue to serve the needs of the community. Reuse of these sites, along with semi-public uses should be limited to community facilities of some type to ensure future populations are provided nearby services.

All municipal parks and school properties which provide open space areas that may be used for public recreation are included in this category. A majority of these areas are located within residential districts. These areas not only provide for the outdoor recreation needs of City residents, they also include most of the open green spaces in the City that are otherwise fully urbanized. These open spaces add to the character of the City's neighborhoods, providing both a visual and psychological relief from urban life.

Although they are not designated on the map, the City should consider acquisition of pocket parks within neighborhoods. This may be possible when a vacant lot goes up for sale or a home is vacated and for sale. Pocket parks should be scattered throughout the city to serve the immediate neighborhood. Potential locations should be planned ahead through the Recreation Plan preparation process. If these lands are ultimately purchased, the Future Land Use Map should be revised to include these properties as public land to be preserved.

Semi-Public

Consisting of religious institutions, private schools and private clubs, the semi-public designation is intended to preserve the community facilities for Harper Woods residents. Similar to public uses, these uses provide a substantial benefit to residents; therefore, these sites should be preserved and reuse must be limited to a similar use serving the residents of the City. These may be more intermixed with residential, and the amount may increase as the community develops. Some existing semi-public uses are designated as single family residential, though their current use may be appropriate, while other uses within this category may not be suitable due to lot size, adjacent uses and accessibility.

Park Overpass

Although there are sites designated and preserved to provide community facilities to the City, there is an overall deficiency in publicly owned park land to adequately serve the recreational needs of residents. Because the City is generally developed, acquisition of park land will be difficult. In addition to maintaining the existing parks and possibly acquiring pocket parks, creative alternatives should be considered.

With an interstate traversing through the City at a lower elevation, improved connections beyond the vehicle and pedestrian overpasses across the expressway would certainly benefit the City. Therefore, the City should encourage negotiations in the future with the Michigan Department of Transportation that involve a park constructed over the expressway in an overpass fashion. This could be a wonderful opportunity for the City to provide more parkland to the residents and lessen the divisive effect of the interstate.

It is recommended that the general vicinity of the park is over the expressway and between the City offices on the west side of the expressway and Salter Park on the east side of the expressway. This will create a central commons area for residents to gather.

A likely circumstance in which it may be possible to consider such a project would be in the future when and if Interstate 94 is to be widened. If this is necessary, additional right-of-way will need to be purchased from the City with reconstruction along Harper Avenue. This situation would provide the City with leverage to negotiate with the State, so that both parties may achieve their desired objectives.

Build-To Line

As addressed in above sections, the expansion of non-residential development into residential neighborhoods will create a threat to the quality and desirability of the neighborhoods. The City recognizes that some sites require expansion to accommodate parking and facility needs. This need for more land will likely involve the purchase of residential properties. Rezoning will be necessary.

A solution to control the situation is to designate a strip of land of consistent depth, which may include some areas of existing single family as future commercial or office. Unfortunately, this may cause conflicts with existing stable residential properties. Therefore, the desired method by the City is to establish a maximum boundary line. As far as the land use designations are concerned, expansion of existing sites is not favored in order to preserve single family development. However, in certain circumstances with specific design criteria, expansion may be considered. But in no case shall expansion extend beyond the “Build-To Line” delineated on the Future Land Use Map.

Symbolized Sites

Sites which are designated by color and by a star include semipublic and public uses which should be preserved. Reuse of these sites should be limited to semi-public, public or residential uses. The purpose of this designation is to preserve these services for residents. Future development pressures may threaten these sites, which will in turn take these services away from residents. In order to attract residents to the community the City is committed to preserving community-oriented facilities.

SECTION VII

IMPLEMENTATION PLAN

No plan, no matter how well written and thought out, and no matter the degree to which public consensus was reached, will be successful if there is no follow-up effort to implement its strategies and recommendations. Implementation is the most important aspect of any master plan. If there is not a concentrated and diligent effort to bring the ideas of the master plan into reality, then the net result of the entire planning process will be an unused document.

The City of Harper Woods must continue the process that was begun in the creation of the Master Plan. The City must continually consult, review, and update the Plan. The Plan should be considered in every pertinent decision that the City makes. The City must ensure that the recommendations of the Plan are implemented into the daily policies, procedures and operations of Harper Woods. Following are areas in which the City should take steps to implement the recommendations of this plan.

Public Information and Education _____

An often overlooked follow-up tool is informing and educating the general public about the adoption of a Master Plan. Even though a public hearing is required before adopting the Plan, a significant portion of the general public will not be aware of the intent or content of the Plan.

Condensed Brochure

The City can help resolve this situation by producing a more reader-friendly form of the Plan. Most individuals will not take the time to read a hundred page document. However, a small brochure with reduced versions of the Future Land Use map combined with condensed versions of the Goals and Objectives and Implementation Plan would make an attractive alternative. These brochures could be distributed to individuals at City Hall, or even mailed to residents and businesses in Harper Woods.

Maintaining the Plan

Another way for the general public to stay informed about the Master Plan is to keep the Planning Commission and City Council actively involved in maintaining it. The Plan should be an active document and continually reviewed and updated. An annual, joint meeting between the Commission and Council should be held to review the Plan and any amendments that may have become necessary. This will help ensure that the Plan is not forgotten and that its strategies and recommendations are implemented. Then, every five years - or earlier if the Commission feels appropriate - another full-scale master planning effort should be undertaken. These steps will not only help keep the public aware of the Plan, but they will also make sure it does more than “sit on a shelf and collect dust.”

Zoning

Updated Zoning Ordinance

The most basic method of implementing the Master Plan is a thorough review and revision of the City's Zoning Ordinance, including amendments to the Zoning Map. All districts should be reviewed for their applicability; some may need to be altered, and others may need to be added, such as the Pedestrian-Oriented Business District. Standards in the Schedule of Regulations will also need to be addressed to determine if they are adequate. In many cases standards will need to be increased in some areas and decreased in others. Permitted and special land uses in each district should be carefully reviewed as well. Some special land use standards may need to be revised or expanded.

The Planning Commission prepared a draft Zoning Ordinance in 1996. This draft includes many - but not all - of the provisions necessary to implement the recommendations of the Harper Woods Master Plan. Following are some of the major recommendations of the Master Plan that should be addressed in the Zoning Ordinance.

Rezoning of Land to Reflect Land Use Recommendations: Although the current zoning map is generally consistent with the recommendations of the Future Development Plan, as discussed in the previous section, there are some areas that should be rezoned to different zoning classifications. These include the following:

1. The businesses along Kelly Road (south of Old Homestead Drive) and Harper Avenue (between Country Club Drive and Beaufait Avenue and north of Anita Avenue) should be rezoned from C-1 to a new zoning district (see below) with provisions for pedestrian-oriented businesses.
2. The businesses on Kelly Road (between Old Homestead Drive and Lutheran East High School) and on the east side of Harper Avenue (at the northeast and southeast corners of Manchester Boulevard) should be rezoned from C-1 to an office category.
3. The land fronting on the east side of Harper Avenue from the southeast corner of Woodmont Avenue to Country Club Drive and between Beaufait Avenue to Van Antwerp Avenue should be rezoned from C-1 to a category that accommodates mixed use (see below).
4. The land on the east side of Harper Avenue south of Littlestone that is currently zoned M-1 (Light Industrial) should be rezoned to a category that accommodates multiple family uses, particularly those for the elderly.

5. The commercial frontage along the east side of Harper between Eight Mile Road and Anita Avenue should be rezoned to a category that accommodates pedestrian oriented businesses similar to the category for Kelly Road.

Pedestrian-Oriented Business District: Such a zoning district can ensure that sites are redeveloped with: buildings oriented with main entrances towards the business street (Kelly Road and Harper Avenue); building facades that are historically accurate and brought to the edge of the sidewalk; an emphasis on pedestrian circulation and not automobile circulation; adequate landscaping and streetscape fixtures; an encouragement of mixed uses, especially residential uses on second floors or in adjoining areas; and adequate (but not overly-provided) parking.

Accommodations for Mixed Use: The Zoning Ordinance should be amended to allow mixed uses. This may be accomplished by creating a mixed use district or by creating flexibility within the existing district structure to accommodate a greater variety of uses.

Planned Unit Development: The Zoning Ordinance should be amended to allow for Planned Units Developments (PUDs). A PUD is designed to permit regulatory to achieve development that is in accordance with the City's Master Plan. PUDs encourage innovation in land use, variety in design, diversity of building types, useful open space arrangements and environmental preservation, efficiency of land use and natural resources, effective public services and utilities, and the redesign and reuse of existing sites and buildings which cannot reasonably be accomplished through normal zoning techniques. As such, PUDs often result in a predictable approval process and outcome that is very attractive to developers.

The importance of the Zoning Ordinance in implementing the Master Plan cannot be emphasized enough. Without a modern, up-to-date Zoning Ordinance, the ideas of this Plan will be difficult, if not impossible, to implement.

Quality Site Design: New development and redevelopment within the City should be held to a higher standard of design when seeking site plan approval from the City. One of the most important additions to the Zoning Ordinance recommended by this Plan is the adoption of Architectural and Site Design Guidelines, primarily for commercial developments.

These guidelines and standards should also be applied to industrial, multiple-family residential, public, semi-public, and mixed use developments. Requirements should be established which include architectural guidelines, landscaping standards and access management and parking lot design. Higher quality site design will assist in establishing a more prestigious image for the City, in turn making Harper Woods desirable for residents, business owners and consumers.

Zoning Administration Procedures

Along with a revised and up-to-date Zoning Ordinance, the City’s zoning administration and review procedures should also be brought up to modern standards. The revised Zoning Ordinance will be more inclusive and complex, and a more thorough review procedure will ensure that all aspects of a development receive the proper review.

Zoning Plan

The following Zoning Plan table illustrates *how* the districts of the Future Land Use Map relate to the Zoning Districts in the Harper Woods Zoning Ordinance. At the same time, the Zoning Plan should not preclude the expansion associated Zoning Districts for a Future Land Use when those Zoning Districts will carry out the goals and objectives of a Future Land Use District.

<i>Future Land Use</i>	<i>Associated Zoning District(s)</i>
<i>One and Two Family Residential</i>	<ul style="list-style-type: none"> • <i>R-1 – One Family Residential District</i> • <i>R-2 – Two Family and Multiple Family Residential District (excluding multi-family residential uses)</i>
<i>Multiple Family</i>	<ul style="list-style-type: none"> • <i>R-2 – Two Family and Multiple Family Residential District (excluding single-family and two-family residential uses)</i>
<i>Commercial</i>	<ul style="list-style-type: none"> • <i>C-1 – General Business District</i>
<i>Pedestrian Oriented Commercial</i>	<ul style="list-style-type: none"> • <i>C-2 – Special Business District</i>
<i>Regional Commercial</i>	<ul style="list-style-type: none"> • <i>RS-1 – Regional Shopping District</i>
<i>Mixed Use Office/Pedestrian Oriented Commercial</i>	<ul style="list-style-type: none"> • <i>C-2 – Special Business District</i> • <i>RO-1 – Restricted Office District</i>
<i>Office</i>	<ul style="list-style-type: none"> • <i>RO-1 – Restricted Office District</i>
<i>Park</i>	<ul style="list-style-type: none"> • <i>R-1 – One Family Residential District</i> • <i>R-2 – Two Family and Multiple Family Residential District (excluding multi-family residential uses)</i>
<i>Public</i>	<ul style="list-style-type: none"> • <i>R-1 – One Family Residential District</i> • <i>RO-1 – Restricted Office District</i>
<i>Semi-Public</i>	<ul style="list-style-type: none"> • <i>R-1 – One Family Residential District</i> • <i>RO-1 – Restricted Office District</i>

Architectural and Site Design Standards

In 2000 the City Council adopted Architectural and Site Design Guidelines. The purpose is to develop compatibility and continuity among adjacent buildings, to enhance the appearance of the community, to promote the economic well-being of the community, and to improve the quality of living for residents.

The guidelines apply to nonresidential site and building design and residential building design. Generally the nonresidential development standards encompass screening, landscaping, building materials and colors, lighting and signage. In order to maintain the quality of residential development, new construction of residential dwellings shall be compatible with dwellings found in the neighborhood. Roof pitch, building materials and colors, garage location, fence and other features will be evaluated to determine compatibility.

Continued enforcement of all City codes should be a priority. As this new code is implemented, there will be some trial and error with enforcement. Some codes will be determined to be too restrictive, others may not be restrictive enough, while a few may be determined difficult to enforce. The solution to these obstacles is periodic review and revision to the code. The time to conduct the first review is after one year of applying the ordinance.

Corridor Planning

Another recommendation closely related to the design guidelines and standards is the enhancement of the City's commercial corridors and entranceways. Although the design guidelines and standards will help in the appearance of private sites, the City should pursue the improvement of these public areas.

Plans should be developed to improve the aesthetics and appearance of these crucial areas. A corridor improvement plan, or individual plans, should be developed to revise and rehabilitate the commercial corridors of Kelly Road, Harper Avenue, and Vernier Avenue/Eight Mile Road. This plan should include the proposed methods, designs, and financing for improving the streetscape, landscaping, and utilities along these thoroughfares. Items which should be addressed are: additional landscaping and street trees; decorative lighting and street fixtures; underground conduits for utilities; on-street parking and other traffic calming measures; traffic circulation and access management; and others.

As summarized in the Circulation Analysis section of this document, a plan for Kelly Road was prepared for the City. This document addressed parking needs and some redesign recommendations along a portion of the corridor. The plan should be updated and adopted by the City so that implementation methods recommended in the document may begin.

Along with the commercial corridors, attention must be paid to the various entrance points into Harper Woods. The entranceways offer the first impression of Harper Woods to visitors, and

also set the tone for the appearance of the rest of the City. These areas should be improved with additional landscaping, decorative street lighting and fixtures, and decorative signs designating the area as an arrival point into the City. A plan to improve these entrance ways could be included within the corridor improvement plan.

In order to achieve improvements along a major corridor, the establishment of Corridor Improvement Authorities (CIA's) should be considered where permitted. CIA's are enabled by Public Act 280 of 2005, which is designed to assist communities with funding improvements in commercial corridors outside of their main commercial or downtown area. The provisions of the CIA generally mirror those of the Downtown Development Authority (DDA) Act, Public Act 197 of 1975, and CIA's are created and operated in a similar manner to a DDA. Once created, a CIA may hire a director, establish a tax increment financing plan, levy special assessments, an issue revenue bonds and notes.

Parks and Recreation Plan

To continue to attract residents and visitors to the community, recreation is an important asset. The Parks and Recreation Master Plan, adopted in 2000, evaluates the adequacy of park facilities and potential sites which may be available for parkland.

In order to be eligible for most funding programs (including grants from the Michigan Natural Resources Trust Fund), the City must have a current adopted parks and recreation plan that has been certified by the Michigan Department of Natural Resources. The 2000 certification expired in 2005. In order to maximize the City's opportunities for obtaining grant funding for its parks, the City Recreation Advisory Board should initiate an update to the Parks and Recreation Plan in 2013 and pursue adoption of the updated plan.

Michigan Department of Transportation Coordination

With Interstate 94 and state trunk line M-102 traversing through the City, future decisions and actions at the State level will greatly effect Harper Woods. That is the reason that continued communication with the Michigan Department of Transportation is crucial to maintain awareness. Knowledge of upcoming projects will better prepare residents for any short term inconveniences.

Once the M-102 project, currently underway is complete, the State does not anticipate any new activity along this corridor. In the long term, Interstate 94 expansions or improvements will be considered. This may also include improvements to entrance and exit ramps within the City. Maintaining communication with the State will allow residents to have input on these future projects. Two specific recommendations resulting from this plan are improvement to pedestrian bridges and the construction of a park overpass. Although the park overpass is a

long-term goal, likely requiring extensive negotiation, improving the pedestrian bridges could be a collaborative between the State and City.

Eastland Center Strategy

The Eastland Center and associated outlots is a significant economic asset to the community. Successful operation of the development and the strength of the City's economic base rely on continued cooperation and communication between the City and the managers of this property. The two agencies should share ideas and conclusions and work together to assure common goals. As the City embarks on various studies and plans for the future of the community, Eastland Center also values future planning.

Capital Improvements Programming

A comprehensive Capital Improvements Program should be adopted by the City of Harper Woods on an annual basis. Michigan law (Public Act 33 of 2008, as amended, §125.3865) requires the Planning Commission or City Council to prepare and adopt a capital improvements program (CIP). The CIP shall show those public structures and improvements, in the general order of their priority, that will be needed or desirable and can be undertaken within the ensuing 6-year period.

The CIP should set the City's priorities for infrastructure improvements, utility upgrades, development and improvement of community facilities, and the purchase of major pieces of equipment. Many of these issues were touched on briefly in the Community Facilities Analysis. The program should be prepared and adopted by both the Planning Commission and City Council, and then reviewed annually at a joint meeting of both.

Neighborhood Preservation Strategies

The community is very proud of its neighborhoods, and this is evident by the well-maintained properties and homes. This quality should be continued as new residents migrate into the City. This will be possible through the architectural and site design standards developed and enforced by the City. Extensive investment from the City has maintained desirable neighborhoods through the persistent and thorough maintenance of streets.

Building and housing code enforcement is also necessary. This will ensure that quality structures are maintained. Consequently, the City has adopted ordinances requiring building inspections of residential income properties and vacant and abandoned properties. The enforcement of these ordinances has helped ensure that quality structures are maintained.

Economic Development and Redevelopment Mechanisms

Revitalization of Small Businesses

The economic analysis identifies some preliminary insight as to the economic needs of the community as it relates to services provided along the Kelly Road corridor. As explained in that section, there is potential for more neighborhood services and retail uses to support the surrounding area. However, many of these businesses compete directly with the Eastland Center.

Small businesses deal with many pressures that make them difficult to be successful. In particular, larger scale operations which are equivalent in size to five small businesses create a severe threat. To more specifically address the needs of Kelly Road and other small business areas in the City, a business recruitment and retention plan should be developed to assist business owners. For the most organized approach, a business or merchants association should be established so that all stakeholders are involved. Such an association can collaborate on issues beyond the individual business owner, such as traffic, marketing, and security. They can also coordinate similar hours of operation as a means of establishing predictable shopping times for customers and promoting more activity within the times businesses are open.

As previously stated, the establishment of one or more Corridor Improvement Authorities (CIA's) should be considered as a means of supporting improvements and other economic development activities along a defined corridor area. Additionally, the City should strongly consider the establishment of a Downtown Development Authority (DDA). The DDA Act, Public Act 197 of 1975, is designed to be a catalyst in the development of a community's downtown district. The DDA provides for a variety of funding options including tax increment financing, which can be used to fund public improvements in the downtown district and the ability to levy a limited millage to address administrative expenses. DDA funds can also be used to fund security improvements in the district, such as lighting or additional police patrolling.

Redevelopment and Revitalization with Quality Design

Redevelopment and revitalization of many of the City's commercial sites will help maintain Harper Woods' status as a retail destination. In particular, some businesses on Kelly Road and Harper Avenue are in need of revitalization. These sites should be redeveloped and revitalized in a proper manner that ensures that they will be aesthetically pleasing and not injurious to surrounding properties and neighborhoods. The design guidelines and standards established through the Architectural and Site Design Guidelines will facilitate these improvements.

Areas which are designated for pedestrian-oriented business will have special needs when revitalization occurs. This includes, as mentioned in previous sections, streetscape enhancement and the creation of a pedestrian zone for safe circulation of customers to travel from business to business. As previously noted, the establishment of a DDA or CIA can greatly assist local businesses with these improvements.

MCKENNA ACKNOWLEDGMENTS

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