



City of Madison Heights 2021 Master Plan

PREPARED FOR
The City of Madison Heights
Adopted February 2021

RESOLUTION OF ADOPTION

2021 Master Plan By City of Madison Heights Planning Commission

WHEREAS, the City of Madison Heights Planning Commission may prepare and adopt a Master Plan for the physical development of the City, as empowered by the Michigan Planning Enabling Act of 2008; and

WHEREAS, the City of Madison Heights contracted with a professional planning consultant to assist the Planning Commission with the technical assessments necessary to make the Master Plan for the City; and

WHEREAS, the Planning Commission and City Council held a joint visioning session with city leadership boards on October 17, 2019 to identify influencing themes for the Master Plan where the following priorities emerged:

- **Housing:** Housing in the City of Madison Heights is affordable and neighborhoods are safe and there is a good housing market. The Master Plan should explore how to maintain and improve housing as well as encourage more mixed-use development.
- **Recreation:** The city is fortunate to have parkland within easy reach of most residents. The Master Plan should continue to support areas for parks and recreation, while the Recreation Plan should address connectivity between parks, maintenance and park-specific improvements.
- **Commercial Corridors:** The city's commercial corridors have a wide variety of businesses and is regionally regarded for its ethnically diverse restaurants. The Master Plan should explore how to encourage economic development while improving the appearance of these commercial corridors. Enhancing the aesthetics of the city's main roadways will contribute to the walkability of the city.
- **Non-Motorized Transportation:** While the city enjoys a fairly complete sidewalk network, the Master Plan should address improvements that support walkability – not only from an infrastructure standpoint, but also considering aesthetics and destinations to which residents can walk as noted above.

WHEREAS, the Planning Commission held a virtual open house in conjunction with the development of the 2021 Master Plan from April 24 – May 8, 2020, in response to the State of Michigan's health-related restrictions on public gatherings in place through most of 2020 due to the COVID-19 pandemic; in addition, an in-person open house was held to in conjunction with the preparation of the city's 2021-2025 Recreation Plan in December 2019; and

WHEREAS, the Planning Commission held a public hearing on its proposed 2021 Master Plan on February 16, 2021.

NOW THEREFORE BE IT RESOLVED that the Madison Heights Planning Commission hereby adopts this Master Plan for the City, along with the text, maps, charts, graphs, and other descriptive materials contained in the Plan.

Motion by: Commissioner Smith

Supported by: Commissioner Sylvester

Acknowledgments

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1. Introduction

Introduction

Purpose of a Master Plan

The Master Plan addresses future land uses, community development, and other community features in a coordinated fashion. It portrays a clear statement of community goals and objectives, establishes a vision of the future, and includes plans to achieve the vision. If followed carefully, the Master Plan will have a lasting impact on the built and natural environment and the people who live in the community. Decisions made when the Plan is developed will likely be implemented over many years.

The Master Plan is long-range in its view and intended to guide development in the city over a period of 10 to 20 years. It is reviewed and/or updated every five years, consistent with state law (Michigan Planning Enabling Act of 2008). The information and concepts presented in the Master Plan are used to guide local decisions on public and private uses of land and the provision of public facilities and services. A sound Master Plan promotes a land use pattern that reflects a community's goals. It establishes long-range general policies in a coordinated and unified manner, which can be continually referred to in decision-making.

A Master Plan considers current demographic data and land use as well as demographic and economic projections to determine what, if any, impact there may be on land use in the community. Important elements for this Master Plan include:

- Neighborhoods: How can the city's neighborhood units better serve the residents who reside within them? How can improving walkability in neighborhoods improve the overall walkability of the city?
- Transportation: How do people travel in and around the city? Are important destinations, including parks, schools, city facilities and commercial areas connected to residential neighborhoods?

- Commercial Corridors: How healthy are the city's commercial corridors? Do they serve the needs of city residents? What does the appearance of the corridors say about the community?

The city's last Master Plan was adopted in 1990. It has been reaffirmed and the Future Land Use Map has been updated a few times over the past 19 years.

Relationship between the Master Plan and the Zoning Ordinance

Zoning is a regulatory mechanism for controlling the classification and regulation of land use. It has the force of law. The Zoning Ordinance controls land uses based on today's conditions.

The Master Plan is not an ordinance, it does not change the zoning of anyone's property, and it does not have the force of law. It is a set of policies and strategies to enhance and improve a community over a long planning horizon. While the Zoning Ordinance and Zoning Map regulate current and proposed land use, the Master Plan and its maps and policy statements are intended to guide land use decision-making for 10-20 years. The Master Plan is a community's "vision," while the zoning ordinance governs the path to that vision. State law requires that the zoning ordinance be based on a plan. Therefore, the Master Plan forms the basis upon which zoning decisions are made. With a valid Master Plan in place, zoning decisions consistent with the plan and ordinance are presumed by the courts to be valid.

The Future Land Use Plan Map shows generalized land use and does not indicate precise size, shape or dimension of parcels of land. In addition, the recommendations of the Land Use Plan have a long-range planning horizon and do not necessarily imply that short-range rezoning is appropriate.

History

The City of Madison Heights started as a quiet enclave thirteen miles outside of Detroit. The city saw its first expansion in 1905, when the wood plank bridges along the Red Run Creek were replaced with iron bridges that allowed for new residents, business, and industry. Five years later, the first bus line was established and connected residents directly to the Highland Park Ford Plant.

In 1913, a new school district was formed separate from the existing schools in Royal Oak. The Madison School District, named after President James Madison, defined the area and likely influenced the city's name choice four decades later. Madison High School was built in the 1920's and the first graduating class had only two students. By 1920, Royal Oak Township decided to create the first subdivision between 10 Mile and 11 Mile Road which helped create a distinctive area—later to be Madison Heights. During the same time, the Pontiac Light Company was granted permission to install gas mains in the city. Soon thereafter, modern amenities became available to the residents and a growing number of businesses. The city's first bank, grocery store, drug store, and hardware store opened within three years. There was even an illegal moonshine operation at a house on Dartmouth Street during the Prohibition Era which was notoriously raided in 1929.

Similar to all cities in the United States, the Great Depression changed the way of life in Madison Heights. A tent city was constructed on 13 Mile Road, businesses closed, and many people struggled to afford basic needs and education for their children. The Lamphere School District turned away children living in the tent city from attending school because of a lack of room, money, and teachers.

In 1944, the Lincoln-10 Civic and Improvement Association sought to have the area incorporated as its own city. The proposal suggested naming the community, "Victory City" but the efforts were defeated when Oakland County officials rejected the proposal and the area remained a part of Royal Oak Township. The next few years brought about major growth and change within the area. The Federal Housing Administration building programs and incentives resulted in 150 new homes being built in the city. The first industrial building, Acme Industrial Products, settled at 12 Mile Road and John R and two new parks were created, one on Hudson Street and one just south of 12 Mile Road. All the momentum spurred another effort to incorporate as a city in 1952 but once again the proposal was rejected by the county. It wasn't until January of 1955 that Madison Heights was finally incorporated. Virginia M. Solberg was the first de facto mayor of Madison Heights and Lloyd H. Ferguson became the first elected mayor of the city.

The Chrysler Freeway (I-75) route was approved in 1959 and construction of the highway ran through Madison Heights north of 12 Mile Road. Other large developments transformed the city as well. In 1968, Oakland Mall opened with J.L. Hudson's as its flagship store. Tax revenues from the mall in conjunction with a bond issue supplied much needed funds to the Lamphere School District and resulted in major upgrades to district facilities.

The last two decades have brought continued investment and change to the built environment in Madison Heights. Beginning in 2000, city-led projects ushered in new landmarks and public facilities. The DDA installed the clocktower, the city purchased Gertrude Zielke's house to create the "Little House on Hales" drop-in recreation center, Red Oaks Water Park was upgraded, Red Oaks Golf Course was restored, the Ramps skatepark was opened, and a bond proposal funded renovations for the Fire Department.



2. Location & Regional Setting

Location & Regional Setting

The City of Madison Heights, Michigan, is located in southeast Oakland County, just west of the Macomb County border and two miles from the City of Detroit. The City borders the City of Troy to the north, the City of Royal Oak to the west, the City of Warren to the east and the City of Hazel Park to the south. Interstates 75 and 696 are directly accessible within the city.

Southeast Michigan. According to SEMCOG, the regional planning agency that spans the metropolitan area, about 4.7 million people, or 48 percent of the state's population resides in this seven-county region. Within these seven counties there are 93 cities, 24 villages and 115 townships. Over 100,000 private-sector businesses employ over 1.7 million people.

The overall forecast from 2015 to 2045 shows the region emerging from the Great Recession with moderate growth in households and jobs. Overall regional population growth will remain slow at 0.26% per year. Total employment in Southeast Michigan is estimated to grow, on average, only 0.1% per year between 2015 and 2030 (Source: 2017 Economic and Demographic Outlook for Southeast Michigan through 2045).

MAP 2-1: REGIONAL LOCATION MAP

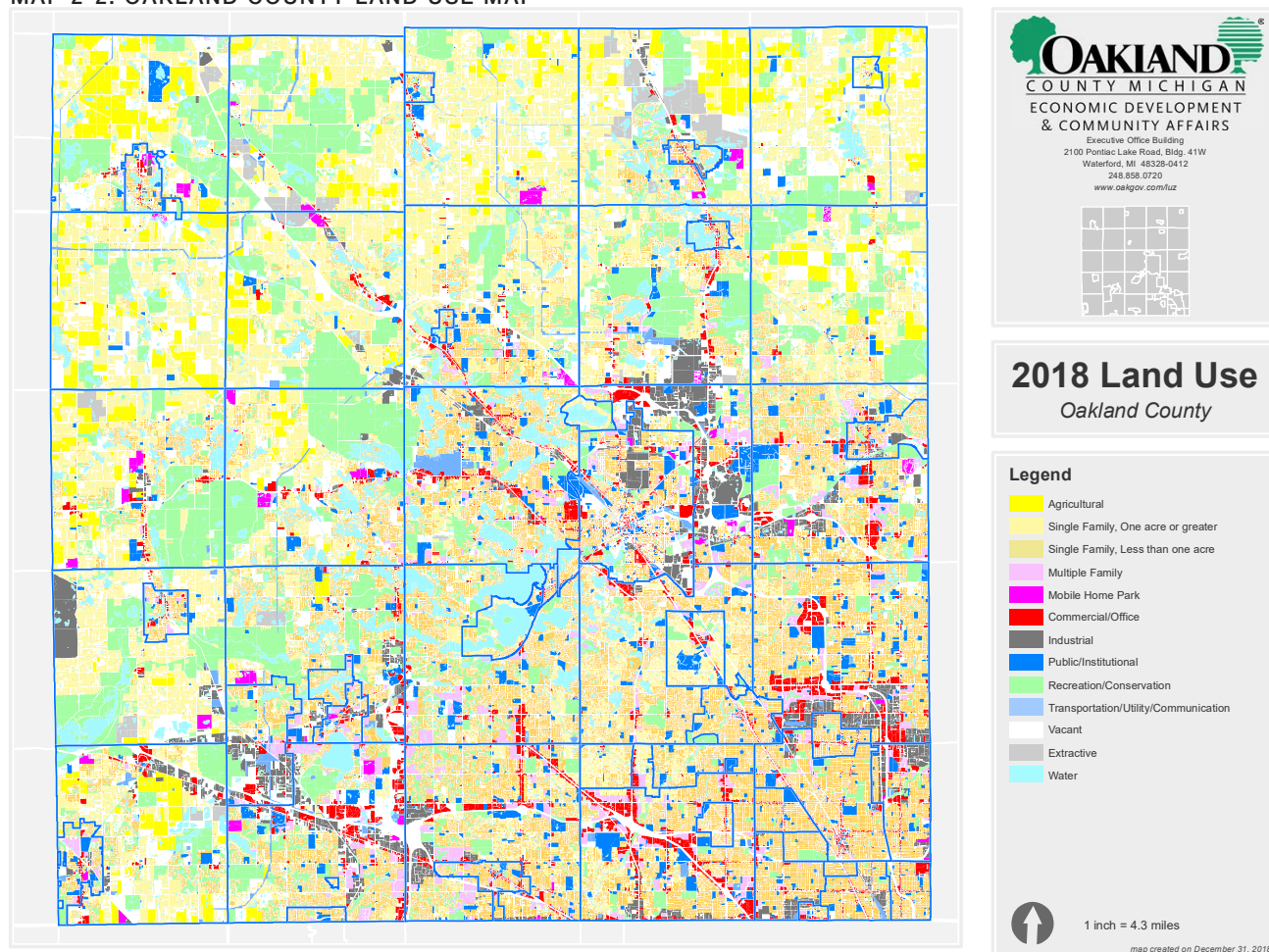


SEMOG projects that population is aging in the region. In 2016, people aged 45 to 64 accounted for 28.4% of the SEMCOG region's population, compared with 26.2% nationally. The share of the population 65 and older is similar in the region and the nation, 14.8% and 14.9%, respectively. In comparison, the younger age cohorts, that is, those under 45, constitute a smaller share in the region than in the nation. Those aged 25 to 44 account for only 24.9% of the region's population compared with 26.4% nationally; and those under 25 make up 31.9% of the region's population compared with 32.6% nationally. The implication is that the share of the over-65-year-old population will grow more dramatically going forward in the SEMCOG region than in the nation.

Oakland County is located in Southeast Michigan and is among the wealthiest counties in the state with a median household income of \$67,465 in 2017, compared to \$56,124 for all U.S. households. It is the second most populated county in the state, experiencing consistent growth throughout the 20th century. SEMCOG predicts the population to remain fairly steady with a slight increase through 2040.

Oakland County contains both highly developed urban areas, as well as open spaces and rural areas, with diverse topography, rivers, and lakes. According to Oakland County's Existing Land Use data for 2015, 43% of the county was made up of single-family residential areas, followed by park, recreation, and conservancy uses (14%), and open spaces (10%). Oakland County's top employment sectors are knowledge-based services, private education/healthcare, and services to households and firms. The county is a major hub for automotive corporate offices and has one of the highest concentrations of engineers per population in the country.

MAP 2-2: OAKLAND COUNTY LAND USE MAP





3. Demographics & Local Economy

Demographics & Local Economy

Population History. Madison Heights boomed during the 1950s and 60s, reaching a peak population of over 38,000 residents in 1970. The City is mostly built out, and since that time population has settled slightly lower as nearly all available land for new housing was developed and average household size has decreased. The July 2019 SEMCOG estimated population is 30,173; the current household size is 2.3 persons. Population density is about 4,189 people per square mile. SEMCOG forecasts that population will remain stable through 2045.

Age. According to the US Census 2018 estimates, the median age of a Madison Heights resident is 37.3 years old, down from 40 in 2010, but up from 36 in 2000. A breakdown of the total population by age group is shown on the following page, and illustrates fairly even age cohorts.

INTERACTIVE COMMUNITY PROFILE DATA

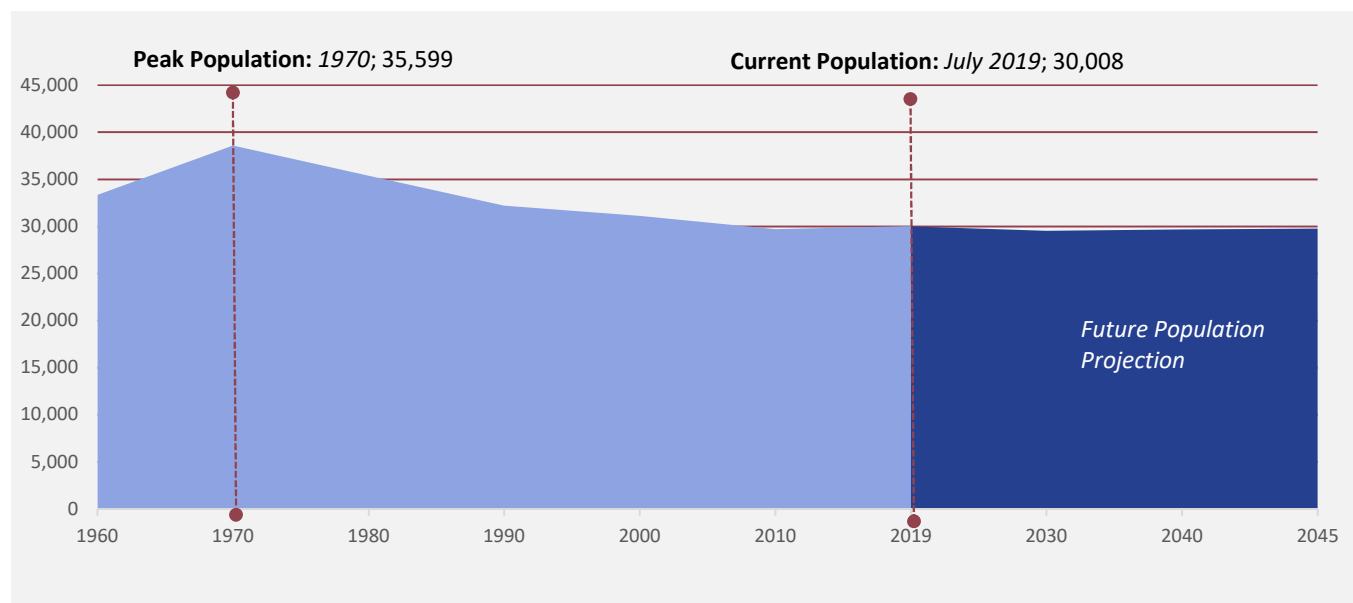
The link above connects to interactive charts and graphics related to the Madison Heights Community Profile.

TABLE 3-1. MEDIAN AGE

MEDIAN AGE: 2018 US CENSUS ESTIMATE					
Madison Heights	Clawson	Troy	Hazel Park	Royal Oak	Ferndale
37	40	42	38	36	35
The Nation's Median Age is 38 years					

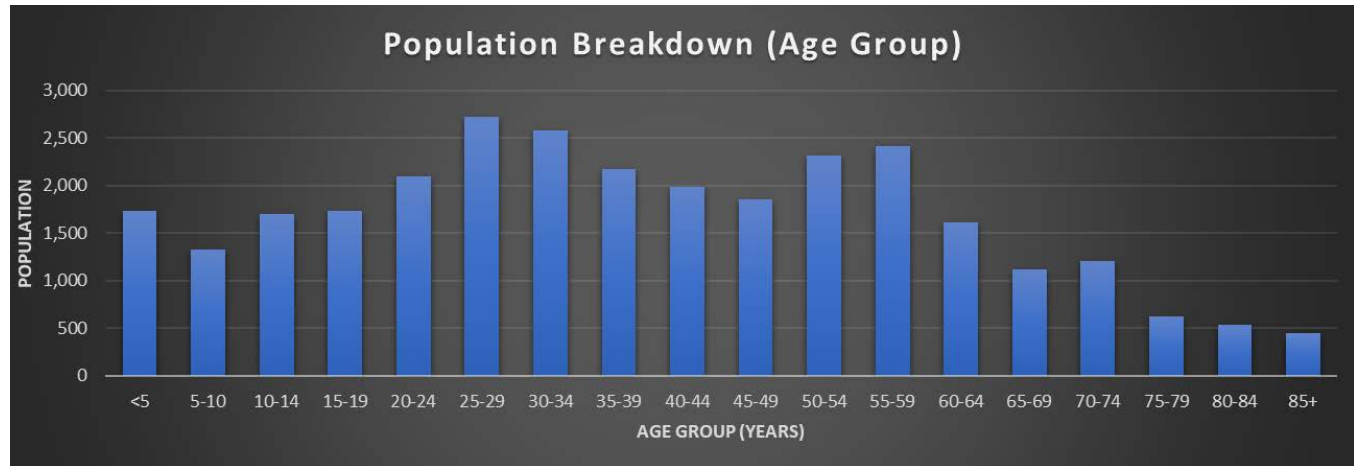
Source: American Community Survey (2018)

CHART 3-1 POPULATION PROJECTION



Source: US Census and SEMCOG population projection

CHART 3-2. TOTAL POPULATION; 2018



Population Trends. SEMCOG forecasts the population to age through 2045, with a decrease in residents under 25 and an increase in residents older than 65. The projected increases would mean that about 27% of Madison Heights residents will be over age 65, compared to the same age group comprising about 14% of the city's current population. The aging of city residents will have implications on housing, transportation and community health.

Age-Based Projection



The number of residents 60 and over will be 10,096, nearly double the current population of 5,563.



The population under 5 years old will decrease by 13% to just 1,502, compared to 1,736 in 2018.

CHART 3-3. HOUSEHOLD COMPOSITION; 2018

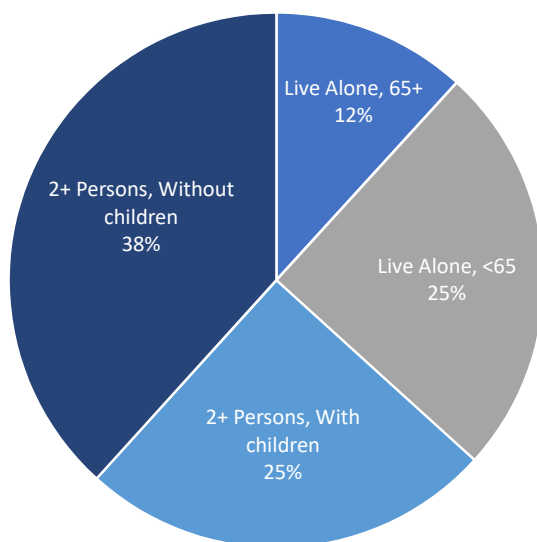
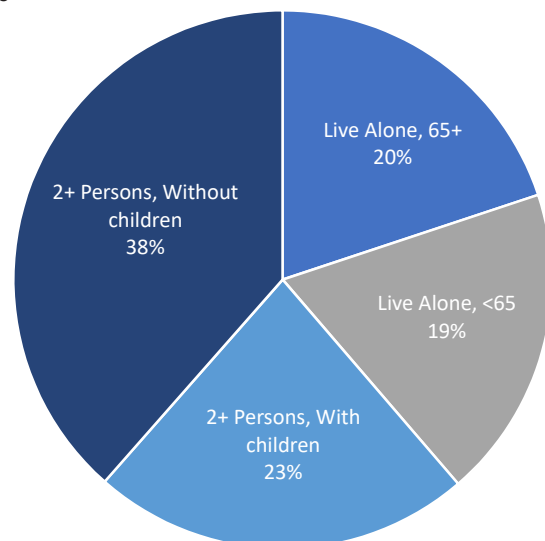


CHART 3-4. PROJECTED HOUSEHOLD COMPOSITION; 2045



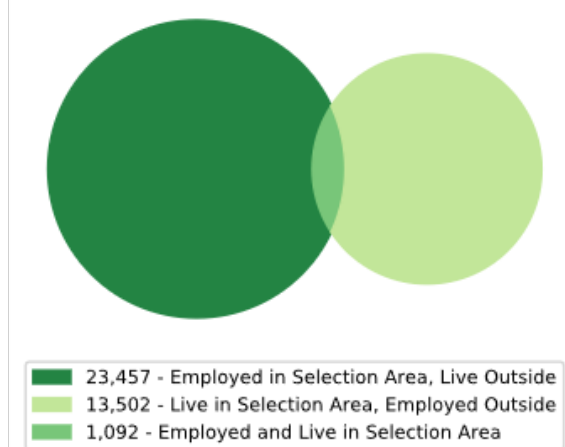
Income. In 2018, the median household income in Madison Heights was estimated at \$50,350, compared to \$56,697 for the State of Michigan households. Median household income has decreased from \$52,181 since 2010, compared to a \$400 (adjusted for inflation) increase for the state of Michigan households. Madison Heights had an estimated poverty rate of 17.4% in 2018. The poverty rates of neighboring communities range from 4.6% (Troy) to 11% (Ferndale).

Employment. The 2018 US Census estimates the total number of jobs in the City of Madison Heights is 28,723. Top industries in the city include manufacturing, retail trade, leisure and hospitality, healthcare services and professional and technical services. Of those 21,988 workers, 96% live outside the city. Over 11,900 residents of Madison Heights are employed; 92.5% work outside the city.

The largest share of commuters to jobs in Madison Heights lived less than 10 miles away (54%); just under six percent of commuters live more than 50 miles away. Residents commute about 24 minutes to their jobs.

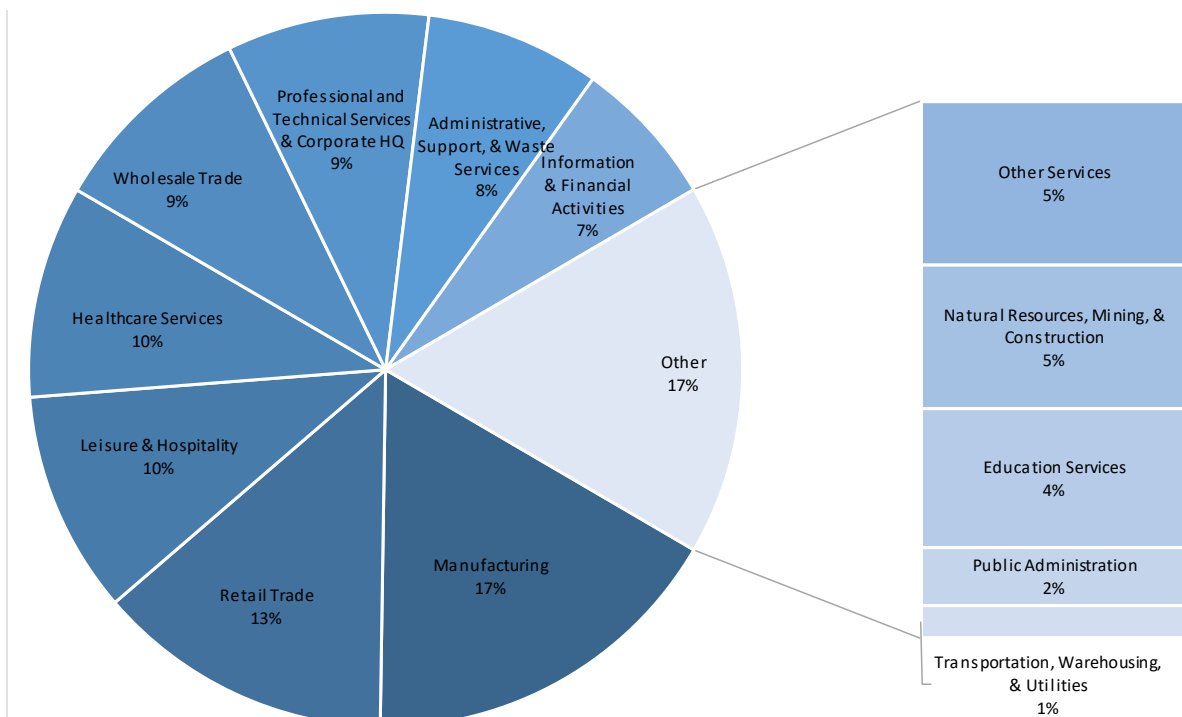
2018 estimates show that 86% of Madison Heights residents drove alone to work, with 7% carpooling. Small numbers of residents use other forms of transportation, including public transit, bicycling or walking.

CHART 3-6. JOB COUNTS BY RESIDENCE OF WORKER (2017)



Source: SEMCOG Regional Forecast

CHART 3-5. EMPLOYMENT IN THE CITY OF MADISON HEIGHTS (2017)



Source: SEMCOG Regional Forecast

Education. The city has seen a slight increase in educational attainment across almost all categories since 2010, including an increase with those that have graduate and professional degrees. The number of those who did not graduate high school also decreased by 1.5%, suggesting more residents are graduating high school.

CHART 3-7. EDUCATIONAL ATTAINMENT; 2018

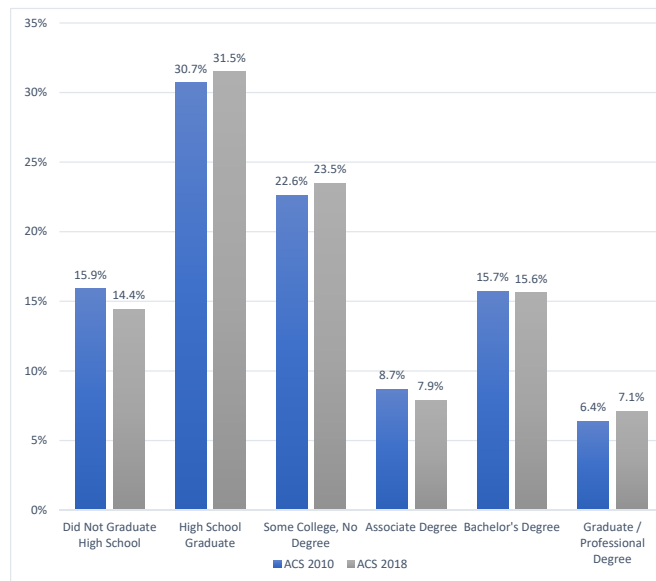
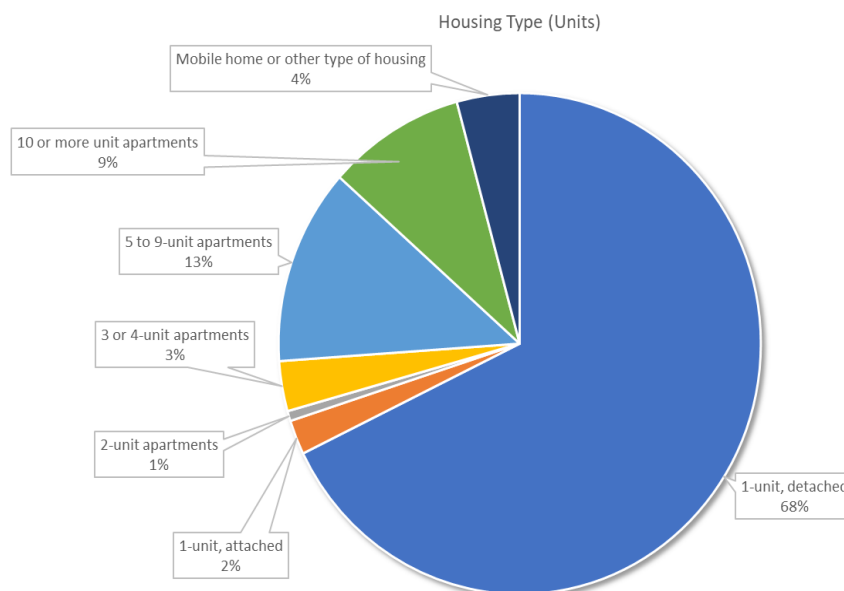


CHART 3-8. HOUSING UNITS BY TYPE (2018)

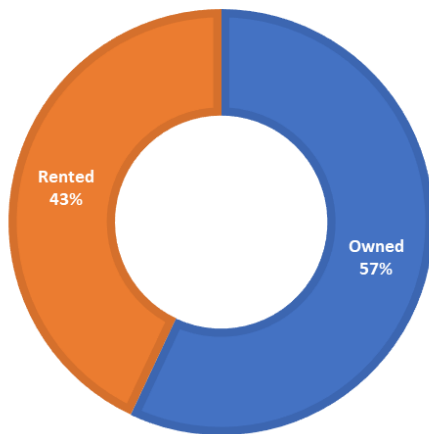


Source: American Community Survey (2017)

Housing. There are approximately 12,816 housing units in the city. Of those, 57% are owner-occupied. 2018 Census estimates show a median property value for housing of \$110,500, up from \$84,000 in 2016. Median gross rent in 2018 was \$923 in Madison Heights, compared to \$1,110 in Troy, \$841 in Clawson and \$888 in Hazel Park. The state median gross rent was \$835.

The majority of housing units in the city are detached single family homes (about 8,700 units or 68%). Apartments comprise the next housing type, with 3,222 (25%) apartments in buildings of 3-4, 5-9 or 10+ units.

In terms of affordability, in general, housing costs should not exceed 30% of income. In consideration of the outflow of residents for jobs outside the city, transportation costs should also be included in the consideration of affordability, as they generally are the second biggest household expense (after housing). The Center for Neighborhood Technology compiles data based on a variety of sources to create a “Housing + Transportation Affordability Index.” Their analysis typically shows that residents living in areas considered “affordable” in terms of housing costs less than 30% of median household income may often incur higher transportation costs. They suggest that housing and transportation costs combined should not exceed 45% of median household income. In Madison Heights, the average is consistent with that measure of affordability, as shown on the next page.

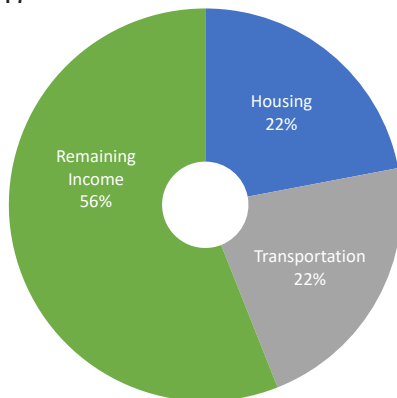
CHART 3-9. HOME OWNERSHIP V RENTAL (2018)

Source: American Community Survey (2018)

TABLE 3-2. MEDIAN HOME VALUE (2018)

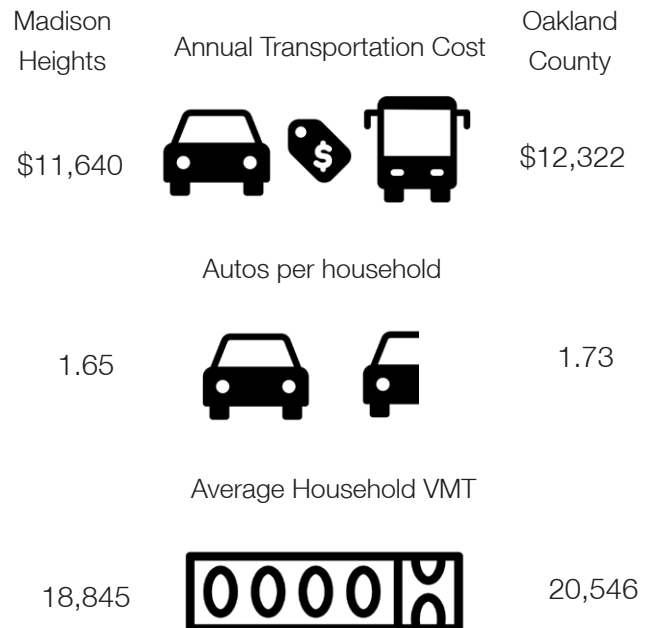
Madison Heights	\$110,500
Clawson	\$166,200
Troy	\$286,600
Hazel Park	\$61,100
Warren	\$111,700
Royal Oak	\$210,200
Ferndale	\$148,100

The city's median home value is up from \$84,000 in 2016.

CHART 3-10. HOUSING AND TRANSPORTATION COSTS; 2017

Source: Center for Neighborhood Technology, Housing and Transportation Index (2017)

Housing and Transportation Index. In Madison Heights, about 22% of median household income is spent on housing, with another 22% spent on transportation. Transportation costs and the associated factors are shown below for Madison Heights, and are compared to Oakland County metrics.

CHART 3-11. COMPARISON OF HOUSING-TRANSPORTATION COSTS

Source: Center for Neighborhood Technology, Housing and Transportation Index (2017)

The comparison above indicates that Madison Heights residents spend 149% more than what is considered affordable for Oakland County; however, this is less than the average Oakland County resident who spends 158% above the affordable range.

Market Study

Context

The analysis of the city's data, conducted by The Chesapeake Group in 2019, is considered within the context of existing external forces, including:

Demographics. Many demographic trends impact all land uses but play an especially important role in future housing development. Two important trends of note:

- Declining Birth, Fertility, and Marriage Rates. Particularly in households whose residents range from 18 to 35, some defined as Millennials, declining birth, fertility, and marriage rates have modified the housing market as well as the length of time members of this age group stay in one area to live and maintain employment at one location. These households often desire mobility, which may lead to renting instead of purchasing homes, as well as seeking jobs versus careers with one employer or one geographic area. Many are technologically savvy.
- Baby Boomers. The second largest population cluster behind Millennials is commonly called Baby Boomers. Many have outgrown their houses and no longer prefer homeownership; they often seek environments that differ from the suburbia where they raised families.

Changing Non-Residential Activities and Uses of Land. Locally and nationally, there are fundamental changes to commercial activity and related development. Additional changes underway impacting future retail goods, related services, and professional services will result in significant changes to development patterns. Changes in technology are evolving that will impact even the smallest operations.

Retail in General. Even before the Covid-19 pandemic, retail has been redefining itself. All aspects favor smaller operations more befitting traditional downtowns and mixed-use areas. There are virtually no components of the retail goods and services market, or office services where the adage “bigger is better” is any longer valid. Further, people no longer need to go shopping; anyone can purchase virtually any product desired or needed online at any time. Successful commercial is now, and in the future will be, more about the experience of the trip. “Experiential retailing” is a growing phenomenon.

- Department stores. There are only a few large national department store chains left, and they are all are facing challenges associated with changes in retailing formats.
- Box stores. Except for operations associated with TJX (including TJ Maxx, Marshall's, and Home Goods), other known national chains like Kohl's are financially struggling to compete with online entities. The largest operations, such as Walmart and Target, are rapidly moving online and expanding home delivery. The number of wholesale clubs and other box stores will continue to shrink.
- Made to order and fit. New technologies allow clothing and many other commodities to be made to fit. The entities offering such goods exist at present require much less space than traditional operations as inventory needs are reduced.
- Less space per operation. Less inventory as a result of enhanced inventory control and “made to fit or order” technology application will continue to result in decreased space needs for all operations.

- Online growth. Purchasing online continues to grow at double-digit or exponential rates. Shifting of traditional box and mega stores to online operations will only further this growth.
- Home delivery. Home delivery is growing rapidly, whether for prepared foods, groceries, or other merchandise. This trend expanded tremendously during the Covid-19 pandemic as people shifted more towards having goods delivered. Regional and national grocers including Meijer, Kroger, and Whole Foods are expanding their home delivery capabilities in the Detroit Metropolitan Area. The introduction of new technology for deliveries will further facilitate the growth of these services. New trends in home design, particularly in multi-family housing units now include areas designed explicitly to accommodate and hold deliveries.

Offices. Nationwide trends are impacting office space demand.

- Professional offices in traditional multi-tenant spaces. Less space per employee was the trend in offices. Open spaces to foster comfort and collaboration is also diminishing space needs in buildings, increasing internal net space. It is unknown at this time how the Covid-19 pandemic will impact office space.
- Home office activity. The home office is not yet the majority but is the most rapidly growing office “space” market. The market growth is a result of both a growing number of employees able to work from the home part or full-time and home-based business activity. This erodes the need for traditional office space. The space trends are favored by individuals in their 20s and 30s, large technology driven entities as well as professional services.
- Medical services. It is unlikely that future medical space growth will impact land use as significantly as in the past. Transitions will likely include the following:
 - The diminished number of independent practitioners.
- The focus from treatment to wellness.
- Growth in services likely through virtual activity and reaching out to employers, schools, etc., to deliver services in work, education, and other such environments.

Manufacturing. For the past six years, manufacturing has been returning to the U.S. The cost of labor has been and will continue to be minimized as a cost of production. New processes, such as 3D printing and new materials, will result in production in smaller spaces that do not require anything other than electricity and can complement existing or create new viable commercial, residential, and mixed clusters.

Changing desires and attitudes. The market is changing in many ways as a result of changes in household demographics noted previously as well as desires of the population.

- New housing options sought. Baby Boomers are seeking different housing options, shopping experiences, and living environments than those associated with past generations of seniors.
- Recreation and entertainment. Both Baby Boomers and the Millennials are seeking, and participating in, passive and other recreational activities and new forms of entertainment. Interactive activities and technology-driven entertainment are increasingly desired.
- Health and wellness. As a result of fewer individuals having children at early stages of life, the large number of Baby Boomers past child-rearing age, and increased wellness consciousness, the desire for walkable environments in which to live has grown and will continue to be a desirable lifestyle in the future.
- Jobs versus careers. The young adult population relocates and shifts employment at a faster pace than any previous generation.

Demand Estimates

The following are estimates of additional marketable activity for Madison Heights. The opportunities are not linked to any specific proposal or land area.

Housing. Based on historical patterns in the county, city, as well as an additional database derived from The Chesapeake Group's surveys of residents in other areas of the County, the potential for new housing units in Madison Heights is defined. Two scenarios are presented. One is defined as "Market Share," while the other is called "Increased Market Share." Market share is an important economic concept implying "holding one's own or maintaining economic parity." It is noted that neither estimate reflects holding capacity of available land, current zoning, current planned activity, or any existing development regulations. To achieve the figures, which are based solely on market factors, may require redevelopment or other similar options. Any such changes might increase estimates for non-single-family units, but not the total.

Madison Heights will support a total of roughly 660 new homes by 2030; however, the housing unit types are anticipated to change in the "increased market share" alternative. In that scenario the 660 units, 242 would be non-single-family structures likely duplexes, townhome, and other attached structures. As many as 125 of those units could be independent and dependent adult living. It is also noted that active adult and independent living units could also be associated with fifty or more percent of the single-family units.

Retail Goods and Related Services. New rooftops (additional housing units) result in increased spending and demand for retail goods and related supportable space. It is noted that no jurisdiction can be expected to capture all demand created by any market. Spending will occur in many places, including operations near home and work. Online purchases, vacation spending, and other activity diminish local sales. On the other hand, people working within the area, employed nearby, and those coming to the area for a range of purposes will spend money in the City. Some dollars are exported, while others are imported to the City. Currently, there is an opportunity to diminish the exportation of dollars from Madison Heights residents.

Based on the anticipated growth in rooftops, Madison Heights is expected to be only able to support an additional 7,000 square feet of retail goods and related services space by 2030. On the other hand, there is the potential to capture exported space in "Eat/Drink" or food services, "General Merchandise," and "Miscellaneous" retail that includes operations such as Barber/Beauty salons, Book Stores, Florist/ Nurseries, Paper/Paper Products, and Gifts and Novelties. The catalytic activity and focus would be food service establishments. If Madison Heights can recapture dollars exported to surrounding areas, an additional 8,000 to 10,000 square feet could be added.

TABLE 3-3. POTENTIAL RETAIL SPACE

POTENTIAL RETAIL SPACE DERIVED FROM ADDED ROOFTOPS ONLY*			
Category	2020 Sq Ft	2030 Sq Ft	2020-30 Sq Ft
Food	84,309	88,669	334
Eat/Drink	143,614	151,040	569
General Merchandise	492,330	517,788	1,952
Furniture	20,934	22,015	84
Transportation	239,655	252,046	951
Drugstore	37,408	39,342	148
Apparel	69,756	73,362	278
Hardware	185,941	195,558	738
Vehicle Service	130,174	136,905	516
Miscellaneous	326,671	343,563	1,295
TOTAL	1,730,792	1,820,288	6,865

Source: The Chesapeake Group

Office Space. The office market continues to change with the increased emphasis on flexible work arrangements, co-working space, and in-home live/work activity. Added rooftops increase demand for professional services and related space derived from the new households. Rooftop growth and the identified desire of people to work near home also provides the opportunity for office space growth.

New demand generates about 132,000 square feet of office space by 2030. However, about forty-five percent, or 60,000 square feet of the space will be “in homes.” There is a potential unmet niche for co-working space in Madison Heights, potentially situated near interchanges with the interstate and major arterials which could comprise the bulk of the remaining space.

Industrial Space. Madison Heights has a well established industrial sector and related land use. While representing a small amount of industrial space, the amount of vacant space exceeds that generated by new employment needs based on community growth. No additional multi-tenant industrial space is anticipated unless associated with the redevelopment of existing space or elimination of existing space.

Suggested Actions to Facilitate Seizing Of Opportunities

The following are potential policies and actions to strengthen economic activity and to enhance the ability to seize anticipated future opportunities. There is demand for entertainment activity only when combined with restaurants/food service activity and operations

1. Enhance walkability within neighborhoods.
2. Create or enhance spaces for indoor activity for meetings, small family events, etc.
3. Expand restaurant opportunities.
4. Reconfigure space along major arterials to change the land use from industrial to mixed-use and a mixture of use for properties further distanced from interstate access.
5. Explore funding for potential five-year tax abatement, revolving loan/financing fund, or other mechanisms to diminish short-term redevelopment risk and increase the probability of property redevelopment.

4. Natural Features

Natural Features

Soils, topography, woodlands, rivers, lakes, creeks, wetlands, and floodplains have a direct relationship with the use of land in Madison Heights. From parks to residential to industrial uses, each type of land use in the city influences, or is influenced by, the city's natural features. In the master planning process, the optimum arrangement of land uses should maintain and protect the city's natural resources and physical features for future generations, while balancing the needs of the community for housing and businesses. This requires an understanding of land uses as well as natural features.

Soils. There are six major soil associations within Madison Heights, according to the USDA Soil Conservation Service (see Soils Map 4-1). Most of the soils found in the area support development. However, where challenging soils exist, land uses should be less intense.

Woodlands and Tree Cover. Before major settlement and development, much of the area was plain and meadow area, and swamp forests were also found along waterways. Now that the majority of the area has been developed, much of the land has been cleared. There are some woodlands that do exist in scattered areas throughout the city, as seen in the Tree Density map (Map 4-2).

Wooded areas also contribute to watershed protection, air quality protection, noise abatement and weather protection, as follows:

- **Watershed Protection.** A wooded area can be of great value to a watershed area. The canopy of trees aid in breaking the force of precipitation, thereby decreasing erosion, which is further inhibited by the fibrous root system of the under-story plants. Woodlands can also reduce the volume of stormwater runoff, which helps reduce flooding. In addition, precipitation is retained and recharged into groundwater reserves by the tree cover.

Planning Efforts in the Region

As the home to over 1.2 million people, Oakland County's Economic Development and Community Affairs Department is committed to balancing natural resource conservation and preservation with economic growth, development and redevelopment. Its Environmental Stewardship program frequently conducts and updates studies that include regional strategies for long-term protection of the environment. Many of these strategies rely on participation from local communities.

In 2017, the County, with assistance from the Michigan Department of Natural Resources, updated its study on Potential Natural Areas (PNA). The assessment identifies three tiers of natural features (including rare plants, rare animals, natural communities, and an "other" category) with a focus on areas over 20 acres in size. One of few such tracts in southeast Oakland County is located in Madison Heights; Suarez Friendship Woods and the nature center are designated as conservation to indicate the city's ongoing efforts to protect this area.

Being aware of this important natural feature in the community can help conserve and manage natural communities, rare plants, and animals, and/or invasive species control.

- **Air Quality Protection.** Woodlands improve air quality and afford protection from wind and dust. Leaves and branches moderate the strength of winds and, when moistened with dew or rainwater, reduce suspended particles in the air, which are later washed off with rainwater. Plants also serve to moderate the effect of chemical pollutants in the air by absorbing some ozone, carbon dioxide, and sulfur dioxide.
- **Noise Abatement.** A dense stand of trees can significantly cut noise from adjacent factories or highways. The Arbor Day Foundation reports that a 100-foot wide planted buffer will reduce noise by 5 to 8 decibels (dBA).
- **Weather Protection.** The resilience of woodlands creates a micro-climate around the tree stand itself. Woodland qualities, which moderate and buffer temperature, precipitation, runoff, wind and noise, are features of this micro-climate effect. The benefits of this micro-climate effect to surrounding urban and suburban areas can be significant. An urban area devoid of vegetation is the exact opposite of the forest micro-climate. It increases the range of temperature

Clawson
14 Mile

Troy

Sterling Heights

14-Mile

Stephenson

Dequindre

13-Mile

12-Mile
Warren

Royal Oak

John R

11-Mile

W 696

E 696

Heights Express

10-Mile

Pleasant Ridge

Ferndale

Hazel Park

S175

S176

S177

S178

S179

S180

S181

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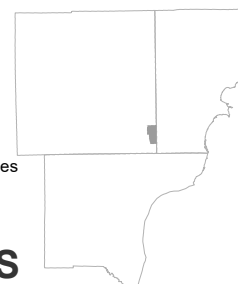
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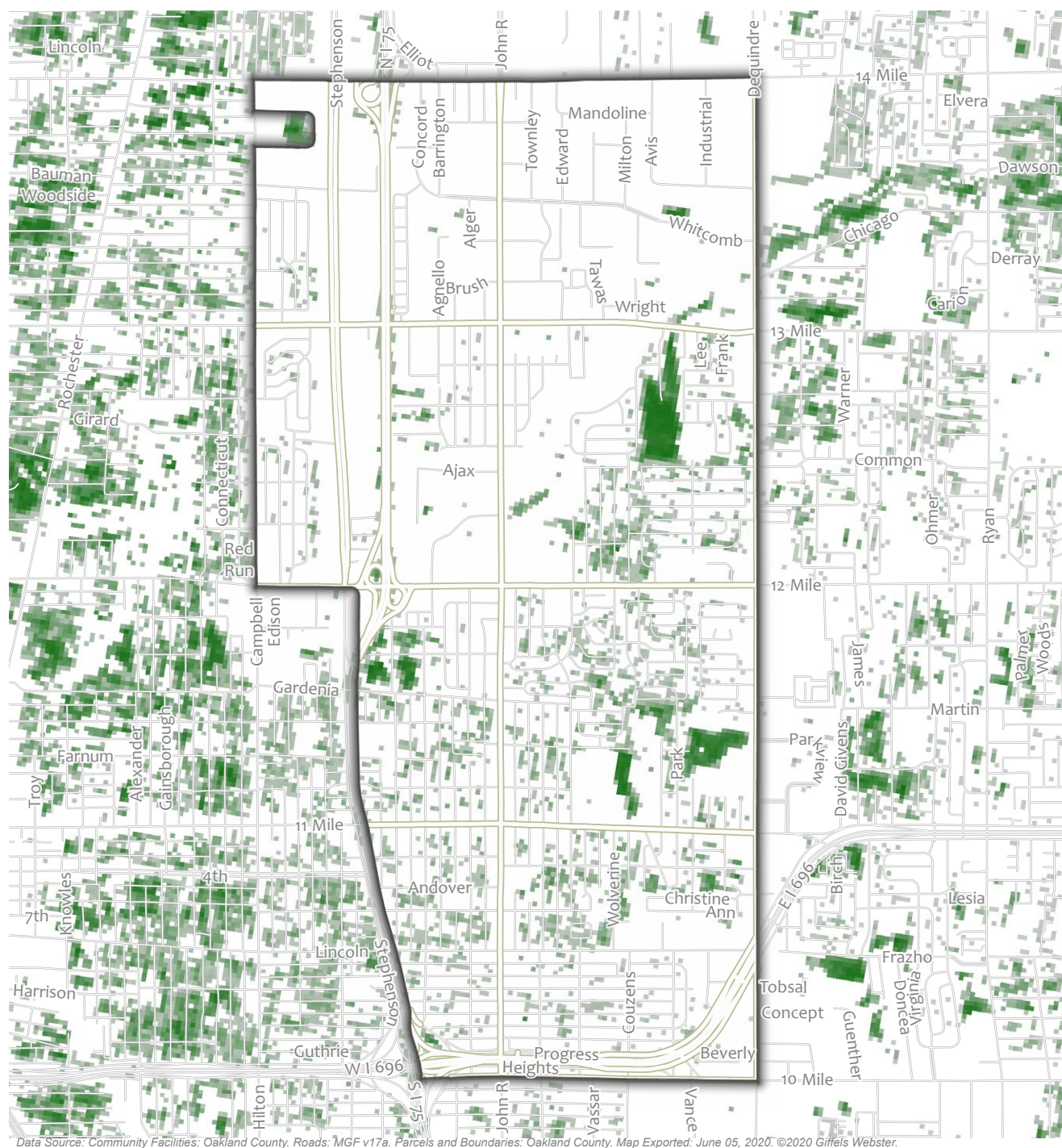
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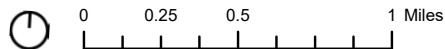
Data Source: Soils: Oakland County. Roads: MGF v17a. Parcels and Boundaries: Oakland County. Map Exported: June 03, 2020. ©2020 Giffels Webster.



MAP 4-2: TREE DENSITY MAP



Data Source: Community Facilities: Oakland County. Roads: MGF v17a. Parcels and Boundaries: Oakland County. Map Exported: June 05, 2020. ©2020 Giffels Webster.



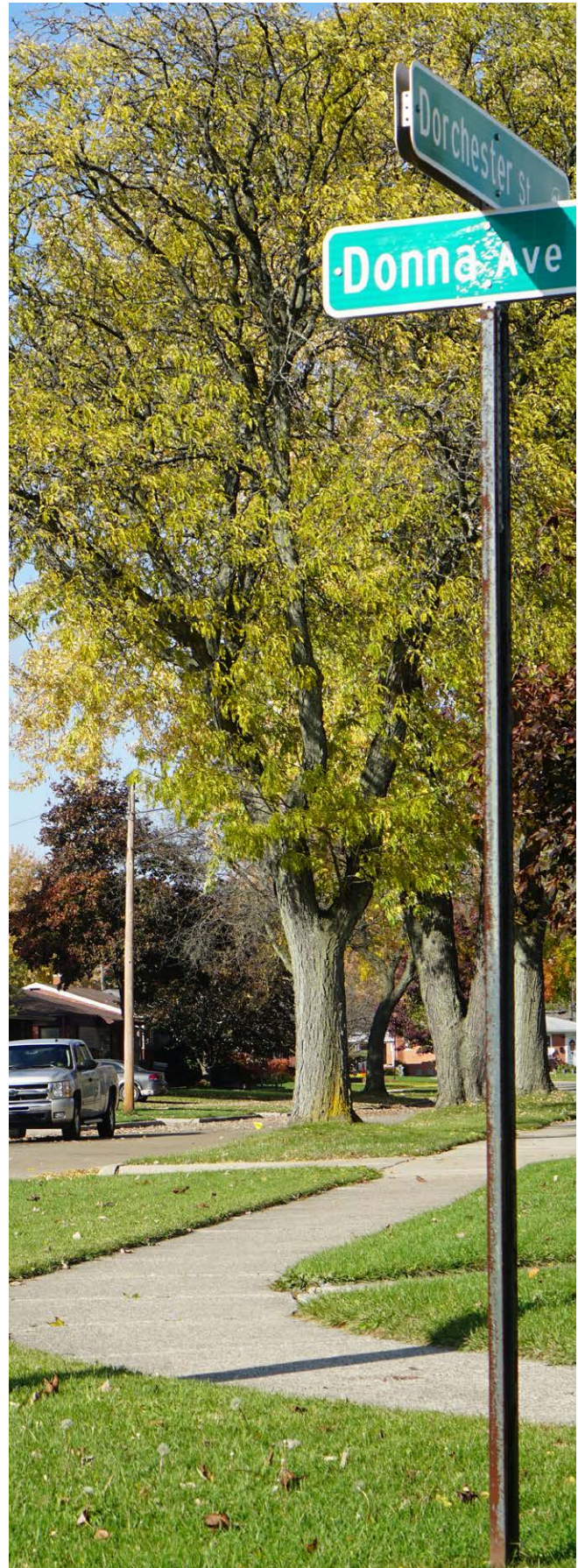
Tree Density of Madison Heights: 11%



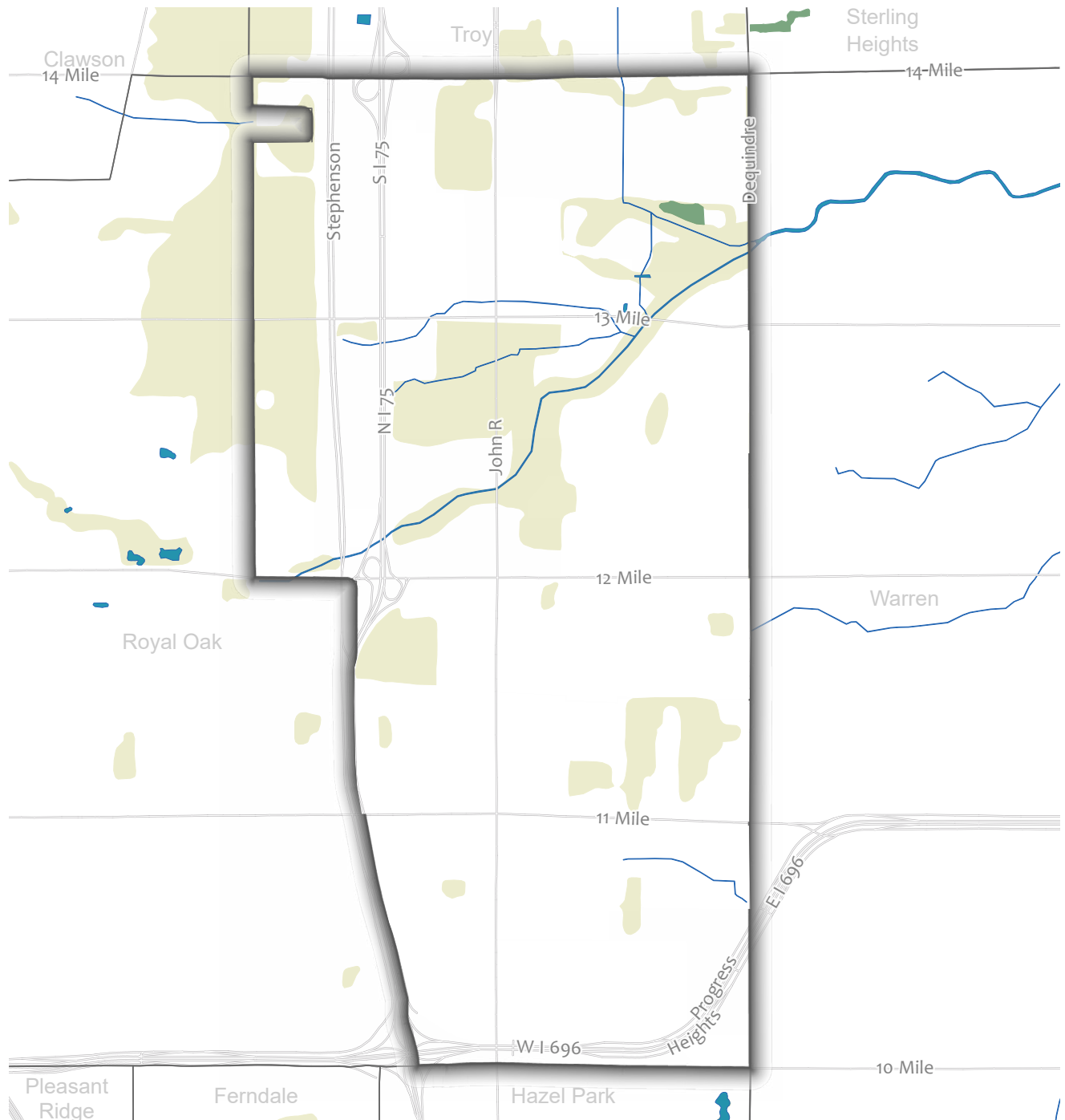
fluctuations much like the climatic extremes of a desert. The sun's energy striking streets and buildings is changed into heat, further increasing the temperature on a hot day; at night, the buildings lose heat and offer no protective cover from night chill or winter winds. Thus, if woodlands are interspersed among built-up areas, the effects of their micro-climates can be felt in adjacent urban areas, moderating fluctuations in temperatures by keeping the surrounding air cooler in the summer and daytime and warmer in the winter and evening.

- Other Benefits of Woodlands and Trees. The significance of woodlands is given added weight by the less quantifiable benefits that they provide to the public. Not only are woodlands important buffers, they also add aesthetic values and provide attractive sites for recreational activities such as hiking, camping, and other passive recreational pursuits. Continued stability of good real estate values is a secondary benefit offered by woodlands. Since people choose to live in and around woodlands, providing for woodland protection in the planning of development projects will maintain favorable real estate values. Street trees contribute to a higher quality of life and also provide numerous community benefits, including the following:
 - Traffic calming
 - Enhanced walkability
 - Reduced stormwater flow
 - Higher adjacent property values
 - Longer pavement life.

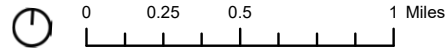
Wetlands. The city contains minimal wetlands, which are primarily found in the northern portion of the city and are associated with the Red Run Drain System (see Map 4-3). Maintaining and protecting wetlands support plant and animal habitats, including resources for migratory birds.



MAP 4-3: WETLANDS MAP



Data Source: Wetlands and Surface Water: NWI, Version 2. Hydric Soils: NWI. Special Flood Hazard Area: FEMA. Roads: MGF v17a. Imagery, Parcels and Boundaries: Oakland County. Map Exported: June 02, 2020. ©2020 Giffels Webster.



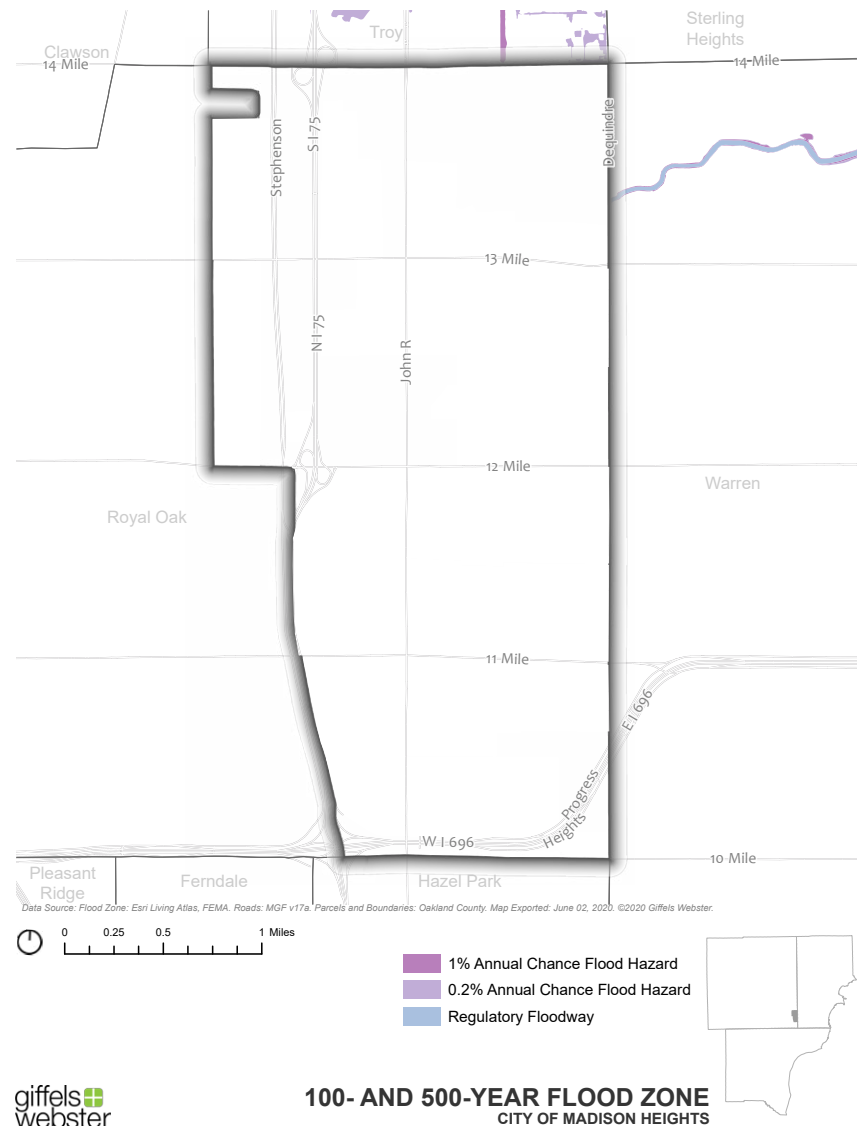
- Wetlands
- Surface Water
- Hydric Soils
- Special Flood Hazard Area



Floodplains. Floodplains are areas where floodwaters spread when the natural stream or river channel overflows its banks because it cannot accommodate runoff from storms or melting snow. Oftentimes, changes to the natural system aggravate flooding and damages. The city does not have any areas that appear in the FEMA Flood Map as flood hazard areas (Map 4-4). Nevertheless, there are factors that increase flooding problems that should be avoided, including:

- Removing vegetation that stabilizes banks of streams and rivers and slows flood waters.
- Erecting buildings, bridges, culverts, and other structures that defect or inhibit flow of floodwaters can increase food elevations and modify flow paths, shifting flooding problems and increasing erosion.
- Channelizing streams (straightening meandering watercourses to expedite drainage) which transfers flooding problems downstream alters wildlife habitat.
- Filling and dumping in floodplains, which can cause a considerable amount of damage as floodwaters rise and transport debris that can interfere with the movement of floodwaters

MAP 4-4: 100- AND 500-YEAR FLOOD MAP



Rivers, Lakes, and Creeks. Madison Heights hosts several water resources, including the Red Run and Bear Creeks Drains. The Red Run Drain flows from Madison Heights in Oakland County (where it is enclosed) through Warren and Sterling Heights within Macomb County.

The city is located in the Red Run sub-watershed of the Clinton River Watershed Basin (Map 4-5), which is a 760-square mile area comprised of thousands of lakes, ponds, wetlands, marshes and coldwater tributaries, brooks and streams. These streams and rivers all drain into one common body of water, Lake St. Clair. As the most populated watershed in the state of Michigan, the Clinton River Watershed is home to over 1.5 million people in four counties including Oakland, Macomb, Lapeer and St. Clair.

Hard surfaces that are impermeable to infiltration, like rooftops, parking lots, streets, sidewalks, and driveways, impact a watershed by limiting the ability of rainfall to recharge underlying soils/groundwater. In addition, the more impervious surface there is in a watershed, the more runoff and erosion occurs in streambeds from the greater flow of water. Streams degraded by high percentages of impervious surface in their watersheds are often prone to larger and more frequent floods (which cause property damage as well as ecological harm) and lower base flows (which degrade or eliminate fish and other stream life, as well as reduce the aesthetics of the stream). The city's impervious surface coverage is illustrated in Map 4-6.

The Red Run sub-watershed includes about 130 miles and contains about 259,000 people in over 20 municipalities, including Madison Heights. A management plan was developed for this area in 2006 that recognized issues associated with the health of the sub-watershed area and set forth the following goals:

- To protect, restore, and enhance water quality of the sub-watershed
- To educate the public in how to protect, restore, and enhance water quality;
- To promote and enhance recreational opportunities in the sub-watershed
- To appropriately manage suitable habitat for aquatic

life, wildlife, and fisheries in the sub-watershed

- To reduce runoff impacts through sustainable stormwater management;
- To seek out opportunities to sustain implementation of the plan; and
- To promote opportunities to preserve, protect, restore, and enhance natural features

The sub-watershed plan includes strategies that communities can employ to help the region achieve its goals:

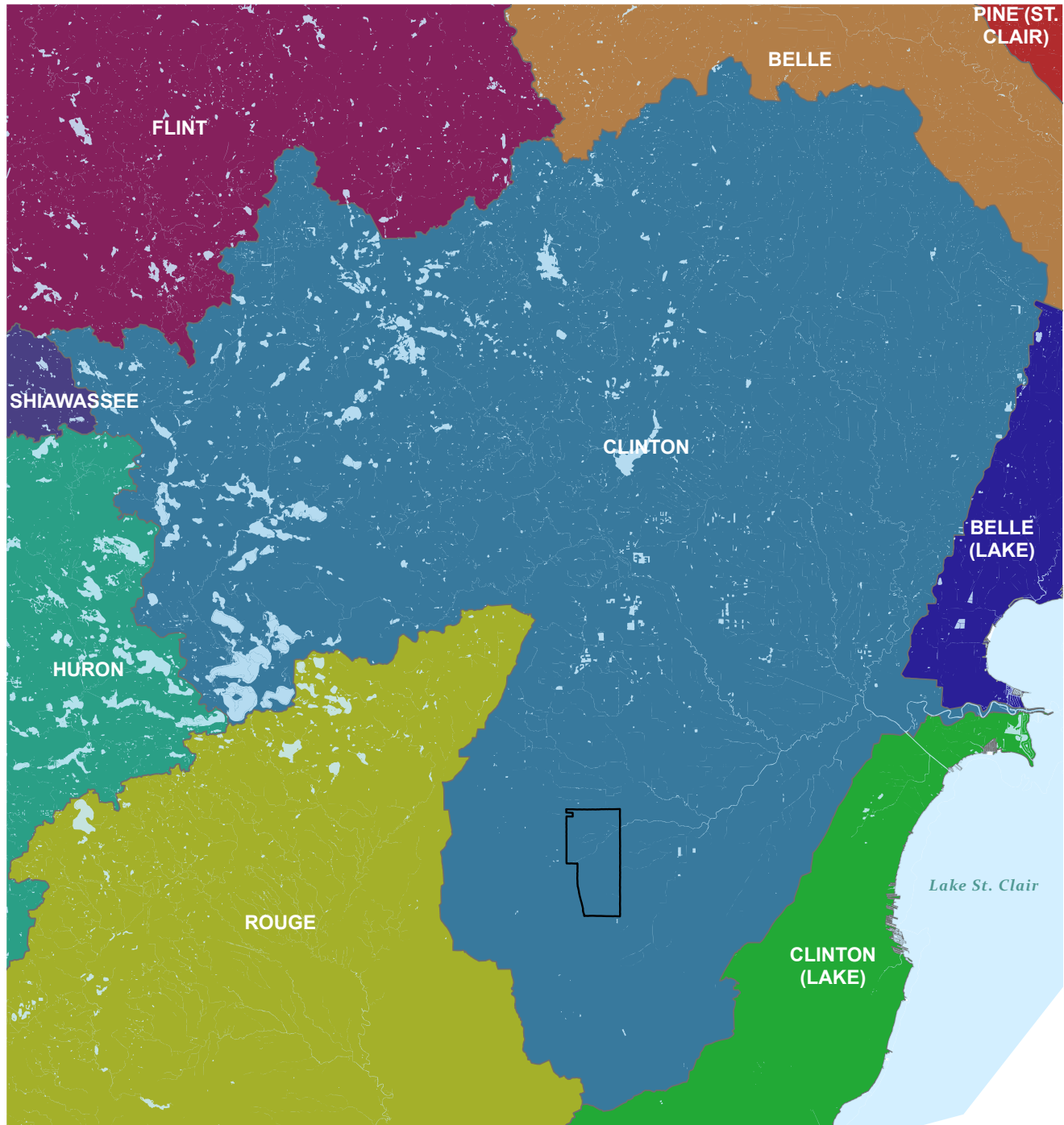
- Watershed Planning, Institutionalization, and Implementation;
- Public Education and Participation;
- Ordinances, Zoning, and Development Standards;
- Good Housekeeping and Pollution Prevention; and
- Stormwater Best Management Practices.

The city can participate in regional planning and implementation of the watershed plans as well as promote education about the watershed to local residents and business owners. In addition, several of the recommendations for improved site design that the city could address through zoning standards include:

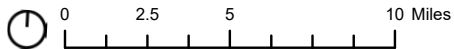
- Decreased number of parking lots;
- Providing compact car parking spaces and minimizing stall dimensions;
- Encouraging shared parking;
- Minimizing required street pavement width based on need to support travel lanes, street parking, and emergency, maintenance, service vehicle access;
- Considering alternative turnarounds, including the use of mountable curbing and grass shoulders for occasional access by fire trucks and other large commercial trucks.

More information on the Clinton River Watershed is available at www.CRWC.org

MAP 4-5: WATERSHED BASIN MAP



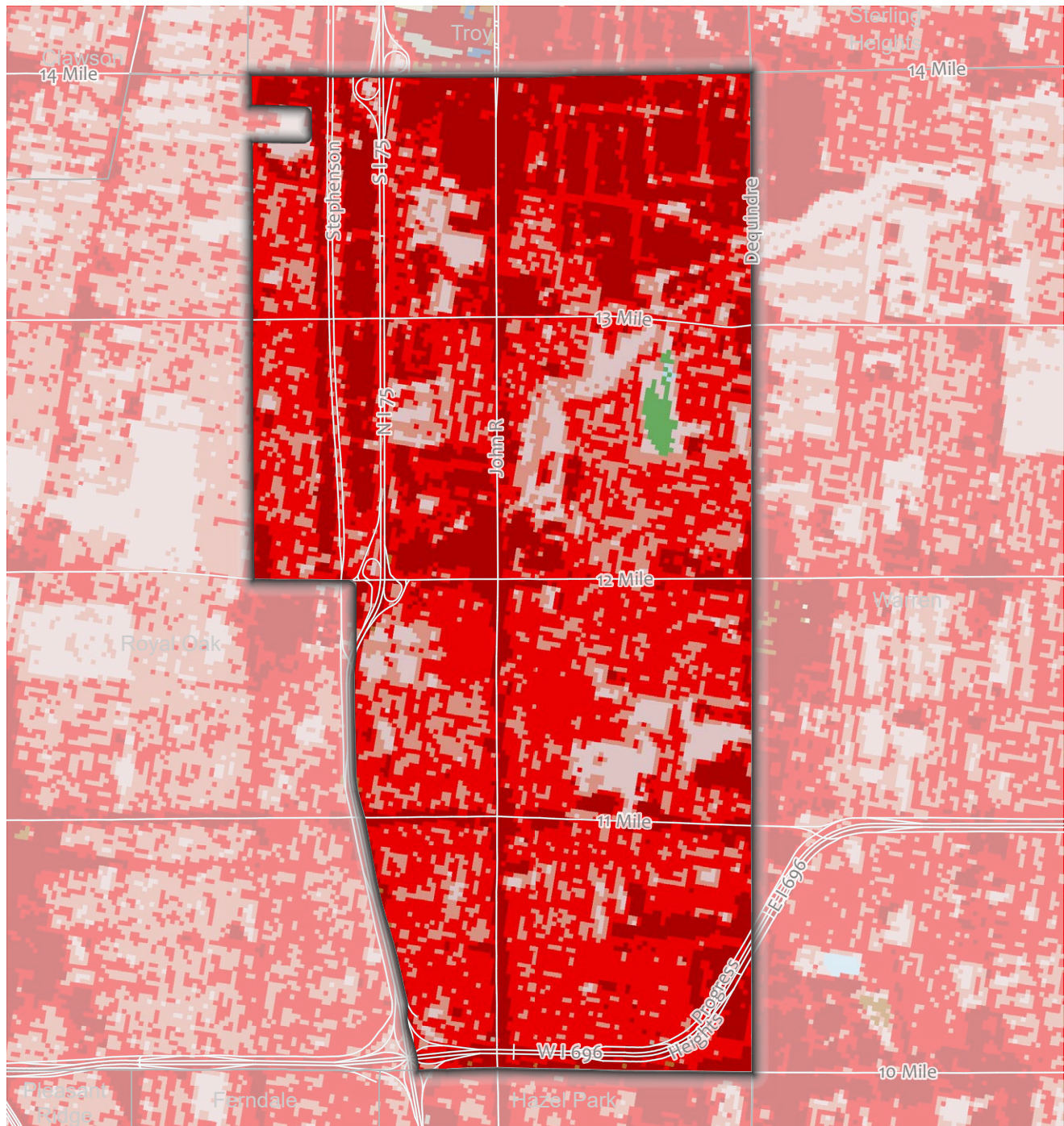
Watershed Basins and Surface Water: State of Michigan. Map Exported: June 05, 2020. ©2020 Giffels Webster.



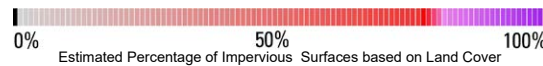
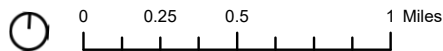
	BELLE		PINE (ST. CLAIR)
	BELLE (LAKE)		ROUGE
	CLINTON		SHIAWASSEE
	CLINTON (LAKE)		SURFACE WATER
	FLINT		MADISON HEIGHTS
	HURON		



MAP 4-6: IMPERVIOUS SURFACES MAP



Data Source: Land Cover: USGS and MRLC. Roads: MGF-v17a. Parcels and Boundaries: Oakland County. Map Exported: June 02, 2020. ©2020 Giffels Webster.



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LAND COVER AND IMPERVIOUS SURFACES
CITY OF MADISON HEIGHTS



5. Existing Land Use

Existing Land Use

The existing land use survey and inventory is the “backbone” of any future land use plan because it establishes and documents existing land uses, shows relationships between various land uses, shows problem/conflict areas, and provides a comparison with past conditions. In many cases, like in Madison Heights, the existing land uses have already set a pattern in certain parts of the community. In other areas, there may be vacant or underutilized land that can be evaluated for its development or conservation value or areas of the community undergoing change that should be studied for their redevelopment potential. Map 5-1 illustrates existing land use.

Residential land uses represent the largest land use group in the city, covering 36.4% of the city and accounting for 87.5% of all parcels. These uses are primarily located south of 13 Mile Road and west of Stephenson Highway. Single family lots less than 8,000 square feet (.18 Acre) account for 88.2% of all single family lots.

Commercial and Office uses are located along the corridors and north of 13 Mile Road. These account for 14.2% of all parcels.

Industrial uses are grouped in three primary areas: the northeast quadrant, along the Stephenson Highway & I-75 corridor on the northwest side of the city, and a pocket in the southeast corner near I-75 and Dequindre. Industrial uses cover 16.4% of all land

Recreation & Conservation land in Madison Heights is located along the Red Run Drain between 12 and 13 Mile Roads, preserving 5.2% of the city's land

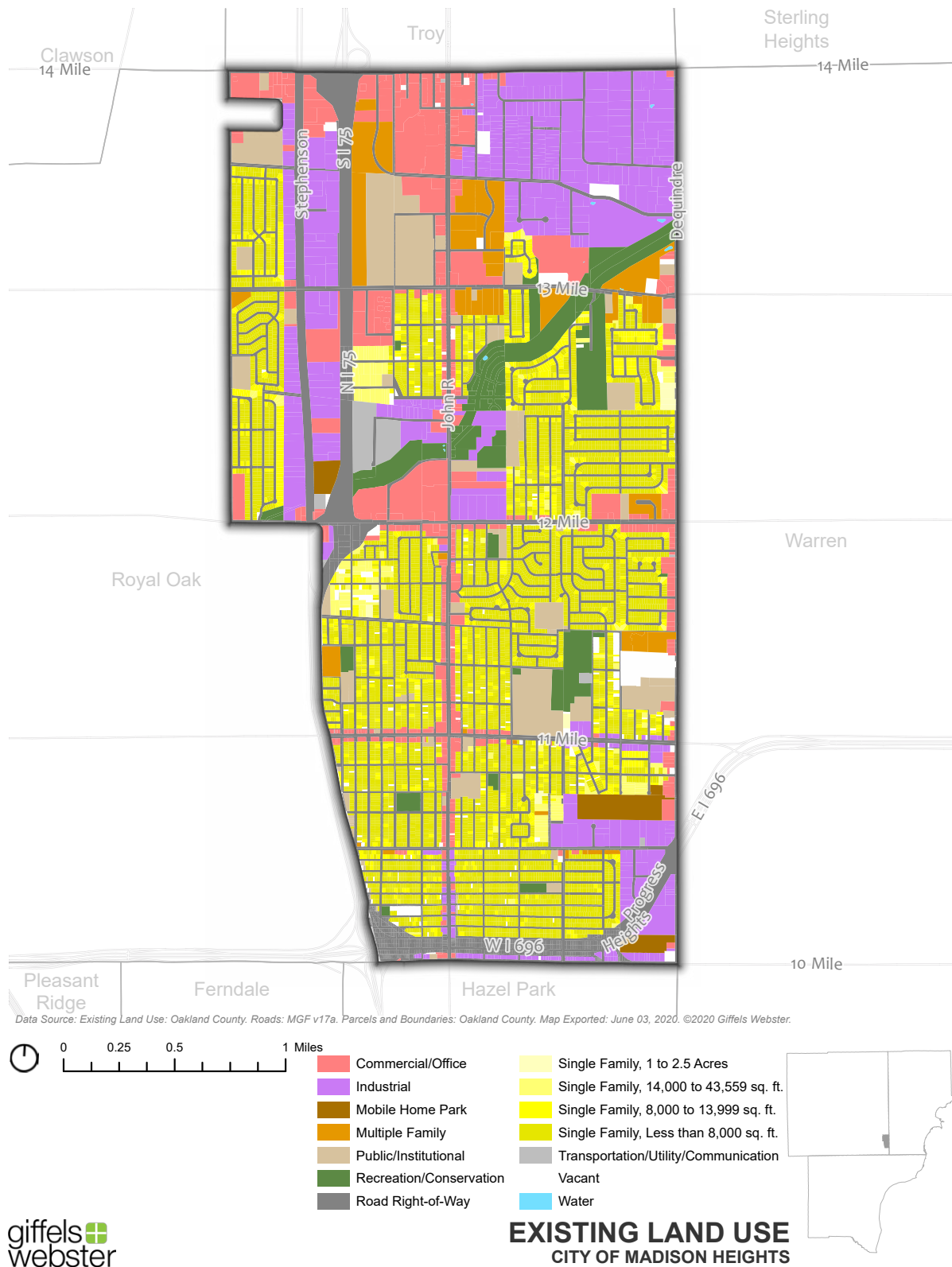
Public & Institutional uses account for 6.2% of the city and are spread throughout the city.

Road Right-of-way accounts for 22.5% of all land area in Madison Heights.

CHART 5-1. EXISTING LAND USE



MAP 5-1: EXISTING LAND USE



Community Facilities

The City of Madison Heights offers a wide range of community facilities and services. All the neighborhoods within the city have at least one community facility and most have their own public park. The location and quantity of community facilities (illustrated in Map 5-2) helps determine the experiences of residents and visitors in Madison Heights.

Fire Department. The Madison Heights Fire Department provides response to residential, commercial, and industrial fires within the city. The Department is also trained to respond to hazardous materials incidents, confined space rescue, advanced life support needs, and trench rescue. Two fire departments house the equipment and personnel, the headquarters fire station houses the administrative offices for the department and is located on Brush Street. The out-station is located on John R and holds similar equipment. Madison Heights Fire Department maintains a 27 full-time member force between the two stations.

Police. The City of Madison Heights Police Department offers public safety related services through four bureaus within the city: Road Patrol, Investigative, Accident Investigation, and Auxiliary Services. The department is comprised of a 60 officer force, 9 dispatchers, and 4 clerical staff members.

Madison Heights Public Library. The Madison Heights Public Library provides educational, cultural, and recreational resources to the community through online platforms and a facility located in Civic Center Park. The Library offers a large variety of programming including PAWS to Read, Homework Help, online videos and tutorials, and clubs. In addition, the library houses historical documents, oral histories, and artifacts for the City of Madison Heights.



Park entry sign

Active Adult Center. The City of Madison Heights operates extensive senior citizen programming through the Active Adult Center on John R Road. Madison Heights residents as well as non-residents over the age of 50 have access to a variety of clubs, classes, organized trips, health screenings, and events. The Active Adult Center's Home Assistance program provides seniors with yard work and home repair help. The transportation program, also operating through the center, gives support to senior or disabled citizens that do not have access to personal transportation. The center also offers a lunch program, utility shut-off services, and spaces for the community to rent.

Parks and Protected Open Space. Madison Heights offers fifteen city parks, one county park, a waterpark, nature center, and public golf course. There is a public park located in almost every neighborhood within the city. Protected open space includes areas with unique natural features in the city. According to SEMCOG's Access to Parks Map every household in Madison Heights is no more than a thirty-minute walk from a park with most residents living within a ten-minute walking distance to a park. Red Oaks County Park is the largest park area within the city and contains most of the recreational amenities and facilities. Most of the public green spaces in Madison Heights are very well connected to neighborhoods and provide sports fields, walking paths, and gathering places.

Hospitals. St. John Macomb-Oakland Hospital is located in the City of Madison Heights and provides health care services to the regional community. In addition, northeast of Madison Heights is the Henry Ford Medical Center located in Sterling Heights. Proximity to hospital systems within Madison Heights and nearby provides the city residents with easy and quick access to health care facilities. Every property in the City of Madison Heights is within a ten-minute drive to a hospital. For residents without personal transportation and living between 11 Mile Road and 13 Mile Road, St. John Macomb-Oakland is accessible by either a thirty-minute walk or thirty-minute transit ride.

Recycling And Refuse. In Madison Heights recycling is mandatory for all residents and businesses. The City has very active and ambitious recycling and refuse programming. The City-led efforts include both curbside and drop-off programs, a refuse and recycling cart program, as well as an education program. The City's Environmental Citizens Committee promotes initiatives and helps inform the community about proper recycling and disposal methods.

Public Utilities

Water and Sewer. The Water and Sewer Division is responsible for providing water distribution and sewer collection to citizens and businesses. The process begins with the purchase of water from the Great Lakes Water Authority. The Water and Sewer Division handles the installation, repair and reading of all water meters.

The Division performs all repair work on water and sewer mains; gatewells; maintenance hole and catch basin structures; all cleaning of sewer mains, catch basins, gatewells and culverts; and all other related services. The Division handles all repair work including pavement and landscape repairs arising from water main breaks and/or sewer trench settlement. The process ends with the City paying the Oakland County Water Resources Commission for the treatment of sewage that enters its facilities.



Sledding hill at Civic Center Park, above; Edison Park, below



MUNICIPAL WATER & SEWER

Water

- 1,300 commercial water connections to City watermain
- 1.6 billion gallons used per year by Madison Heights residents and businesses. Enough to fill 150,000 backyard swimming pools
- 131 miles of watermain in the city
- 9,600 residential water connections to city watermain
- Main breaks average 65 per year. Most repaired in under 2 hours
- Over 6,000 lineal feet of watermain are replaced each year or the length of 20 football fields

Sewer

- 7,000 manholes in the city. Sanitary, storm, and water gate wells
- The Division cleans over 100,000 lineal feet of sanitary sewer per year and 4,200 catch basins in the City

Information provided by the City of Madison Heights.

MAP 5-2: COMMUNITY FACILITIES MAP



Data Source: Community Facilities: Oakland County Access Oakland. Roads: MGF v17a. Imagery, Parcels and Boundaries: Oakland County. Map Exported: February 12, 2021. ©2021 Giffels Webster.

Transportation Network

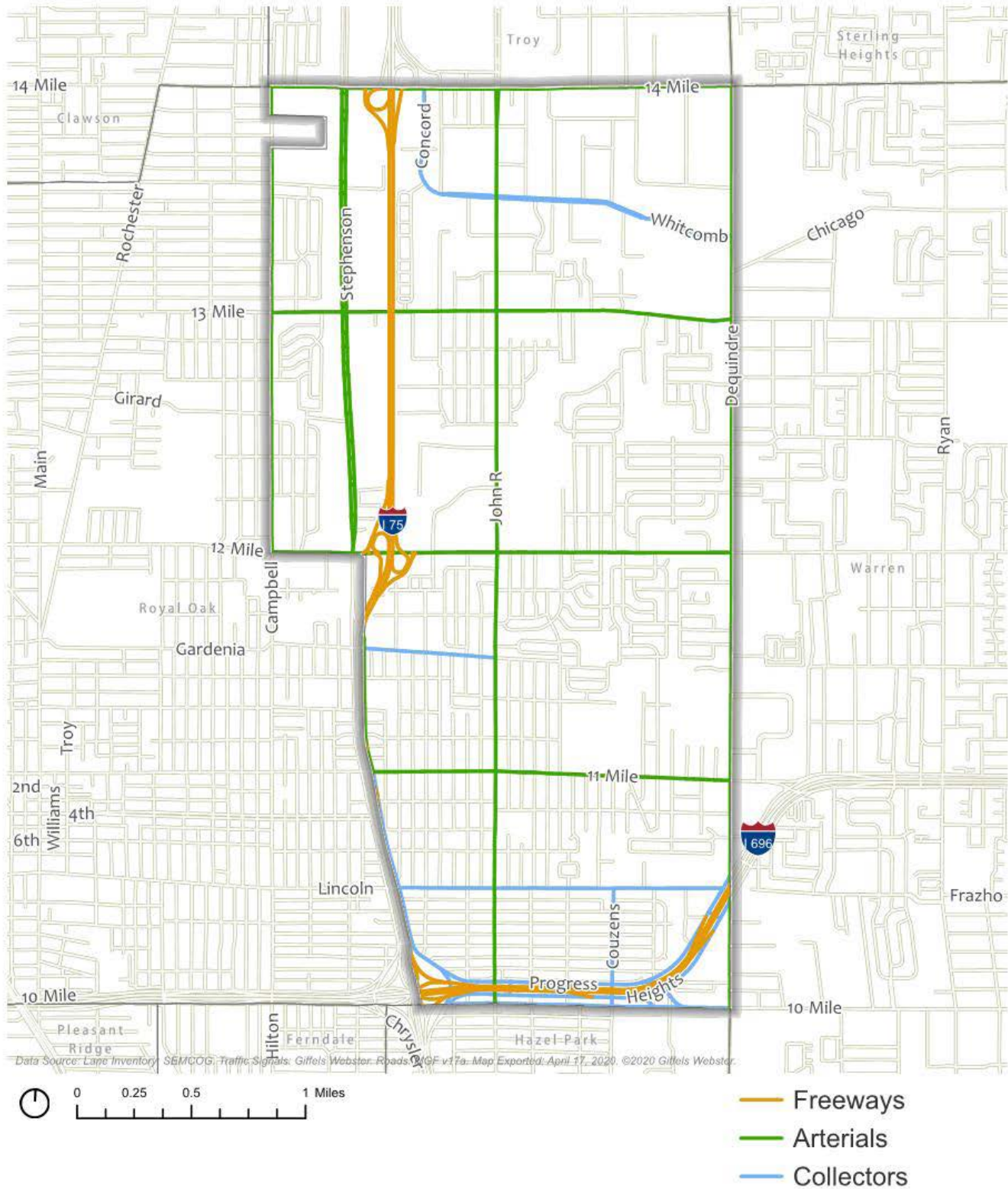
Road Network And Classifications

An important element of the Master Plan process is the development of a plan for the overall system of streets and roads in a community. This system provides for the movement of people and goods from places both inside and outside the community. Road rights-of-way also provide places for various public utilities such as water lines, gas lines, sanitary and storm sewers, cable television lines, electrical power and telephone lines. Because of these combined roads and utility functions, the system of roads in a community can impact economic conditions, environmental quality, and energy consumption, land development and overall quality of life in a community.

Existing Road Classifications in Madison Heights. Traditional transportation planning identifies several major categories of road classifications known as National Functional Classification (NFC). These classifications were created by the US Department of Transportation, Federal Highway Administration and are based on mobility and access provided by certain roads. As roads are modified over time, they may not fall neatly into one classification or another, but their functions for motorized travel can generally be understood. It is important to note that substantial variations in road characteristics exist although the NFC may be the same for many roads in a community. The City of Madison Heights currently has, or is served by, roads that fall generally into the following categories (as illustrated on Map 5-3):

- **Principal Arterials:** Principal arterials generally carry long distance, through-travel movements. They also provide access to important traffic generators, such as major airports or regional shopping centers. In Madison Heights, I-75 Highway, 14 Mile Road, 13 Mile Road, 12 Mile Road, and Dequindre Road serve the community as principal arterial roadways.
- **Urban Minor Arterial:** The main function of arterial roads is to serve as routes for through traffic, while providing access to abutting properties and minor intersecting streets. Minor arterials carry through-travel movements but carry trips of shorter distance and to lesser traffic generators. Arterials are eligible for federal funding. 11 Mile Road and John R Road currently functions as the minor arterial road within Madison Heights.
- **Urban Major Collector Street:** Collector streets primarily permit direct access to abutting properties and provide connections from local streets and neighborhoods to minor arterials. Through traffic movement from one part of the municipality to another is deliberately discouraged on these streets. Collectors provide the opportunity to connect to arterials, allowing for the reduction in the number of curb cuts onto arterials and ensuring fewer interruptions for arterial traffic. Collectors are eligible for federal funding. Examples of existing collector roads include Whitcomb Avenue, Gardenia Avenue, Lincoln Avenue, and Couzens Avenue.
- **Urban Local Streets:** Local streets provide access to abutting land. These streets make up a large percentage of total street mileage, but they almost always carry a small portion of vehicle miles traveled. They offer the lowest level of mobility and may carry no through traffic. Local roads are not eligible for federal funding. Examples of this class of roadway include local residential streets located within the city.

MAP 5-3: ROADWAY FUNCTIONAL CLASSIFICATION MAP



Trails And Pathways

Sidewalks. Madison Heights has a highly connected network of sidewalks throughout the city. The commercial areas of the city are easily accessible to pedestrians traveling from residential districts. Most residential parts of the city have sidewalks on both sides of the street and many major intersections have marked crosswalks. Few of the intersections located in the neighborhoods have marked crosswalks which is a safety concern when neighborhood streets connect to roads with higher speeds.

Bikeways. Bikeways are defined as rural wide paved shoulders, shared-lane markings, and local, county, or national bike routes. In Madison Heights, bikeways, or bike routes, are located along Gardenia Avenue, Lincoln Avenue, Winthrop Drive, Couzens Avenue, and Whitcomb Avenue. The bike route connects the city to Hazel Park on the south end, but I-75 presents some challenges with connections west of the city. Throughout Civic Center Park, Ambassador Park, Rosie's Park and along the Red Oaks County Park there are networks of shared-use paths. Shared-use paths are typically eight to ten-foot paved surfaces used for bicyclists and pedestrians. They are separate from roadways and allow safe travel or recreation for joggers, walkers, and bicyclists. Bicycle travel on the shared-use paths and within the residential areas is considered comfortable and safe for most people. However, bicycle paths along the roads that connect adjacent communities of Warren, Royal Oak, Troy and Hazel Park, including the mile roads, John R Road, Dequindre Road, and Whitcomb Avenue are categorized as Tier 4 routes which means they are comfortable for very few bicyclists to travel. There are several bikeway and pedestrian network improvements planned for Madison Heights. The planned infrastructure projects include a shared-use path along I-75 northbound, pedestrian pathways on either side of Stephenson Highway, bike lanes along 14 Mile Road, and additional shared-use paths near Silverleaf Park.



Commitment to the Sidewalk Network.

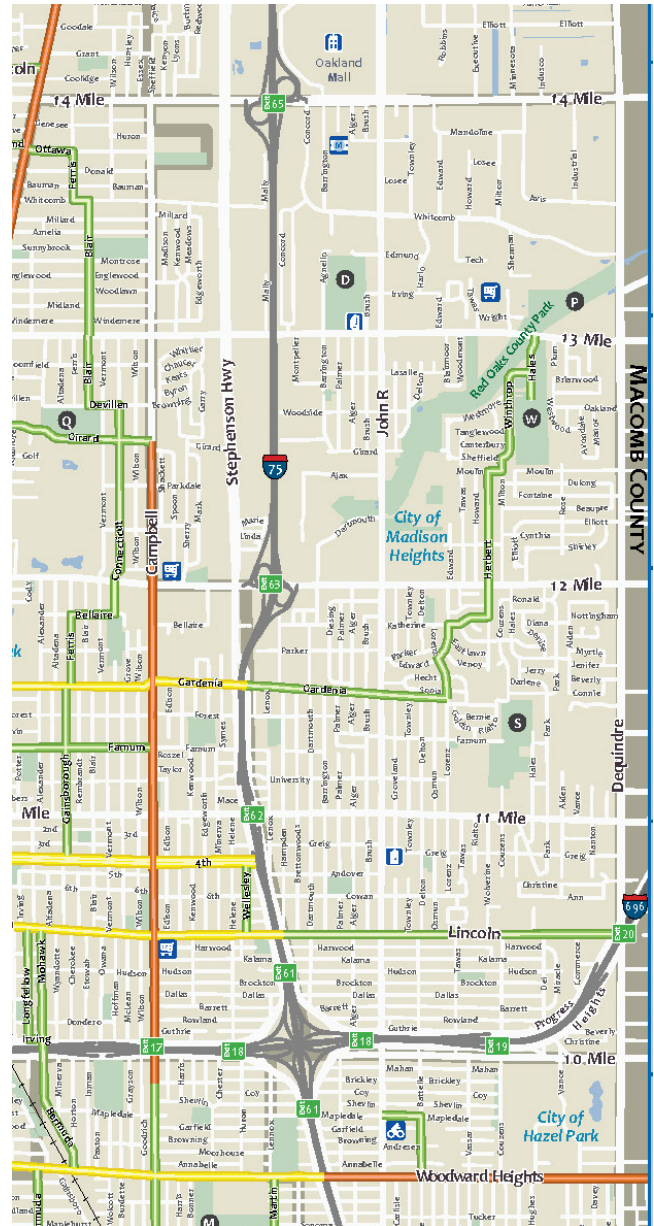
The City of Madison Heights has a "People Powered Transportation & Sidewalk Repair Program" that outlines policies for sidewalk repairs, addressing gaps in the sidewalk network and managing special assessments to cover associated costs. This program, established in 2014, outlined a six-year improvement strategy that ended in 2020 and the program has been completed. Beginning in 2021, the city will be divided into quarters starting from the south end and working north, simply to inspect and make repairs to heaving or damaged sidewalk: 2021 - 10 Mile to 11 Mile; 2022 - 11 Mile to 12 Mile; 2023 - 12 Mile to 13 Mile; and 2024 - 13 Mile to 14 Mile.

MAP 5-4: TRAILS AND PATHWAYS MAP



Regional efforts

Mobility features in the City of Madison Heights and surrounding jurisdictions include sidewalks, bikeways, and trails. Mobility users, whether pedestrians or bike users, are encouraged to utilize mobility features when they are regionally interconnected. Oakland County published A Bicyclist's Guide to Southeast Oakland County, shown on the right side, which provides mobility options based on the level of comfort. This guide should provide connectivity options for the City of Madison Heights and beyond. In addition, Southeast Michigan Council of Governments (SEMCOG) provides Bicycle and Pedestrian Mobility Maps which highlights bikeways in the region that could potentially be developed where connectivity is an issue. The SEMCOG mobility maps also provide maps for existing pedestrian, planned bikeway, and planned pedestrian networks. As shown on Map 5-4 of this Master Plan (Trails and Pathways), shared-use paths, bike route, and proposed pathway are shown in the city.



Excerpt of the Southeast Oakland County Bike Guide created by Oakland County. The complete map may be found online at OakGov.com





6. Public Input, Goals and Objectives



Public Input

Visioning

The Master Plan process started in November 2019 with a joint meeting of the City Council, Planning Commission, Downtown Development Authority, Zoning Board of Appeals, Parks and Recreation Committee, and city staff. The purpose of the leadership meeting was to understand what board and committee members would like the Master Plan and Recreation Plan to focus on over the next several months.



The group completed two exercises. The first asked individuals to write down what they felt were strengths and weaknesses of the community within five focus areas: Housing, Streets & Sidewalks, Parks & Recreation, Commercial Corridors, and Other. Post-it notes were placed in two categories: strengths (“what’s working”) and weaknesses (“what needs work”). The most common responses under each focus area are noted below. The number in parentheses indicates the number of responses.



Housing			
Strengths		Weaknesses	
Affordability (7) Availability/housing market (4)		Housing options limited (8) Maintenance (1)	
Additional comments: The city is safe and has a good housing market; would like to see better housing and neighborhood maintenance.			



Streets & Sidewalks			
Strengths		Weaknesses	
Sidewalk network (9) Sidewalk maintenance (6)		Lack of walkability (7) Lack of seating, too much traffic (1 each)	
Additional comments: Would like to see seating at transit stops, longer trail connectivity and better code enforcement.			



Participants at the joint meeting view the comments from the first exercise.

Commercial Corridors			
Strengths		Weaknesses	
Good business diversity (7)		Redevelopment needed (9) Lack of walkability (7)	
Additional comments: There seems to be good board involvement and a low vacancy rate; would like to see better defined “downtown” and more variety of businesses			

Parks & Rec			
Strengths		Weaknesses	
Number of parks (10)		Too much old equipment (3)	
Additional comments: The nature center is nice and there are a lot of programs; would like to see more green space and sport courts as well as festivals.			



Other			
Strengths		Weaknesses	
Public safety (9)		Lack of city service/curb appeal (3)	


For the second exercise, participants were separated into groups of six or seven, each tasked with discussing what they felt were threats to the community in the coming years, as well as the potential opportunities which could be levied within the Master Plan and Recreation Plan. Each group was asked to address one of the focus areas from the first exercise: Housing, Streets & Sidewalks, Commercial Corridors, and Parks & Recreation.


Each group identified and discussed several threats and opportunities and then reported out to the entire group. Following this, each member was provided five sticky dots and were asked to place them on items they felt were priorities. The number in parentheses following each item indicates the number of priority dots on that item.




Participants at the joint meeting discuss opportunities and threats in the second exercise.

Housing			
Opportunities		Threats	
Marketing current affordable and accessible housing (6)		Lack of senior housing options (6)	
Allow more mixed-use development (3)		Smaller lots (3)	
Potential for tax credits for older homes (2)		Lack of vacant land (3)	
		Lack of schools, businesses and other amenities near housing	
		Lack of 4-bedroom housing	

Streets & Sidewalks			
Opportunities		Threats	
Reason to walk; destinations and frontages (11)		Walkability of future developments (7)	
Quality of life/identity of city (5)		Increased costs maintaining streets and sidewalks (3)	
Mapping future road projects			
Sidewalk on 13 Mile to Meijer			

Commercial Corridors			
Opportunities		Threats	
Road Diets (6)		Unrealistic property owners (4)	
Façade grants/alternative funding (4)		Building owner apathy (3)	
Main Street Oakland County (3)		"Loose" zoning standards	
Multi-use property ordinance (2)			
Streetscape improvements (2)			
Incentivize maintenance			
Vacant parcels			

Housing			
Opportunities		Threats	
Parks freshened up with new amenities (10)		Reliance on State Revenue and Future Unpredictability (4)	
Connected and safe access to parks (bike/walk) (7)		Safety concerns (general, equipment, oversight, shelters) (3)	
Rental facilities and amenities (7)		Facility and amenity repair (3)	
Promote winter activities (3)		Lack of park investment (2)	
More ADA compliant facilities for all ages/abilities (2)		Sanitation	
Connections through Oakland County Parks		Invasive species	

Virtual Open House

The City of Madison Heights launched the Master Plan Virtual Open House in response to in-person meeting restrictions resulting from the COVID-19 pandemic. The virtual platform allowed participants to engage with information about the community and provide input on a number of prompts. The Madison Heights Virtual Open House became open to the public on April 24th and it was available through May 8. The Virtual Open House was promoted via the city's website, social media posts and a press release, which appeared in the Oakland Press and the Oakland County Times website (OaklandCounty115.com). The open house was available to the public for two weeks. Included on the open house site was information about demographics, housing, transportation, and commercial corridors as well as opportunities for members of the community to submit feedback on specific topics. Participants were asked to share their thoughts on transportation and mobility, their neighborhood, three different redevelopment sites, and their general thoughts on the city and Master Plan process.

During the two-week period, the Madison Heights Virtual Open House site received 791 views and averaged approximately 26 views per day. There was a total of 134 participants across all seven feedback opportunities.

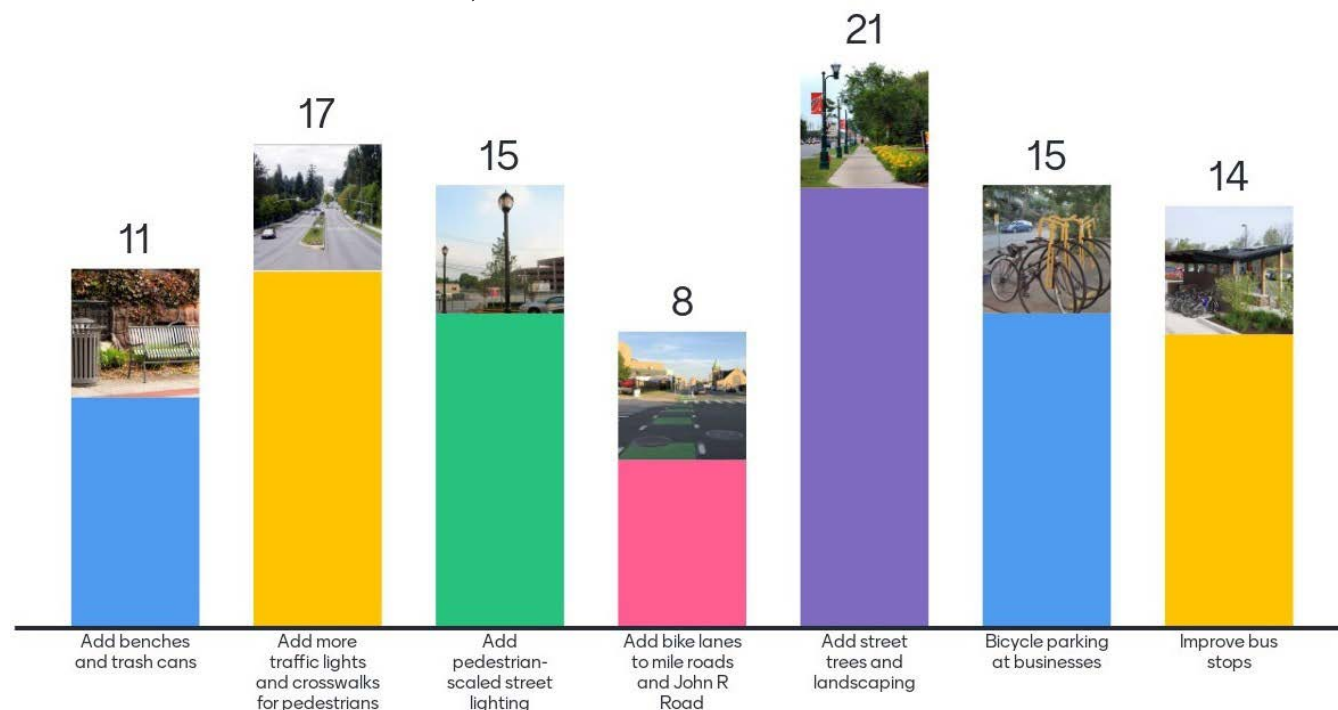
The first question asked, "What one or two words best describe Madison Heights?" In total, 17 participants submitted feedback. Below is the word cloud generated by their responses. Words that appear larger in the cloud indicate an answer submitted multiple times.

Respondents identified Madison Heights with a variety of words but most common was "affordable." Overall the feedback was positive, and participants focused on community, affordability and the central location of the city.

VIRTUAL OPEN HOUSE - QUESTION #1, DESCRIBE MADISON HEIGHTS



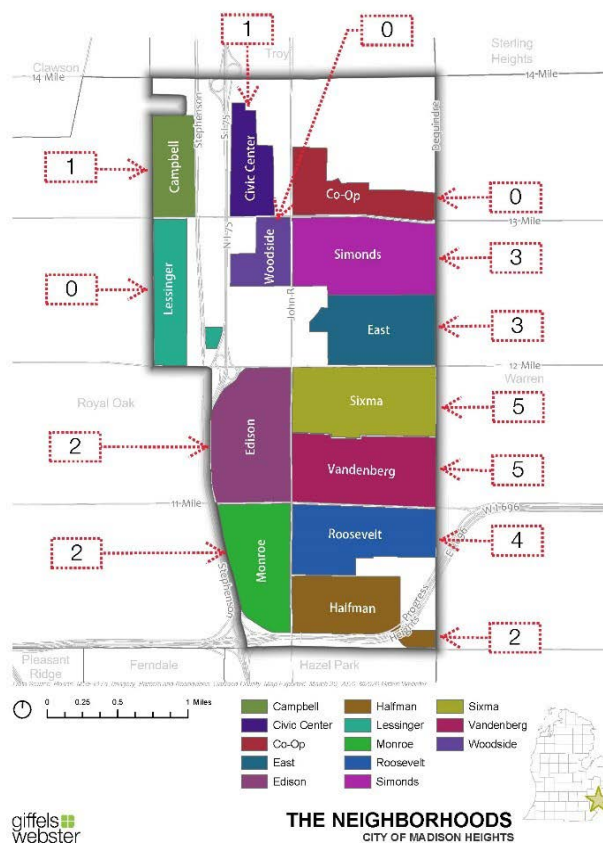
VIRTUAL OPEN HOUSE - QUESTION #2, MOBILITY IMPROVEMENTS



Participants were then asked to consider mobility improvements for the city. The question was, “Which of the following do you think would improve walking and bicycling in the city?” Respondents were allowed to select as many options as they saw fit. Twenty-eight people submitted feedback on this prompt. Adding street trees and landscaping received the most votes (20% of total votes). Adding more traffic lights and crosswalks received 16.8% of the votes and adding pedestrian scaled-lighting and bicycle parking at businesses tied with each receiving 14.8% of the total vote count. Adding bike lanes to the mile roads and John R received the fewest votes. The feedback indicates a strong interest in improving pedestrian amenities throughout Madison Heights and also tends to focus on the aesthetics and comfort of the area.

The next question required participants to select the neighborhood where they live within the city. In total, 28 participants responded to the prompt. In general, there was a relatively equal distribution of respondents from each neighborhood. The Sixma and Vandenberg neighborhoods had the most residents submit feedback and represented 35.7% of the total responses. On this question, no participants were from the Co-op, Lessenger, or Woodside neighborhoods.

VIRTUAL OPEN HOUSE - QUESTION #3, NEIGHBORHOODS



The next section of the Virtual Open House asked participants to consider three redevelopment sites, 10/Dequindre, Madison Place, and NW 11 Mile and John R.

10 Mile/Dequindre

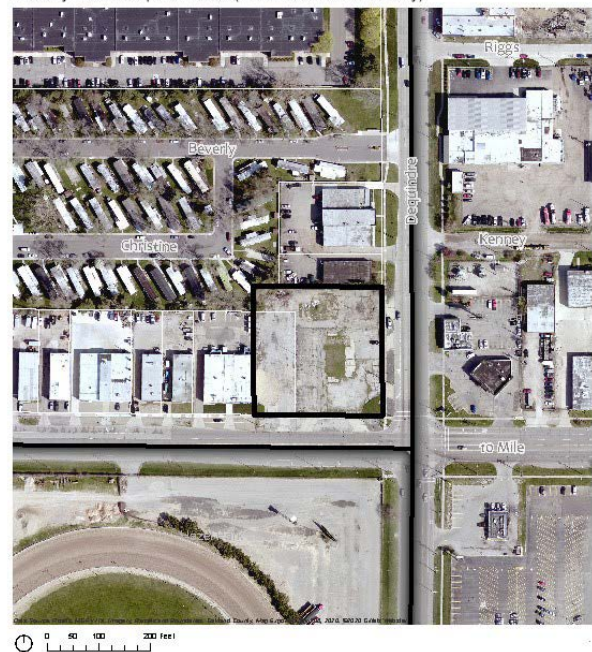
Participants were asked what they would like to see on the site. In total, 17 people provided their feedback on redevelopment. Respondents suggested new retail or restaurant development, expanded light commercial, and enhanced aesthetic and walkability features around the site. Below are some of the participant comments:

- “Family style restaurant or light commercial.”
- “No motels or industrial buildings. Since this is the first part of the city many people encounter, as well as one that sees lots of traffic, it would be nice to see something welcoming and attractive.”
- “Retail with Easily accessible parking from 10 mile and Dequindre. Maybe a light to allow for ease of exit from development in busier area.”
- “A commercial / retail use that would service the neighboring businesses and homes. Pizza / Hair Cut / Small Market / Restaurant.”

Madison Place Redevelopment Site (northwest area of city)



Beverly Redevelopment Site (southeast corner of city)



Madison Place Redevelopment Site

Participants were asked what they would like to see on the site. In total, 14 people provided their feedback on redevelopment. Participants had many different ideas for the site, but some common feedback was to create space for new retail, community gathering and public amenities, and office space. Below are some of the participant comments:

- “Teen activity center”
- “Until the global pandemic, I had really wished there were basketball nets on the hoops in the various parks. Once it’s safe, it’d be a great thing to have some courts for basketball.”
- “I know it isn’t the most visible spot, but a deli restaurant or a small market with fresh fruit and vegetables would be nice and would also be walkable for the residents of the apartments. Target’s fresh food offerings are limited.”
- “Additional park, with large pavilion perhaps art installations to include sides of existing retail.”

NW 11 Mile & John R Road Redevelopment Site (southwest area of city)



NW 11 Mile and John R Redevelopment Site

Participants were asked what they would like to see on the site. In total, 32 people provided their feedback on redevelopment. Some common recommendations were a new grocery store (specifically Trader Joe's and Aldi were mentioned several times), mixed use development with housing, and local retail. Below are some of the participant comments:

- "This would be a great spot for a Trader Joe's or an Aldi, especially with the closing of Save On. It would create a destination and a nice addition to the "downtown" area."
- "A sit-down family restaurant! My family and I walk in this area it would be nice to walk to a restaurant."
- "Walkable town center, with retail and mixed-use development and on-site parking."

Additional Input

The final opportunity in this forum for public feedback was linked to a map of the city. Participants were able to select a place on the map and leave a corresponding comment about that location. Eighteen people left additional feedback in this section of the open house. Below are some of the participant comments:

- "As someone who has lived on both sides of the city, the south side needs more varied housing. When the opportunity presents itself, it would be nice to see some larger single-family homes on that end. I think it would increase housing values, the tax base and possibly result in more occupation by owners rather than rentals. Less homeowners seem to be purchasing "starter homes" and many of the houses off of John R on the very south end are two bedroom homes on a slab which just isn't very appealing to people looking to purchase a home when they have or plan to have a family."
- "It would be nice to figure out a plan to develop a downtown area, to encourage more foot traffic. People who get out of their cars will walk around and spend more money.....Based on the future age projections, it looks like MH will become "older". Does the city wish to cater to the elderly or is the city trying to encourage younger people to live/spend money here?"
- "We need to have a few park gatherings. If we met at Civic center Park once or twice a year for various things like we used to. It could be for a community picnic, or farmers market, flea market anything like that. I am a senior and do not attend many things because they are geared for the kids. Although I think that is great it does not interest me."
- "Would love to see the old Marinelli's site developed into a bar / restaurant. Would also love to see White Hill cleaned up and made into a tiny home coop village. Constructive criticism is areas to please fix: Massage Parlor on John R cheapens the area and looks sketchy....The Fourth Reich Club makes our city look racist and unwelcoming. The hotels by Madhouse need to be monitored/fined until they clean up their acts or closed. The hotels by Oakland Mall also need to be cleaned up or closed."

- “Additional stop lights and road crossings to allow residents to go North or South easily across 12 Mile. Reduce lane width along 12 Mile and allow for Bike lanes from East to West end of Town.”
- “Connection of park trail way to Park Ct. Possibly small parking area.”

Consumer Spending Survey

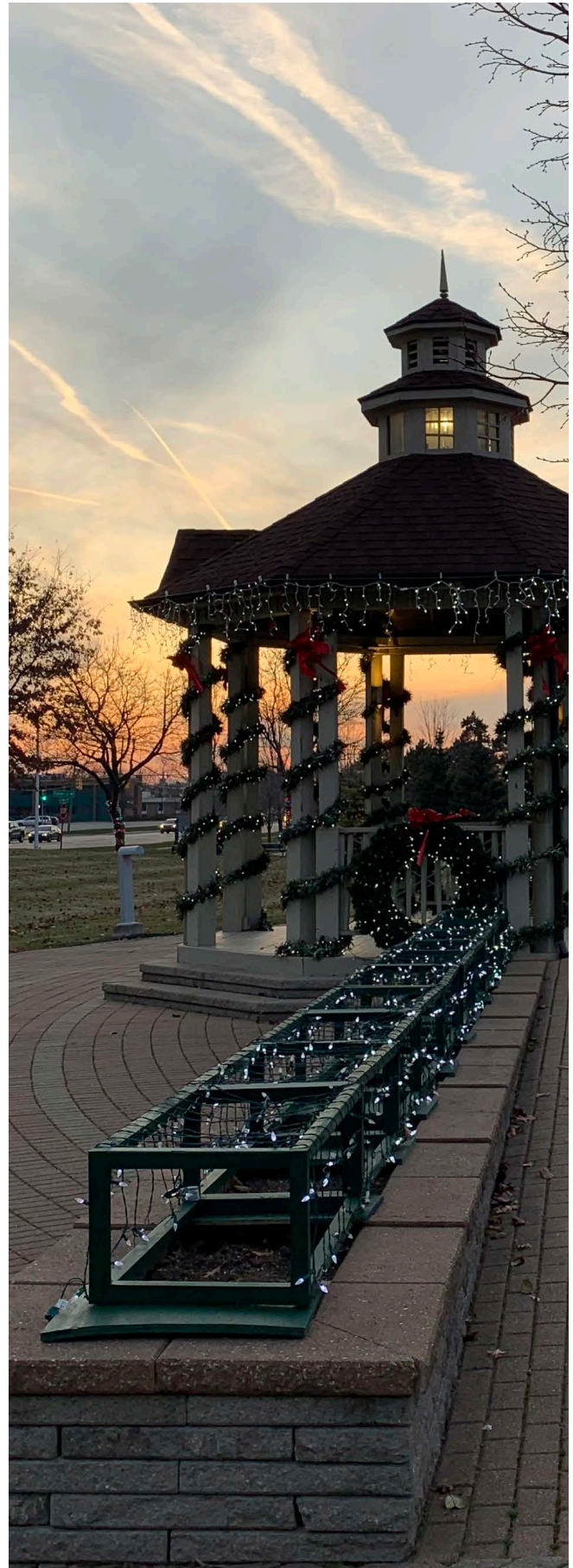
The market study (see page 21) included a consumer spending survey that received about 320 responses. The survey was aimed at understanding how and where residents spend their dollars on housing, groceries, dining out, shopping and entertainment. It also asked about future housing choices and what residents want to see in terms of local shopping, dining and entertainment opportunities. Two thirds of respondents stated that housing options and the availability of professional and personal services is good, very good or excellent. However about 75% of respondents stated that shopping destinations to which residents can walk are fair or poor. Over half said that positive walking experiences were fair or poor. More results are found in the complete market study in the appendix.

Recreation Survey

Along with the Master Plan, the city prepared a Recreation Plan concurrently. Public input opportunities included on online survey and in-person open house. While the main focus of the survey and open house were on the park system and specific parks, there was feedback included that highlighted the importance of parks and open space, walkability and community connectivity.

Conclusion

The planning process included a variety of public input opportunities, in addition to the open meetings held by the Planning Commission and Parks and Recreation Committee. Input received was consistent throughout, from residents and elected/appointed officials, and focus on maintaining/improving housing and neighborhoods, improving the appearance and vitality of the commercial corridors, improving walkability, creating a positive identity for the city and addressing sustainability.



Goals & Objectives

What are goals, objectives, and strategies?

- Goals are general guidelines that explain what the community wants to achieve. Goals are usually long-term and represent global visions such as “protect the city’s natural resources.” Goals define the “what,” “why,” and “where,” but not the “how.” Identifying obstacles to overcome is also useful in defining goals.
- Objectives identify the milestones that mark progress in achieving goals and provide more of the “how” goals will be implemented. For example, with a goal of “protect the city’s natural resources,” an objective to “maintain the city’s tree cover” is something that may be measured and tracked over time.
- Action items are more specific and define the steps to accomplish objectives and attain the identified goals. The most effective action strategies will include who will tackle that task and when it should be accomplished. For the above example objective of maintaining tree cover, one action strategy might be: “Using the city’s GIS data, map the current tree cover in the city.” This may be assigned as a staff item to be completed within one to three years.

Within each category, the goals are presented in clear, concise bullet points that address the following:

- What do we want?
- Why?
- Where? (Note: generally, the goals that follow apply throughout the city, but the question is included here as a guide for the future; some goals may apply in specific areas of the city)
- What are the potential obstacles or related considerations that may impact achieving the goal

The following goals incorporate the priorities identified throughout the planning process, as previously noted.



COMMUNITY CHARACTER



HOUSING



COMMERCIAL & INDUSTRIAL
DEVELOPMENT



PUBLIC SERVICES & FACILITIES



TRANSPORTATION

What do we want?

An authentic positive identity for the city that is reflected in residential neighborhoods as well as along commercial corridors.



COMMUNITY CHARACTER

Why?

- A positive identity for the city provides a sense of community and belonging for residents and businesses.
- A positive image and identity for the city helps support local businesses and attract new businesses.

Where? Throughout the city

Potential obstacles/related considerations?

- Physical improvements to the appearance of the city require public and private investment.
- Outside perception of the city takes time to change.

Community Character Planning Objectives:

1. Enhance the city's commercial corridors to support walkability and improve community identity.
2. Improve communication between residents, the City and businesses.
3. Promote the city's positive identity in the region.
4. Promote the use of quality building design and materials to enhance the appearance and long-term maintenance of new development.
5. Protect established neighborhoods and business districts from the potentially negative impacts of development, including noise, traffic, waste, odor, and other nuisances through effective and thoughtful site and building design.



What do we want?

Attractive, safe, quiet and well-maintained neighborhoods; a diversified range of housing for people of all ages and abilities; and active neighborhoods that promote community connectedness.



Why?

- Safe housing in walkable environments allows older residents to “age in community.”
- Attractive, walkable neighborhoods close to destinations appeals to younger residents and families.
- Ensure sufficient equitable housing for lower income residents.

Where? Throughout the city

Potential obstacles/related considerations?

- All housing should be safe and well-maintained.
- Residents looking for larger, “move-up” housing may not find it in the city.
- Zoning regulations should support housing types desired by current and future residents.

Housing Objectives:

1. Encourage maintenance of and reinvestment in existing neighborhoods.
2. Ensure that infill and redeveloped residential properties are compatible with the surrounding area and adjacent parcels.
3. Provide a diverse range of housing options that meet the affordability, maintenance, and lifestyle needs of current and future residents.
4. Support neighborhoods by improving walkability and access to goods and services.



What do we want?

Thriving local businesses and an employed workforce; a convenient selection of goods and services; and a diverse tax base with a resilient economy.



COMMERCIAL & INDUSTRIAL
DEVELOPMENT

Why?

- Provide meaningful, well-paying jobs for residents.
- Provide entry-level jobs for younger residents.
- Offer access to local goods and services for residents.

Where? Throughout the city

- Local goods and services should be accessible locally.
- Regional employment should be accessible to regional transportation facilities.

Potential obstacles/related considerations?

- Outdated commercial and industrial buildings may not meet the needs of current and future businesses.
- Transportation options may limit the ability for workers to reach businesses.
- Economic activity should be compatible with residential areas in terms of noise, traffic, lights, upkeep, and other nuisances.

Commercial & Industrial Development Objectives:

1. Encourage entrepreneurship and growth for diverse businesses of all sizes to promote a balanced local economy.
2. Provide incentives and flexible zoning mechanisms for commercial and industrial property owners and tenants to upgrade existing commercial and industrial sites.
3. Promote the mix of commercial, office, and industrial uses in a way that fosters collaboration and business growth, while creating a desirable environment for the local workforce.
4. Promote walkability by ensuring sufficient local destinations for goods and services.



What Do We Want?

Recreation facilities and programming that meet the needs of and are accessible to all residents; well-maintained infrastructure that meets the needs of current and future residents, businesses and visitors; and excellent public services that meet the health, safety and welfare needs of the community.



PUBLIC SERVICES & FACILITIES

Why?

- Provide access to recreation facilities and programming that is essential to building a socially and physically healthy community.
- Plan for and budget resources for infrastructure expenditures that are likely to grow over time as neighborhoods age.
- To provide a high level of service to city residents, including responsive, well-equipped emergency services

Where? Throughout the city

Potential obstacles/related considerations?

- Increasing costs of repair and replacement of infrastructure
- Additional resources will be needed to maintain aging parks and recreation facilities, while potentially adding and/or expanding facilities, amenities and programs

Public Services & Facilities Objectives:

1. Expand the range of recreational opportunities and facilities in Madison Heights in accordance with residents' needs and abilities.
2. Continue to seek opportunities to share facilities with other public and quasi-public agencies such as the school districts and non-profit organizations and institutions.
3. Replace aging infrastructure as necessary, with technologically advanced, state-of-the-art infrastructure and materials.
4. Evaluate Police and Fire facilities on a regular basis to determine whether modifications or additions are needed to serve the existing population and new development.
5. Continue to cooperate with surrounding communities and the County to provide public services.
6. Keep recreation and capital improvement plans up to date.



What Do We Want?

An efficient and safe multi-modal transportation network that offers mobility options to residents of all ages and abilities.



TRANSPORTATION

Why?

- To improve traffic safety
- To reduce traffic congestion by offering non-motorized options for local travel
- To appeal to residents and businesses looking for a community with a variety of transportation options
- To provide transportation choices that improve independence for residents of all ages and abilities
- To improve community health by encouraging non-motorized travel

Where? Throughout the city

Potential obstacles/related considerations?

- Current land use pattern dictates motorized travel
- Current road design supports motorized travel



Transportation Objectives:

1. Promote the use of accepted traffic calming and access management techniques that make all travel safe and efficient.
2. Provide a safe, efficient non-motorized pathway system that provides links to various land uses throughout the city that gives residents choices about their modes of travel.
3. Promote public education about roadway planning and decision making to help residents and property owners understand the short- and long-term goals of transportation projects.
4. Require transportation infrastructure decisions that support the land use recommendations of the Master Land Use Plan.
5. Explore innovative traffic designs and flexible engineering standards to improve the safety and efficiency of travel for motorized and non-motorized travel.
6. Explore opportunities for alternative transportation methods for those who don't have access to a car.
7. Monitor and plan for future trends in transportation in terms of autonomous/connected vehicles.

7. Land Use Plan

Resiliency & Sustainability

It is becoming critical to include concepts of resiliency and sustainability into land use plans. Though they are related, resiliency and sustainability are not the same. Sustainability is the well-established concept that focuses on decreasing or eliminating the detrimental future impacts of our current activity. Resiliency recognizes that our built environment will be subject to stresses and is the practice of designing that environment in a way that can endure those stresses. Some threats are ongoing, persistent stresses, while others are sudden shocks or single events that disrupt the day-to-day functioning of the community.

As we plan for the future, many of the challenges we will face are related either directly or indirectly to our place in larger systems, both natural and man made. We often have little direct local control over these systems, but adapting to change and discovering our role in contributing to the health of these systems is nonetheless essential to planning for a community that can survive and thrive even in the face of the most severe challenges.

Resilient communities are not only preparing for weather and climate-related shocks, but are also preparing for economic and health shocks as well. In 2020, we saw the impacts of a global pandemic on local community health, education, recreation, commerce, technology and social connectivity. These impacts touched everyone's lives in big and small ways and may have lasting impacts in our communities.

Effects of Climate Change

A changing climate has far-reaching implications for Michigan's agricultural and tourism economies, waterfront development, and communities with older stormwater management infrastructure. Locally, within the last decade, Madison Heights has experienced multiple heavy rain events that have led to property damage and decreased mobility and must anticipate that more flooding will occur in the future, damaging property,

impairing access to parts of the city, and creating financial distress for local residents and businesses.

Michigan is affected by our changing climate in many ways, some of which may seem counterintuitive. For instance, as average annual temperatures rise, the chance of prolonged deep freezes such as those experienced in the 2013-2014 and 2014-2015 winters may increase, as warming elsewhere on the planet destabilizes the jet stream, allowing Arctic air that would normally be trapped further north to descend into the Upper Midwest.

Climate change is not merely a future threat; changes in the local climate have already been recorded in places around the world, and Michigan is no exception. For instance, according to data from the National Oceanic and Atmospheric Administration (NOAA), average temperatures in the Great Lakes region rose 2.3 degrees Fahrenheit from 1951 to 2017, extending the frost free season by 16 days, while total annual precipitation increased 14 percent and the number of heavy precipitation events rose 35 percent. By 2070, average temperatures in southern Michigan are expected to rise an additional 4 degrees, and the annual number of days above 95 degrees will correspondingly rise by between 5 and 10. Communities will experience between 25 and 35 fewer nights below freezing, and average annual ice cover on the lakes will continue to decline.

As the frequency and intensity of severe weather events continues to increase, communities will experience economic disruption. For instance, while the frost-free season has nominally increased, farmers in many of Michigan's agricultural communities have not benefited in recent years due to abnormally late frosts (such as those in mid-May, 2020) or heavy rain events, which have damaged early crops or delayed planting of late crops. Rising temperatures and more very hot days may effect the timing of summer festivals and tourism. Communities must be prepared to anticipate the local effects of regional climate trends.

CHART 7-1. PROJECTED CHANGE IN AVERAGE PRECIPITATION

Precipitation. According to NOAA, average annual precipitation in the Great Lakes region is expected to increase over the next several decades. While the change may seem small, projections indicate that the average rise will be driven by an increase in heavy precipitation days, and that there will also be a modest increase in the number of consecutive dry days each year. In other words, rainfall is expected to become more concentrated in heavy storms.

Projected Change in Average Precipitation Period: 2041-2070 | Higher Emissions: A2

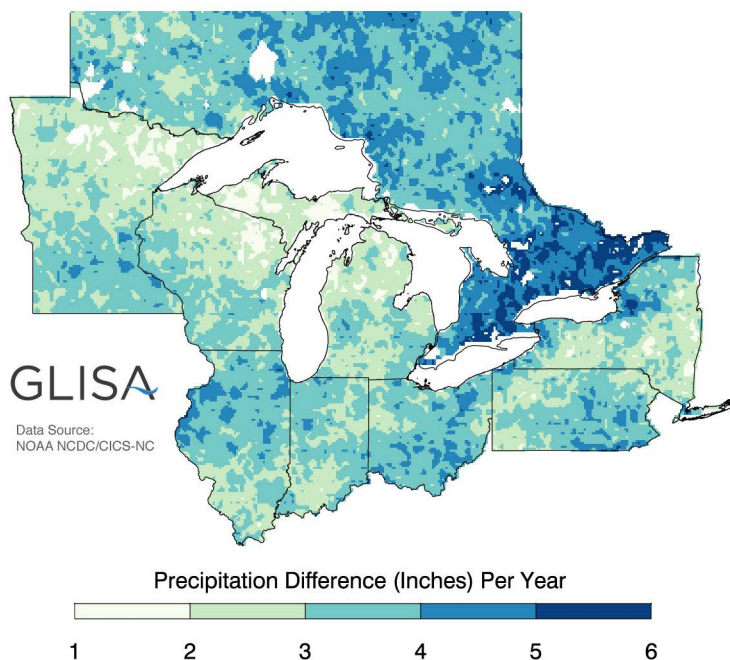
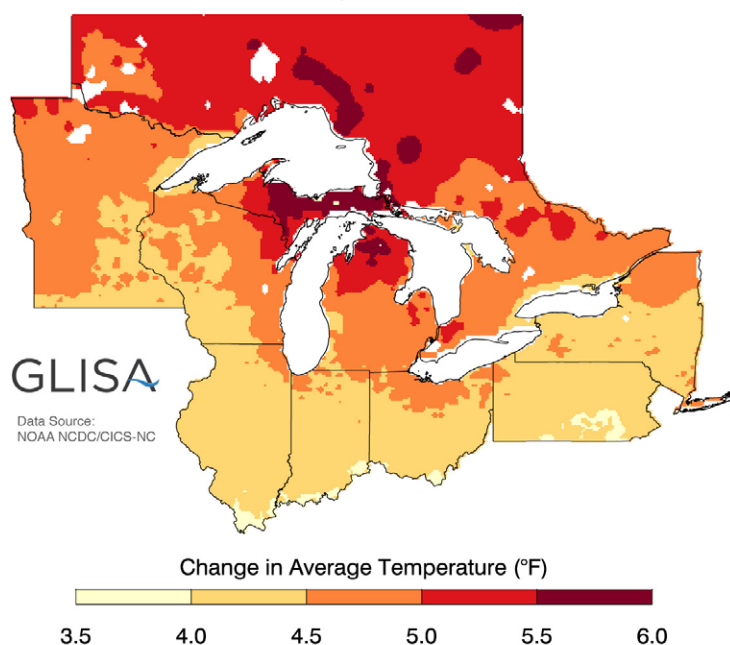


CHART 7-2. PROJECTED CHANGE IN AVERAGE TEMPERATURE

Temperature. Average temperatures in the Great Lakes region have increased and will continue to increase well into the future, even if greenhouse gas emissions are sharply reduced soon; if emissions are not curbed, the increase will be greater. Madison Heights will likely see about a 4.5-degree rise in average temperatures over the next several decades, with more than 30 additional days over 90 degrees and more than 10 additional days over 95 degrees. The area is expected to see at least 30 fewer nights below 32 degrees by 2070.

Projected Change in Average Temperature Period: 2041-2070 | Higher Emissions: A2



Above: Maps courtesy National Oceanic & Atmospheric Administration's Great Lakes Integrated Sciences and Assessments Program (GLISA)

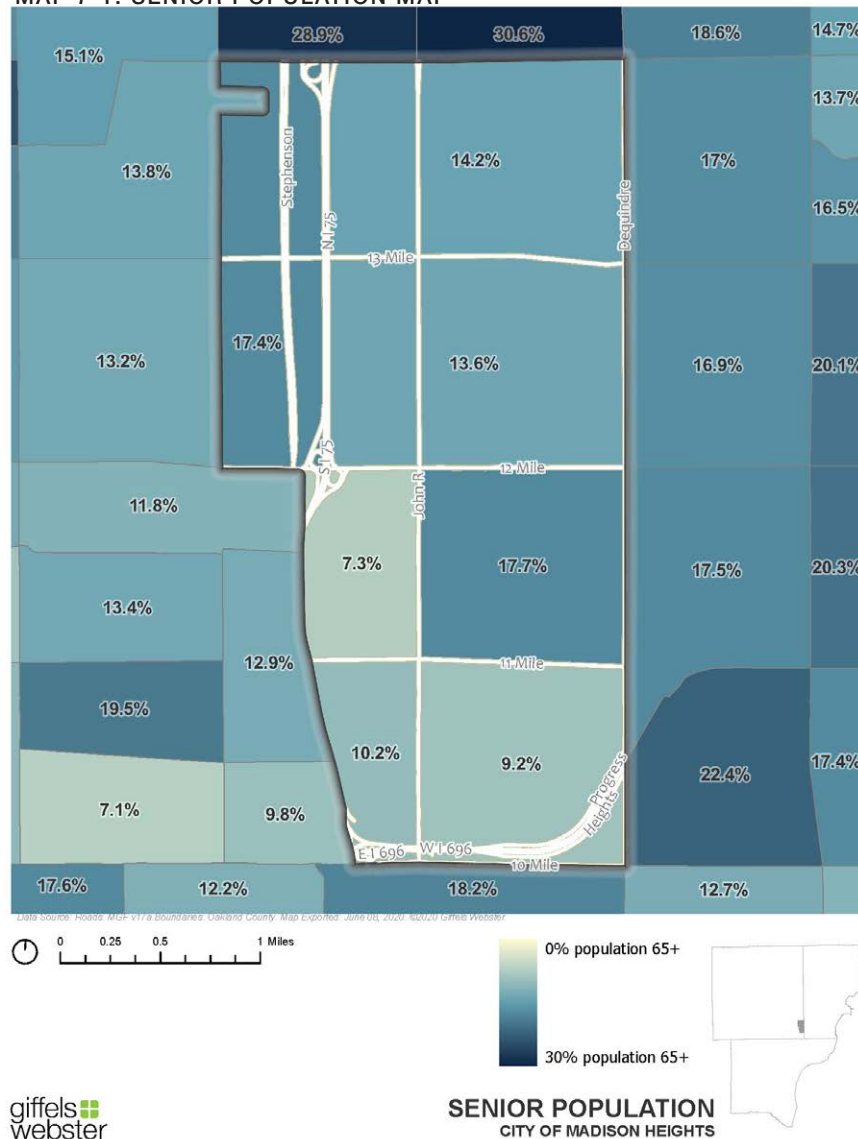
Addressing Resiliency & Identifying Vulnerable Populations

Resilient communities anticipate likely shocks, understand trends in stressors, and prepare for potential worst case scenarios. Understanding where a community is physically most vulnerable to specific events, and understanding which members of the community are likely to be most vulnerable in each case is key to effective planning. This chapter discusses in general terms what the community may expect in the future and what might be done to prepare for it; this plan recommends the development of a community resiliency plan.

Though an entire community will be affected by a major event such as a severe storm, flood, or long power outage, certain segments of the population are more vulnerable to the effects of such events, and in some cases are also more likely to live in locations that are more likely to be severely affected. Though the most vulnerable populations will vary based on the specific event, certain population segments warrant special attention even in a general analysis:

- Low-income households
- The elderly
- The disabled
- Children

MAP 7-1: SENIOR POPULATION MAP

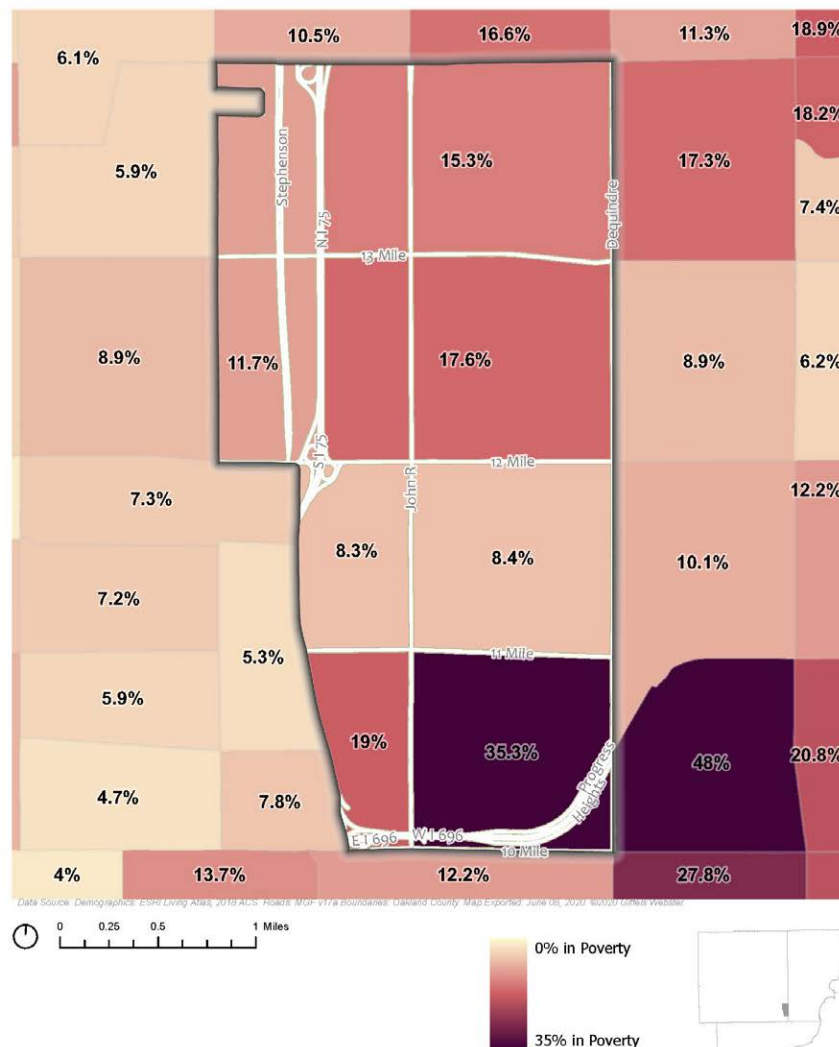


Low-income households are often located in areas with limited open space and tree canopy and are often less likely to have access to disaster mitigating items such as air conditioning and reliable transportation. Low-income households may also lack the financial resources to support quick recovery after a disaster or to prepare effectively for likely future events. The elderly and disabled may similarly lack financial resources and mobility, and may be more socially isolated than other groups. Especially in extreme heat events, the elderly and very young children are much more likely to be badly affected, including to the point of hospitalization, than the general population.

Different disasters are most likely to affect different areas, and communities can use geographic information systems to map relative risk levels for different neighborhoods. Identifying vulnerable populations living in especially vulnerable areas allows a community to focus resources where the need is greatest.

The maps on these pages show the neighborhoods with the highest proportions of senior residents and the highest levels of poverty, indicating that these areas may require special attention when planning for resiliency.

MAP 7-2: POVERTY RATES MAP



Public Outreach

This Master Plan recognizes the importance of additional planning efforts needed to ensure the city is resilient and sustainable. Future planning should include a public outreach process in two basic parts: education and input. Education includes making community members aware of potential threats and the process of planning for them, with an emphasis on outreach to the most vulnerable members of the community. The input process should

offer the opportunity for residents and other stakeholders such as municipal staff and business owners to engage in detailed, focused conversations regarding resiliency planning issues. It is important for the community to engage in vigorous outreach through multiple channels to get people involved.

The neighborhood units, as described in that section of the plan, are natural platforms for education and outreach.

Mitigation, Adaptation, and Risk Reduction



Extreme heat

Average temperatures in the Great Lakes region rose 2.3 degrees Fahrenheit from 1951 through 2017. Extreme heat is dangerous for vulnerable populations and can also tax electrical infrastructure, leading to power outages, which in turn can increase the risk for the people most prone to succumbing to heat. Designating specific locations with backup power sources (such as municipal halls, libraries, and schools) as cooling stations can provide vulnerable residents with an essential escape from the heat. There may be a need to provide transportation to cooling stations for those with limited mobility options.



Severe winter storms

As temperatures rise, winter precipitation levels are anticipated to rise as well, and mixed precipitation events with more heavy ice may become more common. Severe winter storms can result in power outages, impeded mobility, damage to structures and trees, and lost economic productivity. Municipal costs for snow removal should be included in budget planning. While storms are the primary focus of future concern, communities also benefit from planning for extreme cold—locations designated as cooling stations in the summer can become warming stations in the winter.



Heavy rain and flooding

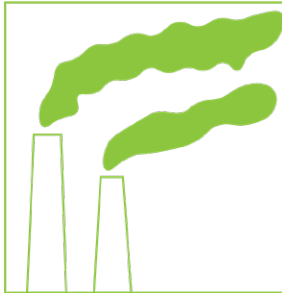
Heavy rain events are already more common in Michigan than they were in the mid-to-late 20th Century, having increased by 35% from 1951 to 2017, as total annual precipitation increased by 14%. They are anticipated to become even more common in the future.



Public health emergencies

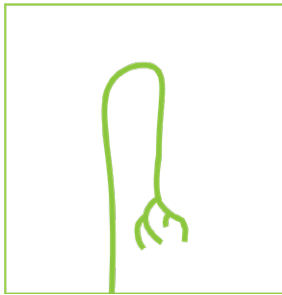
The 2020 SARS-COV-2 pandemic brought with it unprecedented economic disruption, forced short-term changes in social habits, destroyed numerous small businesses, and led to a very large increase in unemployment in a very short time period. Planning for public health emergencies needs to consider the many dimensions of the social fabric that are heavily impacted, including the availability of medical services, government's ability to continue functioning under quarantines or stay-at-home orders, and the locations and numbers of vulnerable populations. Local police, fire, and ambulance services may be particularly taxed in a future public health emergency.

Mitigation, Adaptation, and Risk Reduction



Damage to natural systems

Human activity is rarely in balance with the natural systems it occurs within. While resource extraction and pollution offer two very obvious examples of human activity, nearly all modern human development activity has some impact on natural systems, including loss of habitat, interruption of habitat, and increased emissions due to greater travel distances as development moves outward into wild places. A combination of rising temperatures and agricultural runoff that changes the nutrient balance in major water bodies has led to much higher frequency of toxic cyanobacteria and algae blooms, particularly in Lake Erie. These blooms can impair drinking water quality and limit recreational opportunities, including fishing and watersports.



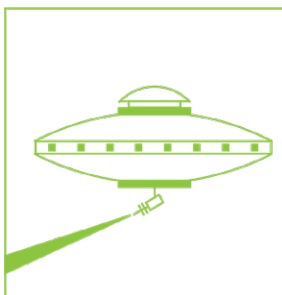
Food systems

As the climate changes and weather patterns shift accordingly, planting and harvesting conditions become less predictable, and the potential for crop losses increases. In 2019, unusually heavy rains across much of Michigan made planting during the typical time difficult for many farmers. While the number of frost-free days has increased by an average of 16 days across the Great Lakes region from 1951 to 2017, the timing of those extra days has not uniformly added to the growing season. In recent years, unexpected late freezes after earlier-than-usual warm weather lead to the loss of large portions of fruit crops such as apples and cherries.



Drought

We most frequently think of drought as a prolonged period without precipitation. While this kind of drought is certainly possible in the future in Michigan, the more likely effects of the changes the state is experiencing will be changes in seasonal distribution of storms with precipitation. Winter rainfall will become more common, snowpack overall may decrease, and stream levels will peak earlier in the year, affecting water availability and the timing of groundwater recharge. Drought is exacerbated by higher temperatures, which lead to increased evaporation rates; even with higher average rainfall, land may become drier, and as rain becomes less frequent in the hottest summer months, mid-summer drought could become a regular challenge. Dry conditions bring with them the possibility of wildfires, which are not uncommon in rural Michigan but could grow in scale and intensity in coming years. It is important to understand the community's water sources and how extended periods of drought might affect water availability.



Unanticipated events

No community can plan for every possible future event or scenario. This is why developing resiliency, improving sustainability, understanding vulnerabilities, and identifying emergency resources is so important.

Housing & Neighborhoods

Housing

Context

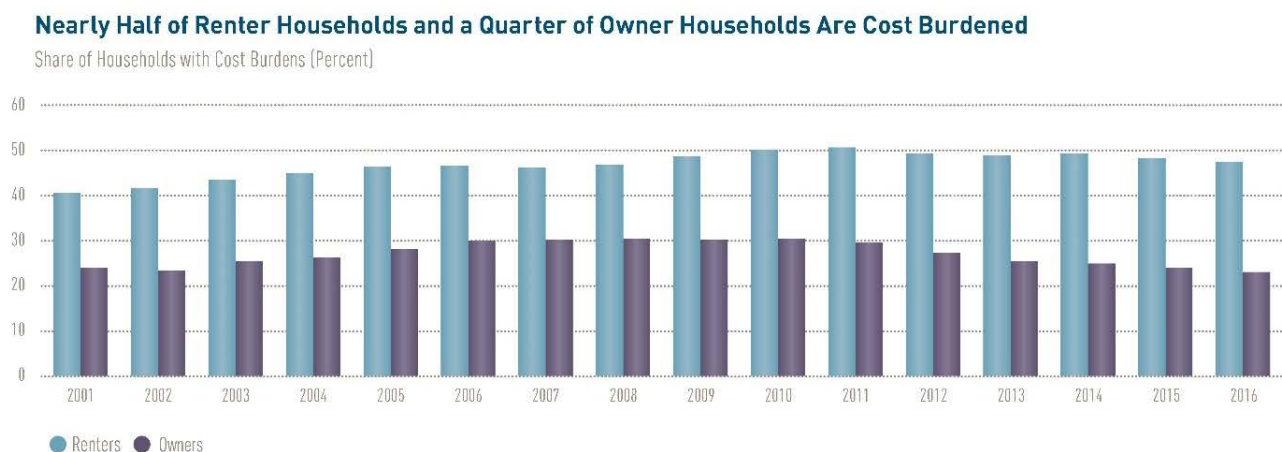
Generally speaking, in many communities, young adults and the elderly have limited housing options due to a combination of their lower income levels and the pricing and availability of housing. This kind of financial challenge can impact people of all ages.

The general rule of thumb based on guidance from the U.S. Department of Housing and Urban Development is to spend a maximum of 30% of a household's income on housing costs or 45% when including transportation costs. Finding attainable housing can be challenging and it can stress family finances.

The chart below demonstrates that in the United States, nearly half of all renter households and about a quarter of owner households are cost burdened. Cost burdened is defined as households spending more than 30 percent of income on housing. In 2001, only slightly more than 40 percent of renters were cost burdened. The supply of multifamily for-sale housing is decreasing. Multifamily for-sale housing has historically represented about 20 to 25

percent of total multifamily permits. This type of housing is often more attainable because of its lower cost. In the past 8 years, multifamily for-sale housing has represented 6 to 7 percent of total permits, reflecting a significant post-Great Recession decline.

Across the US and Midwest new construction has delivered larger homes with more bedrooms even though household size was dropping. "Although one- or two-person households make up more than 60 percent of total households, nearly 50 percent of the homes delivered are four bedrooms or more. Less than 10 percent of the homes offer fewer bedroom options like one and two bedrooms," as noted by ULI. The same ULI report notes that small housing, under 1,400 square feet, has historically represented about 16 percent of new construction, but in the last cycle, it has averaged closer to 7 percent. When combined with the next size category, 1,400 to 1,800 square feet, the overall distribution of "small homes" has declined from just under 40 percent to 22 percent. Homes over 2,400 square feet have increased from 32 percent to 50 percent of new construction since 1999, according to the ULI.



Notes: Cost-burdened households pay more than 30% of income for housing. Households with zero or negative income are assumed to have no burden, while households paying no cash rent are assumed to be without burdens.
Source: HUD's tabulations of U.S. Census Bureau, American Community Survey 1-Year Estimates.

What does this mean for Madison Heights?

Attainable housing is defined as non-subsidized, for-sale housing that is affordable to households with incomes between 80 and 120 percent of the area median income (AMI). The median household income in Madison Heights (2018 estimate) was \$50,350 per year.

The average price for a single-family home of new construction in southeast Michigan was \$376,600, which is substantially higher than the median home value. It is also higher than the national average of about \$325,100 (2018). To buy a new construction home valued at \$376,600, a family household income of about \$96,000 is required.

The median sale price for a home in the city of Madison Heights in December 2018 was approximately \$144,000 (source: Zillow). With 10 percent down, a family household income of about \$55,000 is necessary for a home of this median price. While most of the housing in the city appears to be attainable, particularly within the context of the region, it will be important to monitor household income and home sales activity.

In addition to affordability issues, home livability and maintenance are issues for the older residents in the community, while good schools are factors for younger families. The city is served by two school districts, Madison District Public Schools and the Lamphere Public Schools. City leaders should be as involved with these districts as possible in celebrating their successes and acknowledging challenges the City may help address.

Homes must be safe and accessible for older residents. Improvements can range from the simple, such as replacing light switches and faucets, to more significant improvements, such as kitchen and bath remodeling. The city should explore ways to educate the community on the elements of Universal Design, which is intended to make spaces that are accessible to all, not only aging adults, but also families with small children.

Another issue for older adults staying in their homes is the ability, often physical, to maintain their homes as they have in the past. There are several actions

REVIEW OF HOUSING GOALS AND OBJECTIVES

What do we want?

Attractive, safe, quiet and well-maintained neighborhoods; a diversified range of housing for people of all ages and abilities; and active neighborhoods that promote community connectedness.

Housing Objectives:

1. Encourage maintenance of and reinvestment in existing neighborhoods.
2. Ensure that infill and redeveloped residential properties are compatible with the surrounding area and adjacent parcels.
3. Provide a diverse range of housing options that meet the affordability, maintenance, and lifestyle needs of current and future residents.
4. Support neighborhoods by improving walkability and access to goods and services.

that can be taken that can help to mitigate the burden. One option would be to identify qualified, quality home repair specialists that would agree to provide services to local residents at a reduced or fixed cost basis. Utility companies often have maintenance contracts on significant appliances as well. The entities involved would benefit through increased promotion at no cost to them and potentially stable and consistent business.

A second option could be to establish a small local company to furnish services on a fixed price or a variety of services for one monthly price. This would operate much like a condominium association and some homeowners associations around the country; but could cover not just exterior but interior minor maintenance elements as well.

Third, the city could set up a time bank, a local exchange of members who can offer residents a variety of services. When a person spends an hour to do something for an individual or group, they earn a Time Dollar, which can be used to buy an hour of a neighbor's time or engage in a group activity offered by a neighbor.

Neighborhoods

Neighborhoods are the fundamental building blocks of a community. More than just the area in which people live, neighborhoods also include shops, restaurants, parks, places of worship and schools. They tend to be the places where we can attend to at least some of our daily needs within close proximity of where we live.

Often, neighborhoods draw together people of similar ethnicities, incomes and life circumstances. Sometimes they have defined boundaries based on streets or natural features. Regardless of their shape or composition, neighborhoods can serve as a needed link between the individual and the overall community.

Neighborhoods are connected by physical elements like streets and sidewalks as well as by loose or formal social connections, like a neighborhood watch program, neighborhood association, time bank or phone chain. Well-connected neighborhoods are better able to share information about the community at large, encourage civic participation in events and activities, and raise awareness of resources that may be available for people when they're needed. In disconnected neighborhoods, people may be less likely to feel they're part of the overall community and may miss out on opportunities to participate in civic life. This presents challenges for local governments as well as schools, businesses and service organizations. Strengthening neighborhood connections helps tie the community together and improve quality of life for all.

Planning at the neighborhood level can provide an opportunity to engage more people because the topics have more immediacy and relevance. It can take advantage of some built-in neighborhood networks, where they exist, that provide another avenue for communication and outreach. While often neighborhood groups get active when faced with a controversial development project (as evidenced by the common term NIMBY – Not in My Back Yard), proactive neighborhood engagement might better prepare a community for new development/redevelopment.

Neighborhood planning looks at issues specific to an area within a larger community. Some of the issues that could prompt long-range planning include:

- **Preservation and Conservation.** Conserving the built and natural heritage of an area
- **Sustainability.** Developing sustainability policies and initiatives
- **Access and Civic Engagement.** Improving access to local democracy, social services, and government institutions
- **Housing and Community Development.** Addressing sector-specific issues such as housing or economic development
- **Transportation and Connectivity.** Enhancing opportunities for active transportation by changing the physical treatment of neighborhood streets and public spaces
- **Resiliency and Sustainability.** Improving communications with residents, as well as ensuring access to resources.

The American Planning Association developed a Policy Guide on Neighborhood Collaborative Planning in 1998. It finds that “neighborhoods are the strategic building blocks of overall community development. Neighborhood collaborative planning requires understanding of the economic, social and physical characteristics in order to maintain both the sense of place and the sense of community.”² The APA recommends seven general policies about neighborhood planning:

- Comprehensive plans provide the framework for neighborhood planning and should be done within the context of a community-wide plan.
- Where there are identifiable neighborhoods, a jurisdiction's comprehensive plan should reflect neighborhood plans and neighborhood plans should support the broader needs of the community and region.



Newer homes in the Co-Op neighborhood

- Planning decisions should be directed to the most appropriate level. Planning decisions that have limited impact on the community as a whole should be made by, or on the basis of advice given by, those neighborhood groups primarily affected. On the other hand, planning decisions that affect the community as a whole should not be overly influenced by a single neighborhood's needs or interests.
- Neighborhoods should be encouraged to seek the best organizational structure that is suited to achieve their goals and objectives such as, but not limited to neighborhood associations, co-ops, development corporations.
- Neighborhood-based coalitions that assist in the development of individual neighborhood organizations, articulate neighborhood views on community wide issues, and facilitate coordination in the planning process should be encouraged and supported by local government.
- Advocacy planning for neighborhoods should be accepted as a legitimate role for professional planners, both publicly and privately employed.
- To be effective in many cases, neighborhood planning needs to go beyond addressing the physical conditions of the area and also examine issues of social equity. To that end, the APA at the national, chapter and division levels should work with social service, housing, economic development, public health, educational, recreational, judicial and other organizations to ensure that the issues social equity, children and families receive attention through the efforts of planners.

Communities of all sizes may find thinking at the neighborhood level to be more meaningful for residents and businesses. For example, in Los Angeles, their long-range plans recognize that “many residents do not identify with the City as a whole, but, instead, with their own neighborhood.” By planning at the neighborhood level, the city notes, “planning measures can reinforce those neighborhoods and connect them to one another and to larger districts, thereby defining a citywide structure.”³ The city’s strategies for overall growth include focusing on neighborhoods by: improving the appearance of commercial corridors, creating open space and adding visual and recreational amenities; re-purposing rights-of-ways to open space corridors that link neighborhoods to parks; concentrating development in transit-served areas and corridors; allowing streets to function as open space, with design and functional improvements.

The challenge for communities is not letting the hyperlocal focus of neighborhood planning and involvement result in

competition between neighborhoods or let the voice of the neighborhoods drown out strategies that are good for the overall community. Keeping a “glocal” perspective means that it is important to plan and act locally in neighborhoods while nurturing the relationships between neighborhoods and the community at large, highlighting neighborhood action strategies that result in resilient and livable communities.

What are the essential elements of neighborhood planning? Planning at the neighborhood level requires an understanding of the following:

- **Geographic boundaries.** Think of neighborhoods in terms of walkability – a ten- to 15-minute walk radius – generally one half to one mile. Are there physical boundaries such as busy streets, highways, rail lines, large facilities or other barriers that serve as limits to one’s walkability in a neighborhood or otherwise serve as an edge to a clear district?
- **Demographics.** What are the characteristics of the neighborhood? Understanding the income, race, age and household makeup of a neighborhood can help shed light on where issues of equity may need to be addressed.
- **Land uses.** To be walkable and serve some of the daily needs of its local population, a neighborhood needs more than just homes. Are there a mix of uses – perhaps not within the neighborhood, but at its edges, that provide destinations for neighborhood residents? Is there a school, library, park or other community facility that helps define the neighborhood?
- **Transportation networks.** How do people travel within and out of the neighborhood? Are there non-motorized transportation facilities like sidewalks and/or shared-use paths?
- **Historic Assets.** Are there any significant structures that are only found in a specific neighborhood? Historic structures like homes and schools can contribute to the character of a neighborhood – depending on their condition.
- **Natural Resources and Environment.** Are there any natural resources in the neighborhood? How do those resources connect to other neighborhoods or even beyond the community’s borders?
- **Public realm.** Are there public spaces like parks, plazas or civic spaces that give the neighborhood the opportunity to engage? Sidewalks and streets should be considered as part of the public realm. How do homes and other land uses in the neighborhood interact with the public realm – particularly its streets and sidewalks?
- **Social network.** Is there an existing social network in the neighborhood for the facilitation and delivery of news and information? How does the neighborhood access community resources offered locally and regionally?
- **Context.** Where is the neighborhood within the context of the community as a whole? What boundaries – physical or social – separate neighborhoods from each other or important community assets? How can individual neighborhoods better interact with other neighborhoods as well as contribute to an improved overall community?

The Neighborhood Map (7-3) on the following page is carried forward from the 1989 Master Plan. The areas in white are predominantly either commercial or industrial areas and have therefore been not been designated as neighborhoods. The boundaries are generally at mile or half-mile intervals and are named after the school located there. Some of those schools no longer exist but the names and boundaries are retained.

MAP 7-3: NEIGHBORHOODS MAP



Neighborhood Analysis: Campbell

The Campbell neighborhood is bounded by the private Bishop Foley High School at its north end, Campbell Road on the west, Stephenson Highway to the east and 13 Mile at the south end. It is largely comprised of single-family residential homes, with the exception of the industrial development on Stephenson Highway. The neighborhood has an internal sidewalk network that is connected to the major mile roads. The Lamphere Early Childhood Learning Center and the school district's Administration Center are located in the south end of the neighborhood and provide the neighborhood with playground equipment and sports fields.

The Lessenger and Campbell neighborhoods together comprise one Census tract (1811). These neighborhoods contain about 2,800 residents in approximately 1,100 households. The population in these neighborhoods is 95% White, with about 3% reporting two or more races. Residents in these neighborhoods tend to be older, with 17.4% aged 65 or older. About 20% of those residents live alone. A little over one in ten children in this neighborhood live in a household headed by a single female. About 12% of all households in this neighborhood are below the poverty line.

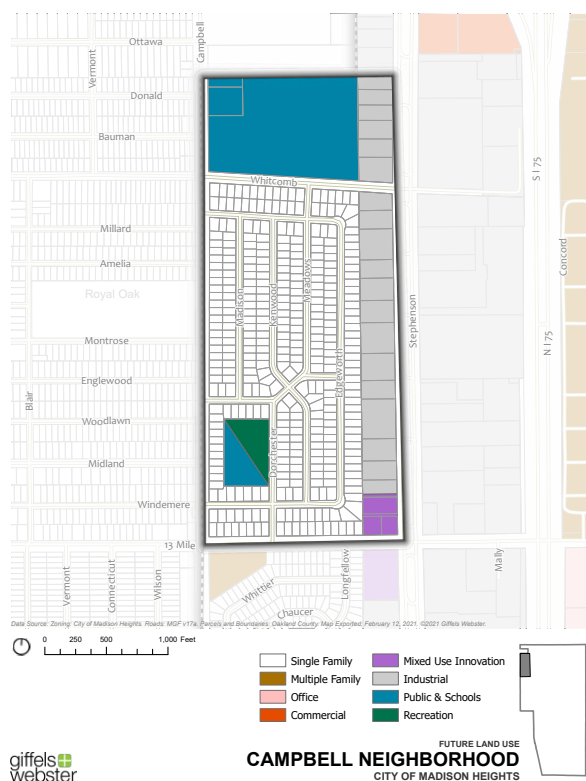
Future Land Use & Development

13 Mile Road Corridor. This corridor is largely single family residential on both sides of the road, with the exception of a party store and gas station at 13 Mile and Stephenson. While designated “industrial” on the future land use map, these properties are zoned B-1 Local Business and have the potential to serve the neighborhood with everyday convenience shopping. Aesthetic enhancements to these properties as well as the 13 Mile Road would improve the walkability in this area and make those parcels more appealing.

Campbell Road. Most of this corridor is developed with single family residential from 13 Mile Road to Whitcomb. Walkability on 13 Mile Road could be improved through the addition of street trees and consistent fencing. There is a small strip commercial center north of Bishop Foley High School that offers this neighborhood and adjacent neighborhoods a walkable opportunity for everyday goods and services. The parcels are designated public/schools on the future land use map but are zoned B-1 Local Business.

Whitcomb. This street separates Bishop Foley High School with the remainder of the neighborhood and connects Campbell Road to Stephenson. It is designated residential on the future land use map and is zoned R-2.

Stephenson Highway. This corridor is designated “industrial” on the future land use map and is zoned M-2 Heavy Industrial.



Neighborhood Analysis: Civic Center

The Civic Center is bounded by I-75 on the west, Mandoline on the north, Alger on the east and 13 Mile on the south. It is adjacent to the Co-Op neighborhood and contains Lamphere High School, the Madison Heights City Hall, Police Department and the Civic Center Park. It also includes multiple-family residential development along its western edge. The neighborhood has an internal sidewalk network that is connected to all civic destinations as well as major roads.

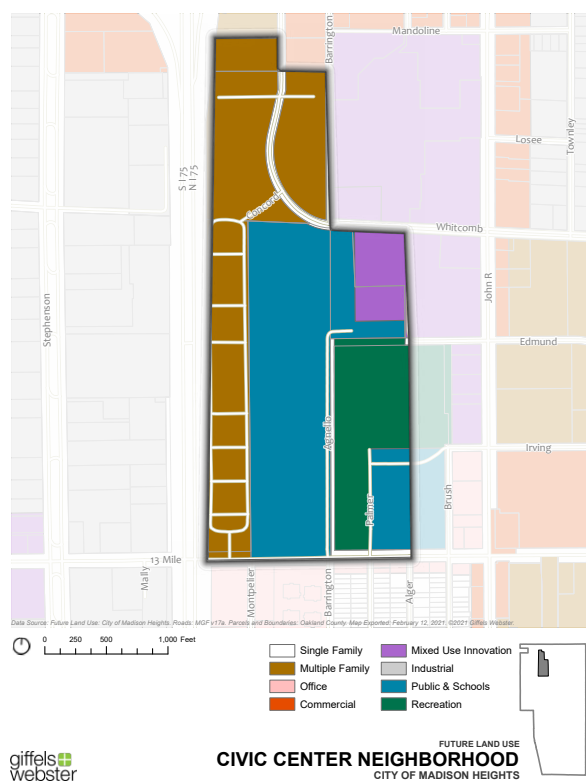
The Civic Center and Co-Op neighborhoods together comprise one Census tract (1810). These neighborhoods contain about 3,973 residents in approximately 2,000 households. The population in these neighborhoods is very diverse with 57% White, 17% Asian, 15% Black, 7% Hispanic or Latino and about 4% reporting two or more races. Approximately 14% of the population in these neighborhoods are aged 65 or older. About half of those residents live alone. About 25% children in this neighborhood live in a household headed by a single female. About 15% of all households in this neighborhood are below the poverty line.



Above: Pavilion at Civic Center Park (Source: City of Madison Heights)

Future Land Use & Development

13 Mile Road Corridor. This corridor is a mix of multiple family residential, high school, park and civic center. These uses are designated accordingly on the future land use map. The zoning is R-M Multiple Family Residential and R-2 Single Family Residential. There is a school parcel at Whitcomb and Alger that is designated as commercial on the future land use map and is partially zoned B-3 General Business and R-2 Residential (as is the rest of the school and civic center property). Enhancing walkability through improved streetscape conditions, adding non-motorized transportation facilities like shared pavement markings and signage and allowing some neighborhood commercial uses would support the residents in this area.



Neighborhood Analysis: Co-op

The Co-Op Neighborhood is bounded by John R, Whitcomb, Dequindre and 13 Mile Road (but excludes the area of predominant commercial uses). It includes a wide variety of uses, including some single family residential, a range of two- to eight-story multiple-family residential complexes, large scale commercial, schools and the county water park. The 43rd District Court, Madison Heights Fire Station 1 and the Madison Heights Public Library sit between the Co-Op and Civic Center neighborhoods. There are sidewalks within the residentially-developed areas but those connect only sporadically to the non-residential uses.

The Civic Center and Co-Op neighborhoods together comprise one Census tract (1810). These neighborhoods contain about 3,973 residents in approximately 2,000 households. The population in these neighborhoods is very diverse with 57% White, 17% Asian, 15% Black, 7% Hispanic or Latino and about 4% reporting two or more races. Approximately 14% of the population in these neighborhoods are aged 65 or older. About half of

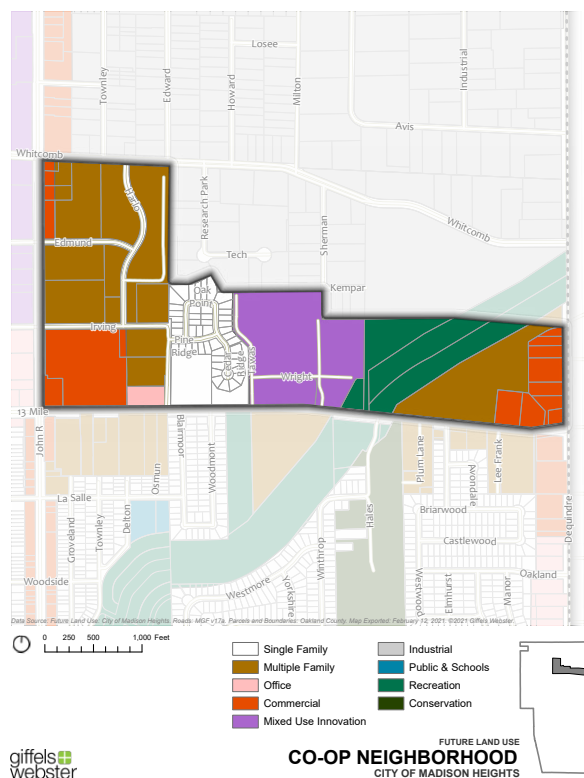


Above: Newer multi-family development in the Co-Op neighborhood
(Source: Giffels Webster)

those residents live alone. About 25% of the children in this neighborhood live in a household headed by a single female. About 15% of all households in this neighborhood are below the poverty line.

Future Land Use & Development

13 Mile Road Corridor. This corridor is largely developed with big-box shopping centers (Sam's Club and Meijer) and a large regional recreation facility (Red Oaks Waterpark). There is a multi-family development and smaller-scale commercial development east on 13 Mile towards Dequindre. The main corners in this neighborhood (13 Mile/John R and 13 Mile/Dequindre) are designated as "commercial" and are zoned a mix of B-1 Local Business and B-2 Planned Business. Beyond that, there are opportunities to better align the future land use map with the zoning map, being consistent with existing land uses. There are some potential development/redevelopment opportunities in this corridor and as "outlot" developments that could lead to a mix of land uses including commercial and higher density residential. Given the senior apartment in this neighborhood, strengthening the sidewalk network and making the area more walkable will allow residents the opportunity to access local goods and services without having to drive. Some of the internal roads could be designated as bike lanes and/or marked with bike lanes to slow traffic and allow for non-motorized transportation.



Neighborhood Analysis: East

The East neighborhood represents the southern portion of Census Tract 1812 and 8.37% of the land in Madison Heights. East neighborhood is comprised mostly of single-family uses (over 51% of the neighborhood). The commercial and office spaces along Dequindre Road and 12 Mile Road total 8.48% of the land in the neighborhood with another 7.26% of the land being utilized for industrial uses. Less than 3% of land in the East neighborhood is designated for multiple family uses and approximately 3.6% of the land is dedicated to park and recreational space.

The Woodside, Simonds, and East neighborhoods are all located within Census Tract 1812. Collectively, the neighborhoods have the second highest population of persons aged 65 and over within Madison Heights (13.6%). Of those aged 65 and over, 31.8% live alone in the neighborhoods. In total, 18.6% of children in the Woodside, Simonds, and East neighborhoods are raised in single parent female-led households. The neighborhoods in this census tract have the second highest percentage of persons living below the poverty line (17.6%) and have a median household income of \$56,005.



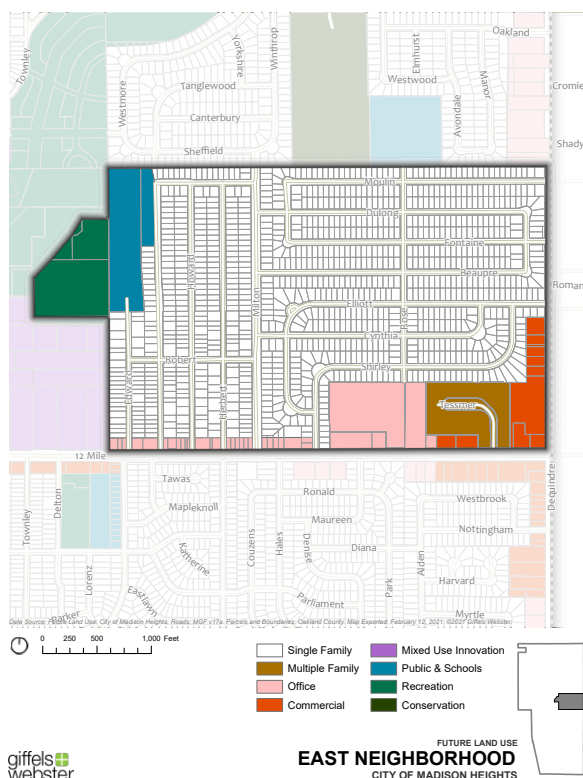
Above: Single family homes, like the one pictured above, abut Dequindre Road. (Source: Google Street View) Below: Existing commercial uses along Dequindre Road. . (Source: Google Street View)



Future Land Use & Development

Dequindre Road. The west side of Dequindre Road between 12 Mile and Elliott Avenue is occupied by strip commercial uses. Between Elliott and Moulin Avenue, single family homes are located along Dequindre Road and front on east-west collector streets. This is the only portion of Dequindre Road abutting single family homes. The Simonds neighborhood, to the north of East neighborhood shows a continuation of commercial and office zoning along Dequindre Road on the future land use map. Consideration should be given to this section of single-family homes as an opportunity for continuing commercial or higher density residential zoning along Dequindre.

12 Mile Road. The north side of 12 Mile between Edward Avenue and Dequindre is regionally accessible and home to a high concentration of office uses. Commercial and office zoning along 12 Mile should be maintained and pedestrian amenities and connectivity should be a focus of future development.



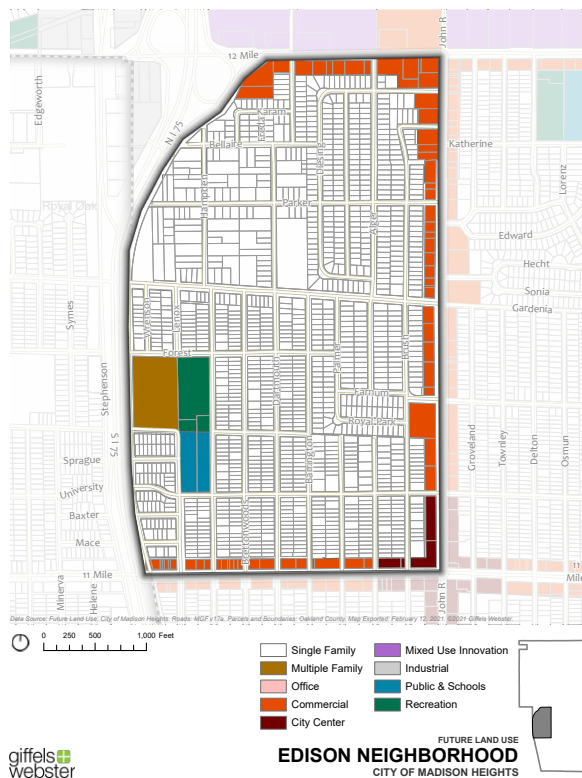
Neighborhood Analysis: Edison

The Edison neighborhood, bounded by 11 Mile to the south, John R to the east, 12 Mile to north, and I-75 to the west, is comprised of nearly 95% single family uses, with small-scale commercial uses lining John R and the mile roads. Edison's boundaries are coterminous with Census Tract 1814.

Edison has a similar racial breakdown to the rest of the city, though the Black population is higher than average at just under 13%. This neighborhood has a median household income of approximately \$55,000, higher than the city overall and roughly in line with the state of Michigan. Edison has the lowest proportion of residents over 65 of any neighborhood in the city (7.3%), and one of the lowest rates of children living in households led by single women. It has the lowest poverty rate in the city.



Above: Single-family homes characteristic of the Edison neighborhood.



Future Land Use & Development

John R Corridor. The John R. Corridor is the principal commercial artery of the city, and it is appropriate to continue planning for commercial uses in this corridor.

11 Mile Road. The 11 Mile Road corridor is part of the DDA and should remain planned for commercial use.

12 Mile Road. The south side of 12 Mile between I-75 and John R is regionally accessible and across 12 Mile from a major regional commercial concentration. Its commercial zoning should be maintained.

I-75 service drive. A portion of the noise wall at the south end of the neighborhood is not planned for replacement at the end of the current I-75 widening project. A concerted tree planting program could help to mitigate any increased noise resulting from the loss of the barrier over the long term.

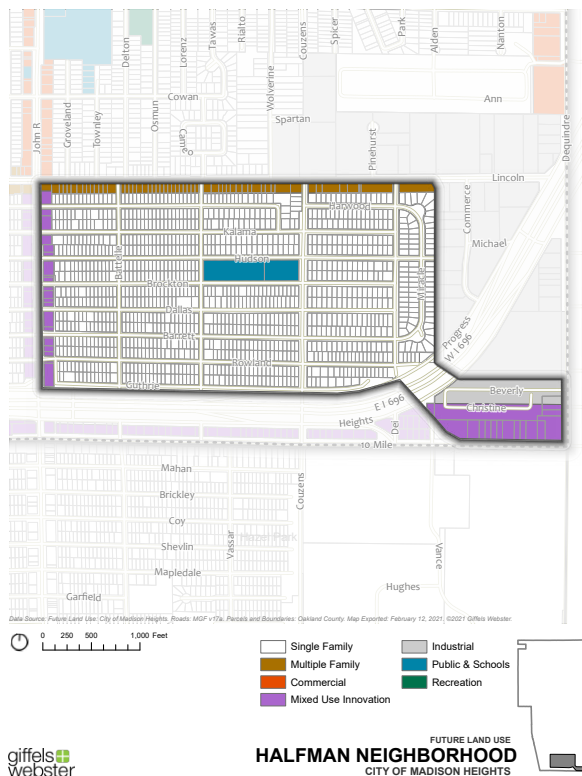
Neighborhood Analysis: Halfman

The Halfman neighborhood is located in the southeast corner of the city, located east of John R and south of Lincoln Ave. The Halfman neighborhood is comprised of single-family homes, bounded by industrial on both sides along both John R and Dequindre and I-696 to the south.

The Halfman neighborhood share a census tract (1816) with the Roosevelt neighborhood to the north. This tract has the highest percentage of children living in single-female led households at 40% and higher rate of poverty than the rest of the city. This area may be a candidate for additional family forming and child raising resources.



Above: Single family homes, like the one pictured above, are the predominant land use in this neighborhood.



Future Land Use & Development

John R Corridor. Industrial uses south of Lincoln should have better screening, as many have not been addressed since the previous plan in 1992.

Lincoln Ave. Portions of Lincoln Avenue east of Couzens are developed as multiple-family residential. Future development of multiple family and missing-middle housing should be considered west of Couzens on Lincoln Ave. This housing should be compatible with the surrounding neighborhoods in scale. Duplex, triplex and quadplex dwellings in structures that look like single family homes are envisioned.

Neighborhood Analysis: Lessenger

The Lessenger Neighborhood is one mile from north to south and about four blocks wide. It is bounded by industrial properties along Stephenson Highway, except for a small residential area on the east side of Stephenson that is developed with mobile homes. Lessenger Elementary School is located on the north end and the Twelve-Sherry Park on the south. The neighborhood includes Hollywood Market and a strip commercial center at the corner of 12 Mile and Campbell Roads. The neighborhood has an internal sidewalk network that is connected to the major mile roads.

The Lessenger and Campbell neighborhoods together comprise one Census tract (1811). These neighborhoods contain about 2,800 residents in approximately 1,100 households. The population in these neighborhoods is 95% White, with about 3% reporting two or more races. Residents in these neighborhoods tend to be older, with 17.4% aged 65 or older. About 20% of those residents live alone. About ten percent of the children in this neighborhood live in a household headed by a single female. About 12% of all households in this neighborhood are below the poverty line.

Future Land Use & Development

13 Mile Road Corridor. This corridor is largely single family residential on both sides of the road. There is a multi-family development at the southeast corner of 13 Mile and Campbell Roads.

Campbell Road. There is an elementary school and playground along Campbell that is designated public/schools and recreation; the zoning is R-3 residential, which would allow additional single-family dwellings if ever redeveloped. The shopping center at Campbell and 12 Mile Road is designated commercial on the future land use map and zoned B-2 Planned Business. This shopping center offers this neighborhood and adjacent neighborhoods a walkable opportunity to obtain everyday goods and services. Improving aesthetics for the existing and future land uses as well as the sidewalk network through the addition of landscaping, street trees and consistent lighting will help people feel comfortable and safe as they walk in this area.

12 Mile Road. There is a short section of 12 Mile Road at the south end of this neighborhood. It is mixed with commercial, single family residential and recreation (Twelve-Sherry Park). While the future land use map designates this park as “recreation,” it is zoned R-3 single family residential. There is no pressing reason to change either designation, but future master plans may evaluate this area for higher density residential and/or a mix of commercial uses, consistent with development to the south (Royal Oak) and west.

Although not considered part of the “neighborhood,” the parcels that lie between Lessenger and Stephenson Highway (as well as those across Stephenson) are designated “industrial” on the future land use map and are zoned M-2 Heavy Industrial. Opportunities to enhance walkability in this area would serve the residents in the Red Run Mobile Home community located on the east side of Stephenson Highway. Although it has been designated for years as “industrial,” and despite not being connected to any other residential, the mobile home area should be included in the Campbell neighborhood for community outreach purposes.



Neighborhood Analysis: Monroe

The Monroe neighborhood, bounded by 11 Mile to the north, John R to the east, I-696 to the south and I-75 to the west, is comprised of predominately single family uses. This neighborhood is somewhat representative of the city as a whole in terms of racial breakdown, with a white population of 80.2 %. Approximately 12% of the population in this neighborhood is black, compared to 9% for the city overall.

Demographically, this neighborhood is slightly younger, although it sees a disproportionate percentage of children living in single-female led households, as more than a quarter of all households fall under this category. The poverty rate is also higher in the Monroe neighborhood than in the rest of the city (19% vs. 17.5% respectively).



Above: Townhouses, like the ones pictured on Lincoln Ave, add density and affordability to neighborhoods. The 10 units shown fit on five standard single-family lots.



Future Land Use & Development

John R Corridor. Commercial and retail uses north of Lincoln should continue, with an emphasis on improving the screening to adjacent residential uses. Industrial uses south of Lincoln should be assessed for their mixed use or industrial re-use potential.

11 Mile Road. The 11 Mile Road corridor is part of the DDA. Like the businesses on John R., screening from residential is inconsistent and should be addressed.

Lincoln Ave. This portion of Lincoln Avenue presents an opportunity to add higher density housing adjacent to the single family uses. This housing, known as missing middle housing, is essential to providing affordability to neighborhoods. This housing should be compatible with the surrounding neighborhoods in scale. Duplex, triplex and quadplex dwellings in structures that look like single family homes are envisioned.

I-75 service drive. The first major upgrade in over 50 years, the I-75 Modernization project will see the removal of sound barriers along the west side of the city in lieu of elevated ramp. Enhanced screening should be pursued after completion of this state project.

Neighborhood Analysis: Roosevelt

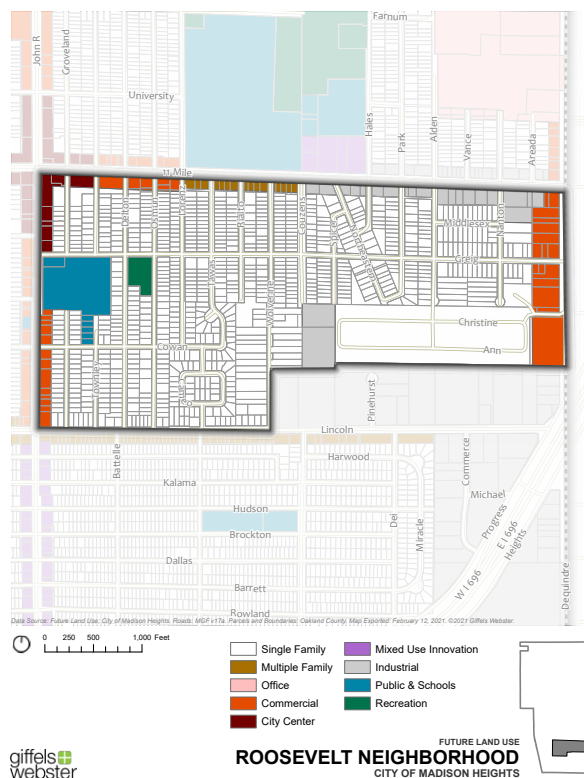
The Roosevelt neighborhood is located north of Lincoln Ave and south of 11 Mile Road between John R and Dequindre. The area is primarily single family, with commercial located along the 11 Mile, John R and Dequindre corridors, with some industrial on the east side 11 Mile.

The neighborhood comprises the northern half of the census tract (1816) shared with the Halfman neighborhood and has a higher proportion of non-whites than the city as a whole. Nearly 14% of all households in this neighborhood are single female-led, which is about three times higher than the city average around 5%. This may have implications on household income, employment rates and housing affordability.



Above: The Woodpile BBQ restaurant, located on the south side of 11 Mile Road, is a good example of how buildings can change uses to transform the streetscape and neighborhood.

Below: The site was previously used as a VFW hall.



Future Land Use & Development

John R Corridor. Commercial and retail uses north of Lincoln should continue, with an emphasis on improving the screening to adjacent residential uses.

11 Mile Road. The 11 Mile Road corridor, from the city limits on the west to Lorenz Street on the east, is part of the DDA. Future land use suggests commercial, multiple family and then industrial between John R and Dequindre. Flexible districts that promote a mix of residential and neighborhoods should be promoted .

Lincoln Ave. This portion of Lincoln Avenue presents an opportunity to add higher density housing adjacent to the single family uses. This housing, known as missing middle housing, is essential to providing affordability to neighborhoods. This housing should be compatible with the surrounding neighborhoods in scale. Duplex, triplex and quadplex dwellings in structures that look like single family homes are envisioned.

Neighborhood Analysis: Simonds

The Simonds neighborhood is in the northeast portion of Census Tract 1812 and is the largest neighborhood in Madison Heights (10.2% of the total land in the city). The Simonds neighborhood also has the largest percentage of land dedicated to recreational and conservation space (28%). Single-family homes comprise much of the neighborhood, but multiple family developments are located along 13 Mile Road, and commercial and office spaces line the neighborhood borders on 13 Mile Road, John R Road, and Dequindre Road.

The Woodside, Simonds, and East neighborhoods have the second highest population of persons aged 65 and over within Madison Heights at 13.6%. Of those aged 65 and over, 31.8% live alone in the neighborhoods. In total, 18.6% of children in the Woodside, Simonds, and East neighborhoods are raised in single parent female-led households. The neighborhoods in this census tract have the second highest percentage of persons living below the poverty line at 17.6% and have a median household income of \$56,005.



Above: Multi-family developments along 13 Mile Road allow for higher density and more housing options in the city. (Source: Google Maps)

Below: Simonds neighborhood has the most park and recreational land in the city. Many homes and apartments about the Red Oaks Golf Course. (Source: Google Maps)

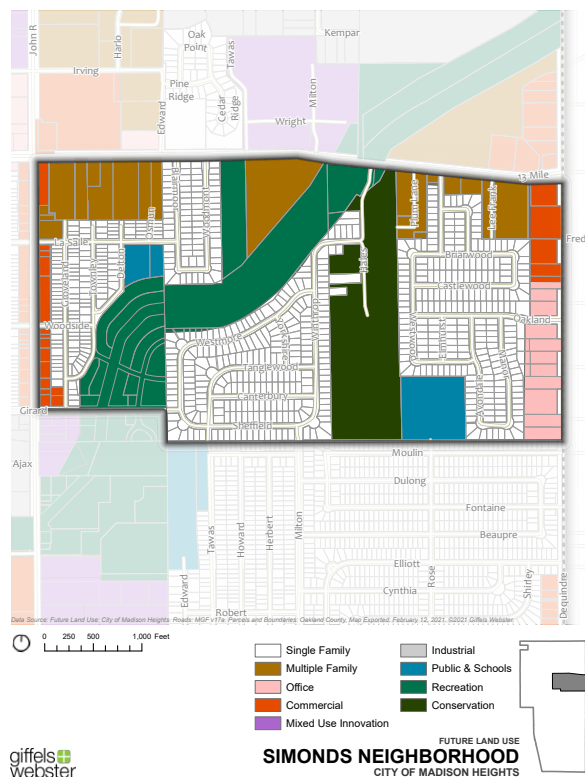


Future Land Use & Development

13 Mile Road. Between John R and Dequindre, 13 Mile Road is occupied by several multiple family housing developments. The future land use map indicates an expansion of multiple family zoning along 13 Mile Road which is appropriate to meet missing middle housing needs and increase housing options in the city.

John R Corridor. The John R. Corridor is the principal commercial artery of the city and is currently occupied by local business and general business uses. The future land use map shows all local business uses along John R between Girard and 13 Mile Road changing to multiple family residential. Consideration should be given to mixed use zoning in this corridor.

Dequindre Road. Dequindre Road between Moulin Avenue and 13 Mile has a mixture of uses. Several single-family homes front on Dequindre along with some office and local business uses. The future land use map shows all the single-family uses transitioning to office and commercial zoning. It is appropriate to continue planning for expanded commercial uses along Dequindre Road.



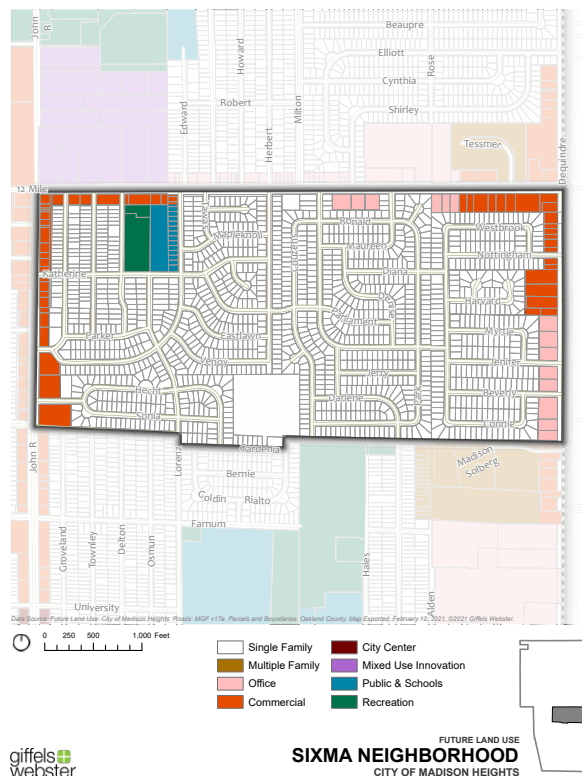
Neighborhood Analysis: Sixma

The Sixma neighborhood comprises the northern half of Census Tract 1813 and is bounded by the Vandenberg neighborhood to the south (roughly along a line extending from Gardenia Avenue), John R to the west, 12 Mile to north, and Dequindre to the east. It is dominated by single family uses (over 95% of the neighborhood), with commercial uses mostly at the eastern and western fringes. Schools and parks dot the neighborhood.

Sixma and Vandenberg have the second-highest median household income in the city at \$57,000, and the second lowest poverty rate at 8.4%. The racial breakdown is similar to the city as a whole. One in five residents is under 18.



Above: The Sixma neighborhood provides a non-motorized pedestrian route within the 11 Mile -12 Mile-John R-Dequindre block.



Future Land Use & Development

John R Corridor. This portion of the John R corridor is a mixture of national chains and small local businesses. The uses present today are consistent with the future land use plan for the area.

12 Mile Road. This stretch of 12 Mile Road is a mix of commercial, single-family residential and office uses. Consideration should be given to the future land use of small areas of patchwork commercial and office zoning in this area.

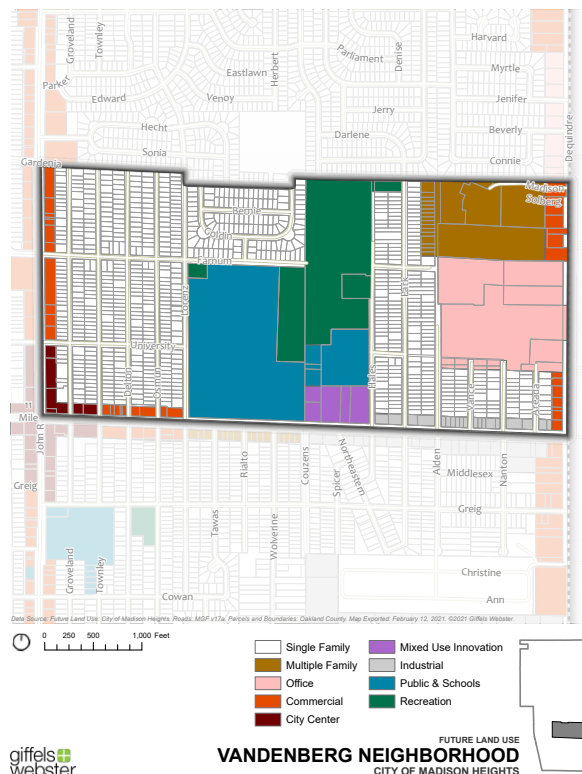
Dequindre. The Dequindre corridor in Sixma is split between commercial uses and office uses, and occupancy on the Madison Heights side of the corridor is high.

Neighborhood Analysis: Vandenburg

The Vandenberg neighborhood comprises the southern half of Census Tract 1813 and is bounded by the Sixma neighborhood to the north (roughly along a line extending from Gardenia Avenue), John R to the west, 11 Mile to south, and Dequindre to the east. While single family homes occupy the majority of land in the neighborhood, Rosie's Park and two schools comprise the heart of the neighborhood, and there is a significant concentration of large-scale commercial and light industrial zoning on the east side, with one senior apartment complex and a hospital as the largest current land uses. One of the largest contiguous undeveloped pieces of land in the city is located here, zoned B-3 General Business and O-2 Office.



Top: Tree-lined residential streets predominate in the neighborhood
Bottom: St. John Providence Hospital is a major employer and anchor for the neighborhood.



Future Land Use & Development

John R Corridor. This stretch of John R should remain planned for commercial use. There are several sites with redevelopment potential, and buffering for neighboring residential uses should be a major consideration as this occurs.

11 Mile Road. The eastern half of this portion of 11 Mile is planned for light industrial uses along the road frontage, consistent with some area uses; as non-residential uses continue to replace the remaining homes along 11 Mile, consideration should be given to buffering and landscaping to protect the remaining neighborhood to the north.

Dequindre. Zoning and the future land use map in this area are not well-aligned. The hospital has multi-family zoning. The large area of undeveloped land, adjacent to a large multi-family development, offers an opportunity to provide more missing middle housing options. Zoning should be adjusted to match the future land use plan.

Neighborhood Analysis: Woodside

The Woodside neighborhood is in the western portion of Census Tract 1812 and is the smallest neighborhood in Madison Heights comprising of only 3.2% of the land in the city. This neighborhood has the highest percentage of single-family homes on lots larger than 14,000 square feet (21.6%). Woodside is bounded by 13 Mile Road, John R Road, and northbound I-75. Commercial and office uses exist along 13 Mile Road and John R Road. Importantly, less than 1% of the land in the Woodside neighborhood is allotted for park or recreational space which is one of the lowest percentages within the Madison Heights neighborhoods.

The Woodside, Simonds, and East neighborhoods have the second highest population of persons aged 65 and over within Madison Heights at 13.6%. Of those aged 65 and over, 31.8% live alone in the neighborhoods. In total, 18.6% of children in the Woodside, Simonds, and East neighborhoods are raised in single parent female-led households. The neighborhoods in this census tract have the second highest percentage of persons living below the poverty line at 17.6% and have a median household income of \$56,005.



Above: Many of the streets in the Woodside neighborhood dead end into the I-75 buffer zone.

Below: Office uses along 13 Mile about single-family residential. Improved screening will help protect the neighborhood.

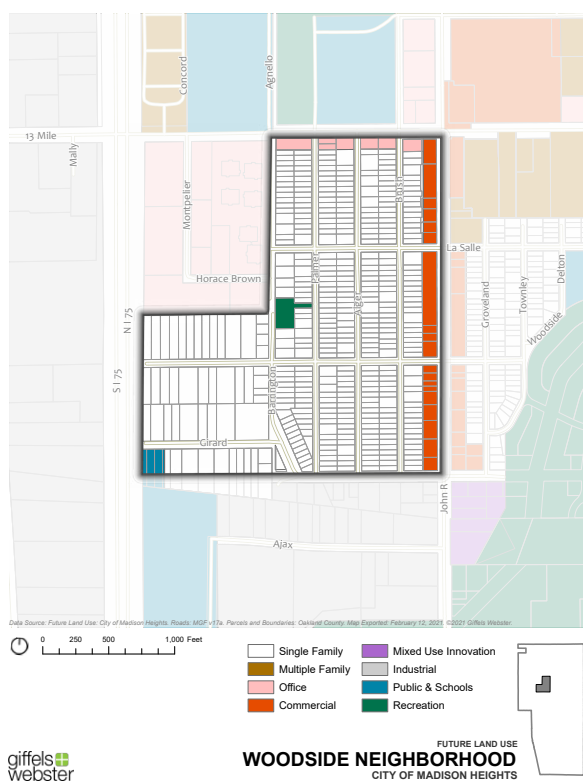


Future Land Use & Development

13 Mile Road. Between I-75 and John R, the Woodside neighborhood has office and local business uses fronting on 13 Mile Road except for one single family parcel. Consideration should be given to buffering and landscaping to protect the Woodside neighborhood from growing office and commercial uses.

I-75. No noise wall is currently located along I-75 in the Woodside neighborhood and a new one is not planned as part of the I-75 widening project. A concerted tree planting program could help to mitigate any increased noise resulting from the loss of the wooded barrier over the long term.

John R Corridor. The John R Corridor is the principal commercial artery of the city, and it is appropriate to continue planning for commercial uses in this corridor. Consideration should be given to buffering and landscaping to protect the existing housing west of the commercial uses along John R Road. In addition, future development should incorporate increased connectivity to the existing parks in the adjacent Simonds neighborhood.



Little Free Library

Little Free Library is a nonprofit organization that inspires a love of reading, builds community, and sparks creativity by fostering neighborhood book exchanges around the world. Through Little Free Library book exchanges, millions of books are exchanged each year, profoundly increasing access to books for readers of all ages and backgrounds.

Strategically placed boxes near areas with high foot traffic are the most effective and can promote the most neighborhood interaction. Many have appeared in Madison Heights neighborhoods in recent year and serve to add color to a neighborhood as well as a chance to read something new or share a book.

Residents can visit littlefreelibrary.org and purchase pre-made boxes and register them so that they can receive an official charter sign and number, which allows them to be entered into the national system so that books can be tracked around the world. Plans and instruction on how to build your own library are also available at no cost online. The city may consider developing design guidelines and placement instructions so that anyone wishing to participate in this program feels welcome and encouraged.



Arts & Culture

This master plan addresses many quality of life issues directly, such as housing, the environment, land use, transportation and downtown areas. There are other quality of life issues that can be interwoven into the future growth and development of the community through public policy and the lens through which development and redevelopment occur. This section focuses on arts and culture.

Arts and culture

The earliest human experiences include expressions of art and the creation of cultures that define a group of people. There is no one definition of art; expressions of art include the visual, such as painting, drawing, photography or sculpture, as well as the performed, such as music, theater, dance and film. Art includes the spectrum from the written word and storytelling to animation and textiles. It includes industrial design, architecture and graphic design industries. The definition of “culture” is “all that is fabricated, endowed, designed, articulated, conceived or directed by human beings, as opposed to what is given in nature. Culture includes both material elements (buildings, artifacts, etc.) and immaterial ones (ideology, value systems, languages).”¹

According to the American Planning Association (APA), planners in the past have used art and culture as a “community revitalization tool,” but today, there is recognition that arts and cultural opportunities have tremendous potential to contribute to broader social, economic, and environmental aspects of community life.²



Mural at Rosie's Park

The APA states that arts and culture provide a medium to:

- Preserve, celebrate, challenge, and invent community identity;
- Engage participation in civic life;
- Inform, educate, and learn from diverse audiences; and
- Communicate across demographic and socioeconomic lines.

Arts & cultural activities – vast and innumerable – support individual health and wellbeing, promote community identity through placemaking and catalyze economic development.

The City of Fort Wayne's Art Master Plan, Art for All, notes that “public art provides the intersection between our past, present, and future, and also has the power to transform a city because neighborhoods gain social, economic, and cultural value through public art.” The plan identifies the value art brings to a community:

¹ United States Department of Art and Culture (2018). Art & Well-Being: Toward a Culture of Health: Arlene Goldbard.

² American Planning Association (2011). The Role of Arts and Culture in Planning Practice (Briefing Papers), p. 4.

- **Economic Value:** Enhancing the identity and character of (the community) through public art directly supports cultural tourism and economic development strategies, which can attract and retain residents.
- **Social Value:** When people see themselves reflected in their civic spaces, they have a sense of attachment that allows them to feel ownership and respect.
- **Cultural Value:** Public art has the power to create uniqueness through the reflection of the local history and culture, which gives communities a sense of place and identity. Public art provides a visual mechanism for understanding other cultures and perspectives, creating social cohesion and encouraging civic engagement. Through the reinforcement of culture, public art acts as a catalyst for unity and social engagement.

Health and Wellbeing. Over the past several years, studies throughout the world have shown the value of arts and culture on individual and community health. In a 2018 report, the United States Department of Art and Culture (USDAC), a non-governmental grassroots action organization, cites several of these studies that include wide-ranging data to support the power of art on health and wellness. The report concludes, “we understand human connection, meaning-making, creativity, and purpose as key contributions to individual and collective well-being and therefore as powerful modes of prevention.”³ The report concludes with the following findings:

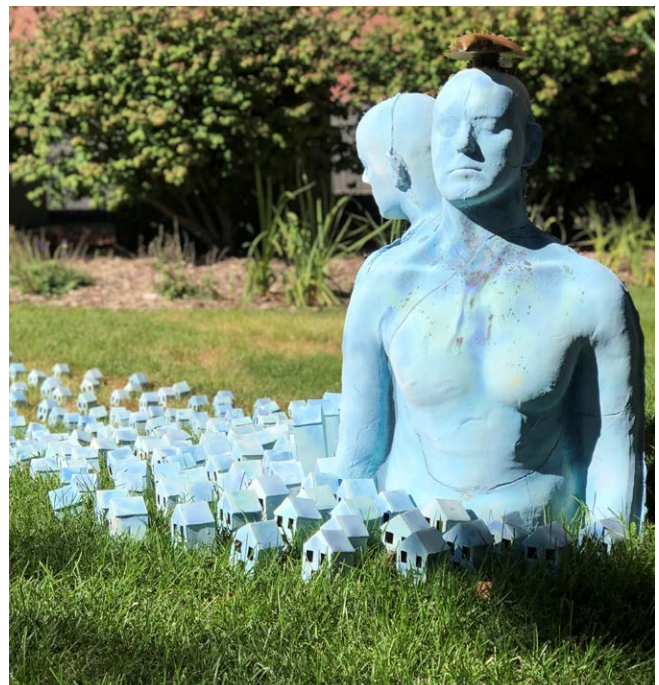
- The arts can help keep us well, aid our recovery and support longer lives better lived.
- The arts can help meet major challenges facing health and social care: aging, long-term conditions, loneliness and mental health.
- The arts can help save money in the health service and social care.

3 United States Department of Art and Culture (2018).

Placemaking. Placemaking means intentionally creating quality places that people seek out to live, work and play. It is a process of creating and nurturing quality places that have a strong sense of place. As it becomes increasingly easier to live and work anywhere, people will choose quality places that are:

- Safe
- Connected
- Welcoming
- Conducive to authentic experiences
- Accessible; people can easily circulate within and to and from these locations
- Comfortable; they address cleanliness, character, and charm
- Sociable; they have a physical fabric that encourages people to connect with one another
- Able to promote and facilitate civic engagement.⁴

4 Steuteville, R. (2014) “Four Types of Placemaking,” Congress for the New Urbanism <https://www.cnu.org/publicsquare/four-types->



Art sculpture in Grand Rapids, Michigan

Because authenticity is a critical component of placemaking, arts and culture unique to a community are key ingredients in creating quality places. The Kresge Foundation is a strong advocate for placemaking in communities and focuses on the role that art and culture play.⁵ They establish the following guiding premises :

- Creativity, aesthetic expression and the impulse to create meaning are evidence of our humanity and serve as community assets from which to build.
- Participation in arts and culture takes many forms and occurs in a wide range of venues—parks, community centers, churches and public spaces. People attend art events and buy art. But they also make, teach, learn and support arts and culture in myriad ways, from the amateur to professional realms.
- Our societal tendency is to focus on art products, but it is also imperative to recognize and appreciate the creative process. Process can be as important as, or in some cases, more important than art product.
- Artists have many kinds of relationships with communities, often helping people find their voice and expression or lending a different perspective when framing or devising solutions to community issues.
- Arts-and-culture activity is intrinsically important and contributes to a wide range of community dynamics, conditions and issues.
- Arts-and-culture activity in communities relies on supports inside and outside of the cultural sector

placemaking

5 The Kresge Foundation (2018). Creative Placemaking and Expansion of Opportunities: Observations and Reflections: Jackson, Maria Rosario, Ph.D.



Art Prize in Grand Rapids brings thousands of people to the city to experience art in public and private spaces.

Economic impact of arts and culture. The nonprofit organization Americans for the Arts provides research data on the impact of arts and culture in communities. Their 2018 report on the economic impact of the arts (supported by the US Bureau of Economic Analysis) found that nonprofit arts and culture industries generated \$166.3 billion in total economic activity and supported 4.6 million jobs in 2015⁶. The report notes that findings show that the arts are an “industry that supports jobs, generates government revenue and is a cornerstone of tourism.”

The economic impacts are substantial in Michigan. In 2017, the arts and culture industries added 2.8% or \$13.9 billion to the state’s economy and employed 121,330 workers (about 3% of Michigan’s employment). These workers earned wages and benefits totaling over \$7.6 billion.

6 Americans for the Arts (November 2018). Arts & Economic Prosperity 5 https://www.americansforthearts.org/sites/default/files/aep5/PDF_Files/ARTS_AEPsummary_loRes.pdf

Strategies for Madison Heights

In 2017, the City created the Madison Heights Arts and Culture Advisory Board. Its purpose is to advise the City Council of the needs of the artistic and cultural community, actively encourage programs for the cultural enrichment of the community, including, but not limited to, exhibitions, displays, performances, events, instruction, and other projects. It also engages community members and local businesses to build a flourishing and vibrant art and cultural environment.

To support community health and wellness, placemaking efforts and the local economy, the city should continue supporting local arts and cultural activities. Some strategies may include:

- Understand the community's arts and cultural assets: Identify arts-related organizations and for-profit businesses as well as cultural organizations.
- One of the city's strengths is its growing diversity: Promote community arts and cultural assets and leverage these assets to attract and retain residents and businesses.
- Support arts-related businesses. Tap into the skill sets and synergies of local arts-related businesses; facilitate discussions with businesses to identify opportunities for support.
- Enhance the Arts Board as the umbrella organization to serve as the "hub" of information on activities and events, as well as learning and volunteer opportunities.
- Promote interaction in public spaces by designing, managing and programming public spaces with people in mind. Include citizen participation in these elements to ensure buy-in and ongoing support.
- Encourage civic celebrations with the Arts Board as the lead. Partner with other community organizations to host annual or seasonal events such as festivals or farmers markets; tap into the social, ethnic, and economic diversity found in the city.
- Provide opportunities for young people to create and participate in arts and cultural events and activities. Keep in mind that engaging the youth of the community also often engages adults.



Using public spaces for arts and cultural events as well as for every day enjoyment. Top: A mural covers the restroom facility at Rosie's Park. Bottom: the sidewalk mural at Civic Center Park.

- Provide human and financial resources to support local arts and culture organizations.
- Support temporary and permanent public art projects; explore creating a public art fund tied to new development.
- Create incubator space for arts-related organizations and for-profit businesses as well as cultural organizations.

Future Land Use

The Future Land Use Plan for Madison Heights describes, in a generalized manner, those areas considered most appropriate for residential, office, commercial, industrial, public, and recreation uses. Because Madison Heights is essentially a built-out community, with little vacant land, the most important characteristics of the Land Use Plan are in recommendations for redevelopment of key areas of the City. All of the land use recommendations are intended to help align with the goals and objectives, stated previously.

Single-Family Residential

All single-family residential development will continue to be associated with one of the City's 13 distinct neighborhoods. Two isolated mobile home communities are currently sub-neighborhoods of Lessenger and Halfman but may someday be suitable for redevelopment; since the 1990 Master Plan, these areas have been designated industrial to reflect their context in terms of surrounding development. They do provide housing for lower income residents, however, and should they ever be redeveloped, housing needs for those residents should be considered.

The land use designation is intended to plan for single-family homes in largely built-out areas of the city. New homes will be primarily infill development and should be compatible with the existing neighborhood. As described in the Neighborhood Analysis, in-fill development of vacant residential lots will be promoted and the neighborhoods will be marketed as high quality, affordable housing for people of all ages.

There may be certain areas at the edges of neighborhoods where duplex, triplex and quadplex homes may be an appropriate way to provide additional housing. These structures should be built to resemble single family homes to blend in with the existing neighborhoods.



This is an example of a duplex home that, due to its style and scale resembles a single family home.

Multiple-Family Residential

Recognizing the need for a balance of land uses and choice and variety of housing types, the Land Use Plan sets aside substantial areas for apartments, senior high rise, attached townhouses, and similar multiple family dwelling types. There are several areas in the city designated as multiple-family residential. Most of these areas are in the northern portion of the city or adjacent to major thoroughfares. Multiple-family designation has been added to areas along Lincoln Road to promote duplex, triplex and quadplex housing types. It is expected that new dwellings in that area are compatible with the scale of existing single family homes.

Office

For many years, office development has generally been isolated from other development areas in the city, as was the case in many other suburban cities in the region. This Master Plan envisions more integrated uses to promote walkability as well as encourage flexibility of building use. This suggests a blend of local service, professional and general office uses into traditional office developments, as well as commercial uses that serve office users.

Commercial

The commercial areas shown on the Future Land Use map reflect a general designation that covers a broad range of goods and services. The Master Plan recognizes the need for improvements to the function and appearance of the City's linear commercial corridors. This is particularly important along John R and 11 Mile Road. The City's southern neighborhoods would benefit greatly from improvements in screen walls, landscaping, business traffic patterns, neighborhood convenience shopping opportunities, and local office redevelopment on sites presently occupied by industrial uses that do little to contribute to the walkability of the area. It is envisioned that development regulations for commercial areas will be aimed at incremental improvements for existing development/redevelopment and support the kind of flexibility needed to encourage private investment.

City Center (new category)

The city center designation covers a concentrated area for commercial and residential activities in the DDA district at 11 Mile and John R Roads. It is envisioned that in this area there will be a mix of residential, office, retail, restaurants, entertainment, gathering spaces, and recreation areas. It is also envisioned that 11 Mile and John R Roads will be transformed in such a way as to be transformed into a vibrant, compact, pedestrian-oriented downtown area. Development regulations for automotive-related services, such as drive-throughs and other facilities should strive to mitigate negative impacts to pedestrian circulation. Residential uses are encouraged in this area, including high density residential, to support the viability of downtown businesses. See the Downtown Plan section for redevelopment concepts.



The City Center area is envisioned to be redeveloped with buildings that frame public spaces and incorporate street furnishings such as benches, lighting and public art.

Mixed Use Innovation (new category)

This designation is intended to encompass existing areas within the city that are changing from older industrial and commercial uses to newer uses and are located adjacent to residential areas. This designation would encourage a mix of office, service, commercial and light industrial uses. The reuse of existing structures for new uses is a common feature in these areas, though new structures are also possible. In either case, the main goals of this designation are to support uses that demonstrate intentional connectivity within the district, to the mixed use commercial core, and to other commercial areas. Development regulations should address buffering and screening of residential areas as well as the mitigation of potential impacts such as noise, odor and lights.

Industrial

This land use designation accommodates manufacturing, processing, warehousing, storage of raw materials and intermediate and finished products, industrial service providers, industrial parks, and industrial research activities. These more intense uses are intended for existing industrial areas along Stephenson, I-75 and 14 Mile Road. These areas have reasonable protection from nearby residential areas. Some ancillary commercial uses would help improve walkability in these areas and support workers in these industrial areas.

Public and Schools

This land use designation is intended to maintain the City's history of high quality public services and its system of neighborhood schools. Overall, the Land Use Plan intends to maintain Madison Heights as a very livable city with connected, attractive and affordable neighborhoods.

Public facilities included on the plan are the civic center complex with its governmental offices, court, police, fire, and library services; the senior citizen center; and the public works and recreational vehicle storage yard.

While this Master Plan intends to maintain existing land use designations, there should be some consideration for the consolidation of public facilities, including schools. Areas designated Public and Schools may be appropriate locations for additional residential development, should they no longer be utilized for public purposes. Since most of the areas designated public and schools contain neighborhood and community park facilities, such as playgrounds and other open space, any new residential development should maintain some neighborhood park space. Those public and school areas that front on major thoroughfares could potentially be good opportunities for the type of duplex, triplex and quadplex residential development described in the single family residential land use category, while those public and school sites that are more interior to neighborhoods would generally continue the pattern of single-family residential development around them.

Recreation

The Land Use Plan recommends continuing the City and County's established system of neighborhood parks, community park-playfields, and the recreation corridor associated with the Red Run Drain. These areas are envisioned to continue as recreation areas and are maintained and improved as noted in the city's Recreation Plan.

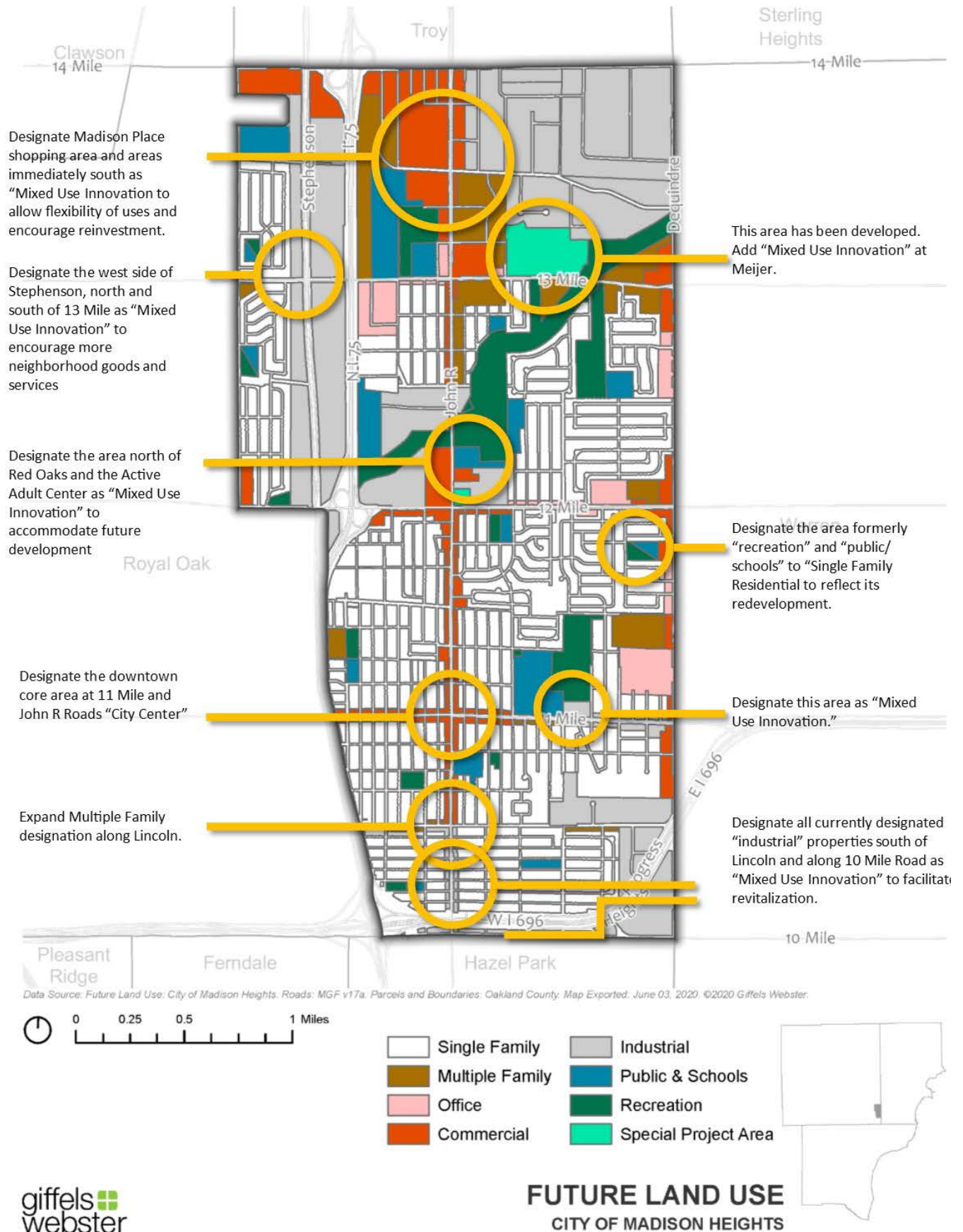


A Little Free Library station, located in front of the Lamphere Early Childhood Center on Dorchester Avenue, promotes walkability and social interaction in the Campbell neighborhood,

Conservation (new category)

This land use designation intends to recognize and conserve natural areas within the city that are generally undeveloped and contain unique natural features. Conservation land use includes publicly owned and publicly managed conservation lands. These areas may contain environmentally sensitive resources and important habitats. Within these areas, most development is prohibited, other than limited development associated with education and observation of natural resources.

MAP 7-4. ANNOTATED CHANGES TO FUTURE LAND USE MAP



MAP 7-5. FUTURE LAND USE MAP



Redevelopment Sites

To implement the goals of this Master Plan, three specific redevelopment sites have been identified by the City that are currently vacant or under-utilized, given their location, unique features, and size. Concepts for redevelopment of these suggest key components that are envisioned and approaches to facilitate redevelopment.

Redevelopment Site: Madison Place

This site is currently zoned B-3: General Business. Permitted uses include retail, commercial, office, car sales schools and restaurants; outdoor sales, auto repair, commercial recreation, motels and high-rises are permitted as special land uses.

The site is part of a larger, 46-acre commercial parcel developed with big box regional commercial uses, including a Dunham's Sports, Big Lots, and similar stores located north and east of the site. Uses to the west are multiple family, and the Lamphere High school is south of the site across Whitcomb Ave.



The site is currently vacant ,although sidewalk are present



A multi-family development with rear-facing garages will create a walkable environment and provide housing with easy access to the shops and services in the DDA district and throughout the city.

MADISON HEIGHTS OPPORTUNITY ZONE

What is an opportunity zone?

An Opportunity Zone is an economically distressed community where private investments, under certain conditions, may be eligible for capital gain tax incentives. Opportunity Zones were created under the 2017 Tax Cuts and Jobs Act, to stimulate economic development and job creation, by incentivizing long- term investments in low-income neighborhoods. Additionally, localities can qualify as Opportunity Zones if they have been previously nominated for the designation by the state. There are more than 8,760 designated Qualified Opportunity Zones located in all 50 States, the District of Columbia, and five United States territories. Investors can defer tax on any prior gains invested in a Qualified Opportunity Fund (QOF) until the earlier of the date on which the investment in a QOF is sold or exchanged.

Where is the opportunity zone?

Madison Heights has one Opportunity Zone within the city. It is located in the northernmost portion of the city between 13 Mile Road and 14 Mile Road, and I-75 and Dequindre Road.

How does the opportunity zone support redevelopment?

The Opportunity Zone program is designed to incentivize long-term real estate investments because properties held for longer periods of time qualify for larger benefits and reduced capital gains taxes. By investing in an Opportunity Zone investors and developers receive additional financial benefits.

Source: U.S. Economic Development Administration

Madison Place Redevelopment Site (northwest area of city)



Land Use

The previous Master Plan suggested this area be developed with a mix of commercial, office, retail and auto-related uses and this plan changes the designation for this parcel to mixed use innovation to accommodate a variety of uses. A significant portion of the surrounding land to the east and south is developed with big box-type retail; yet, the long term outlook for retail establishments in such large formats is not positive. The market study suggests that growth in retail will be limited without the addition of new rooftops. Dense, walkable housing near goods and services is desired by multiple age groups.

Building Form

Rather than replicate the adjacent multi-family developments, this site could provide additional density the a more compact site development. Currently, the Zoning Ordinance permits mixed use high-rise buildings, with heights over 30' determined via a formula that limits the height, bulk and density based on land area. The other option to increase height is via the PUD process, where the city could relax some dimensional standards as a trade-off for additional amenities.

Transportation

The site currently has sidewalks that connect into a network which serves the are between 13 to 14 Mile roads, from I-75 to John R. This block includes a healthy mix of commercial, retail and recreational opportunities that are easily walkable. Enhancements in signage and crosswalk markings along Witcomb Ave would make the immediate area safer, while long term the city should look to provide safer connections across mile roads and major thoroughfares such as John R. Road.

Sustainability

Development on this site should be based on a framework of sustainable building and site design practices that offers a model for development and redevelopment elsewhere in the city. The use of low-impact design, pervious paving materials, and native landscape materials should be prioritized.

Development of the District

Zoning for the parcel is currently B-3 General Business. Future amendments to this district, or creation of a new district, should provide for a mix of uses in order to reflect the planning aspirations reflected in this document.



Above: Renderings of a potential multi-family development.

Below: A multi-family development with reduced setbacks could create a more pleasant streetscape and bring activity to the sidewalk .



Redevelopment Site: 10 Mile and Dequindre

This site is currently undeveloped and zoned B-1: Local Business. Permitted uses include general retail business, personal service establishments, office uses for such professions as doctors, lawyers, dentists, chiropractors and similar, second-floor residential, and restaurants. Surrounding parcels to the west and north are zoned M-2: Heavy Industrial and are developed with industrial office uses including heating and cooling, tool and die, and graphite components machining. The northwest corner of the site borders housing zoned H-M: Mobile Home. The site also has high accessibility to major thoroughfares like I-696 and I-75. East of the site is the border with the City of Warren and south of the site across 10 Mile Road is the border with the City of Hazel Park.

A significant new development, initiated a few years ago, is taking place at the former Hazel Park Raceway, at 10 Mile and Dequindre in Hazel Park. With over a million square feet of warehousing and industrial space already built, another million square feet is currently under construction. A significant portion of the development is used as an Amazon distribution center, but the development also includes several automotive industry suppliers. With a current employment of about 2,800 people, the additional space will undoubtedly employ more people.

Land Use

This parcel is the first property seen when entering the City of Madison Heights from south Dequindre Road or east 10 Mile Road. The site is part of the larger southeast corner of the city designated at industrial on the future land use map. The previous Master Plan suggested this area be developed with a continuation of the industrial uses currently existing along 10 Mile Road and Dequindre Road. However, the site offers the unique opportunity to function as a gateway property to the city. This redevelopment site is located at the corner of two major roadways with high traffic volumes. A high density of workers operate out of the Tri-County Commerce Center—home to Amazon, LG, and Bridgewater Interiors—as well as the adjacent industrial offices. Given these nearby large-scale facilities,



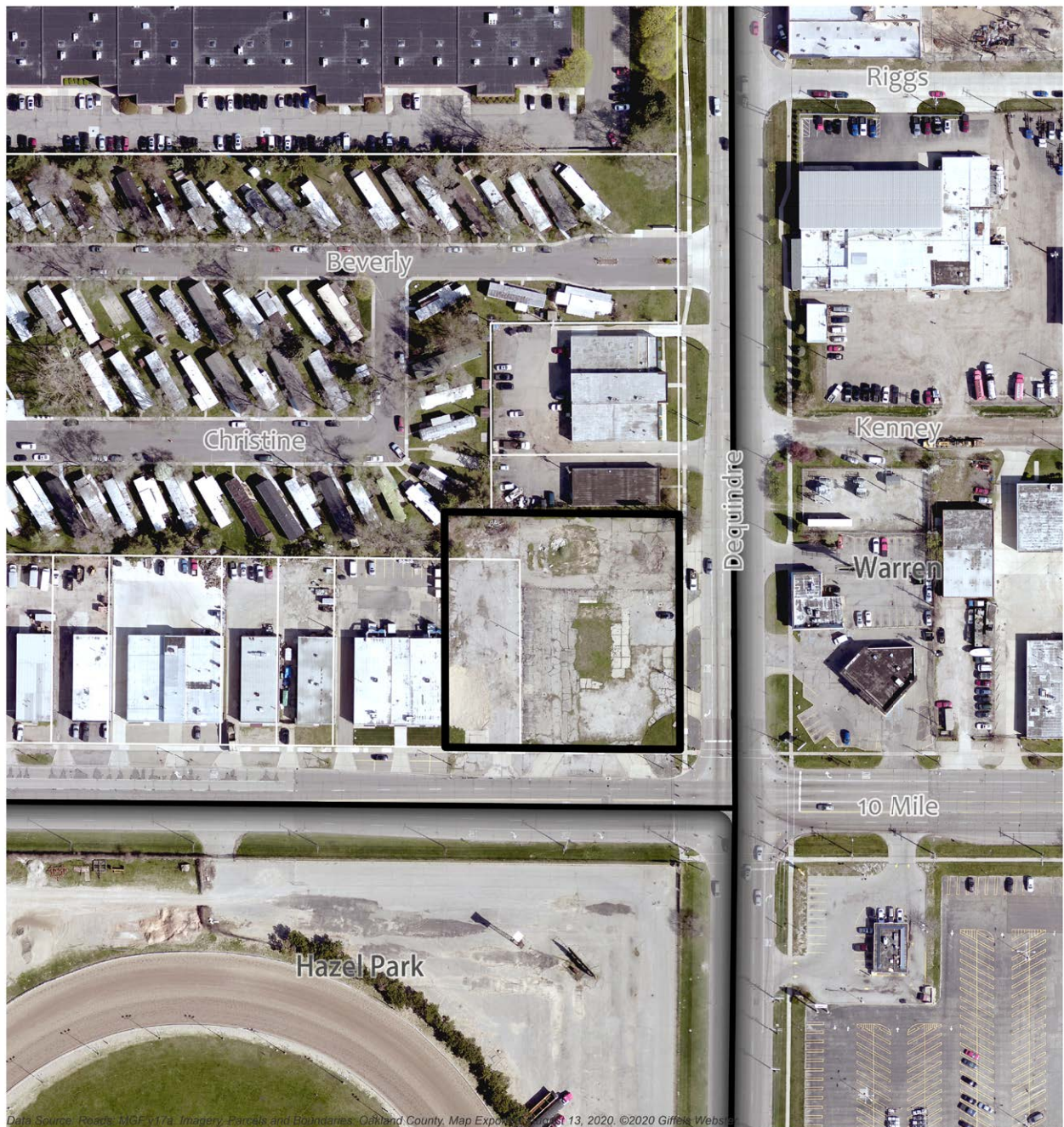
Site (foreground) with redevelopment in Hazel Park (background)

this area is well-suited for smaller scale redevelopment that supports entrepreneurial and incubator uses as well as kinds of commercial uses that support the nearby workforce.

Building Form

Rather than replicate the existing building form in the area, this site should set a new standard. Currently, the Zoning Ordinance permits building heights of one story or 20 feet in the B-1 district. Most of the building along 10 Mile Road and Dequindre are one story; however, additional height allowances may facilitate the preservation of open space or may leave room for future expansions. The current zoning requirement of a 5-foot front yard setback allows for future developments to be built closer to the lot line which creates room for rear yard parking. The B-3: General Business designation allows for two-story, 30 feet developments with minimal front setbacks. Ideally, B-3 zoned would enable future developments to make better use of height in addition to supporting functional rear parking.

Building façades should break up the massing of the older, smaller structures along 10 Mile Road and Dequindre and provide character that reflects a welcoming environment to the City of Madison Heights. To create a more cohesive identity for the area, the spaces between buildings should be intentionally designed and include landscaping, sidewalks and pathways, lighting, art, and other elements that contribute to a sense of place that is missing in this area. This is a critical element to make this area stand out and appropriately welcome people to the City of Madison Heights.



Data Source: Roads: MGF V17d; Imagery, Parcels and Boundaries: Oakland County, Map Express, August 13, 2020. ©2020 Giffels Webster



giffels
webster

AERIAL
10 MILE/DEQUINDRE
CITY OF MADISON HEIGHTS





Two-story commercial and office space.

Transportation

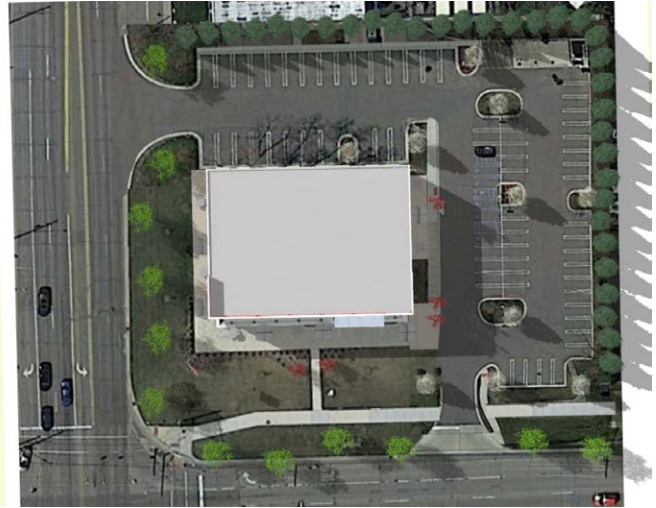
All parts of the site should be served by non-motorized transportation facilities that connect to adjacent sidewalks, roadways and sites. Connections and wayfinding signage should be provided to the existing sidewalk network. It is anticipated that vehicular access will tap into the existing street network.

Sustainability

Development on this site should be based on a framework of sustainable building and site design practices that offers a model for development and redevelopment elsewhere in the city. The use of low-impact design, pervious paving materials, and native landscape materials should be prioritized. Redevelopment of the site should seek to mitigate impacts of any industrial usage and support increased tree cover as much as possible.

Development of the District

Zoning for the parcel is currently B-1: Local Business. Future amendments to this district should reflect the planning aspirations reflected in this document.



This site design allows for rear parking and substantial landscaping at the intersection. (Source: Google Maps)



8. Downtown Development Authority

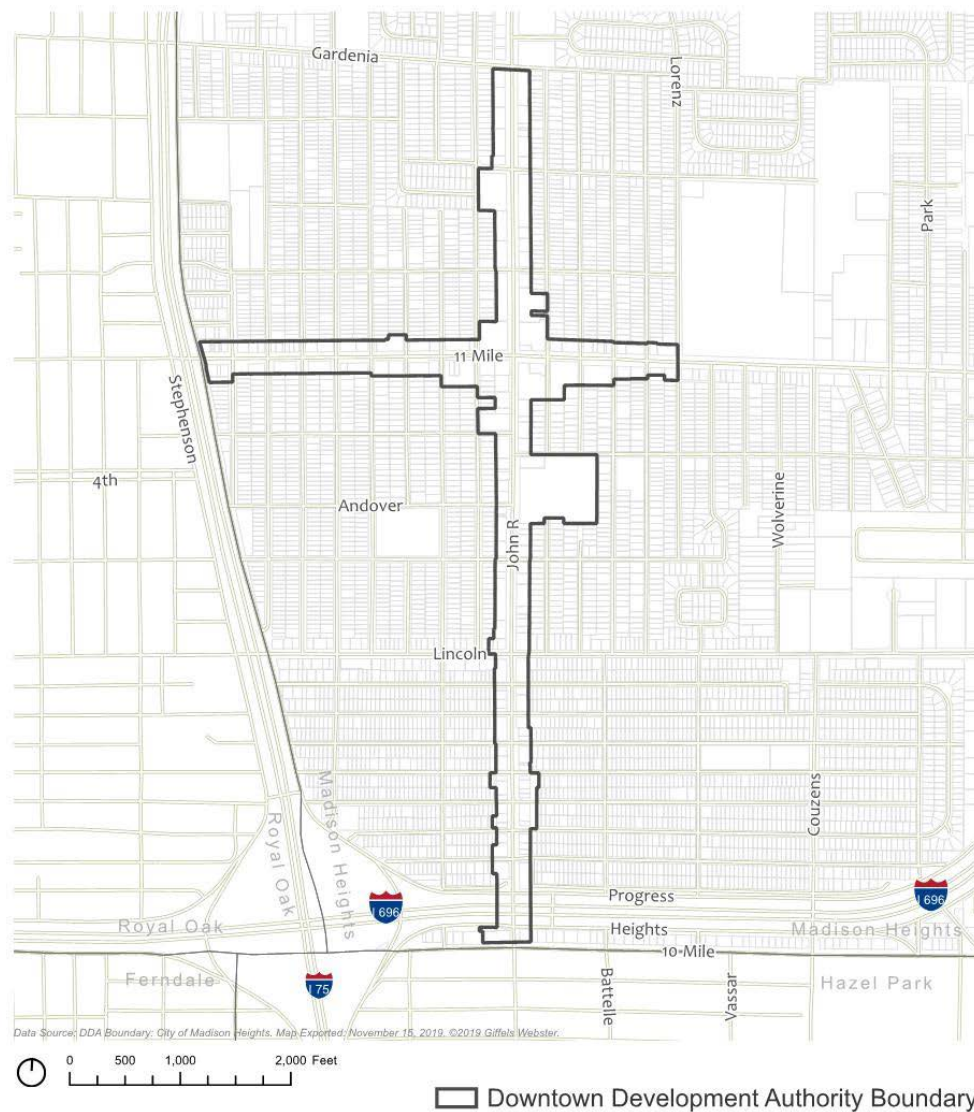
Downtown Development Authority

Background

The City of Madison Heights' Downtown Development Authority (DDA) was created in 1997 and a corresponding Tax Increment Financing and Development Plan was adopted for the district in 1998. The DDA district includes properties along John R Road from Gardenia Avenue to 10 Mile Road and along 11 Mile Road from I-75 to Lorenz Street. The DDA Board is comprised of thirteen members that represent local businesses and property owners in the John R and 11 Mile commercial district. The Madison Heights DDA adopted the current Tax Increment Financing and Development Plan in 2017 which serves the city until 2038.

The 2017 Plan is summarized here and additional recommendations related to this Master Plan follow.

MAP 8-1. DOWNTOWN DEVELOPMENT AUTHORITY BOUNDARIES



Summary of 2017 Plan

Public Input. A joint townhall meeting between the DDA Board and Madison Heights City Council was held in November 2016. Approximately 70 people participated in the group sessions, general discussion, and public input opportunities. Streetscape improvements proved to be the most important element of the DDA Development Plan visioning session. When asked to consider, “What’s going right in the DDA District?” participants identified efforts like the facade improvements, improved pedestrian amenities, alley improvements, banners and signage, and right-of-way maintenance. Participants were also asked to consider, “What could be done differently in the DDA district?”. In general, responses to this question called for a focus on new development, more city-wide events, proactive code enforcement, and the creation of a strong DDA district identity. Finally, participants were asked, “What is your vision for the DDA District over the next 20 years?” Participants’ vision included public gathering spaces and parks, family-friendly events, sustainable infrastructure, 11 Mile and John R redevelopment, promotion of the I-696 and I-75 gateway, incentive programs for businesses, and a walkable, non-motorized district.

Project Improvement Plan. In the past, the DDA funded projects including the Clock Tower construction and maintenance, public alley improvements, hanging flower baskets, facade improvements, holiday displays, and improvements at the John R and 11 Mile Road intersection. In the 2017 DDA Development Plan, community stakeholders and the DDA Board Members identified new priority projects for the district.

Marketing and Branding Projects. Streetscape improvements were considered the highest priority during the DDA Development Plan visioning session. As a result, the DDA decided to continue funding streetscape improvements and permanent ID elements. This project focuses on adding wayfinding signage, welcome signs, benches, and bus shelter signage to the DDA district. This project also expands the successful Permanent Address Plaque program. The marketing and branding project category includes the 11 Mile and John R corner development project which aims to create a sense of place by incorporating focal features and landscaping at the intersection. Next, the DDA plans to support the creation of an interactive website and social media pages for the DDA district businesses. Additionally, the DDA Development Plan identifies the bike rack design competition and program, facade improvement grant, right-of-way tree plantings, code enforcement, acquisition and demolition of DDA parcels, and sign grant program as priority projects for funding.



Maintenance Projects. Maintenance projects in the DDA district ensure that the greenbelt is preserved and continues to create cohesion in the district. These projects include the right-of-way grass cutting, weed control, and trash pick-up, maintenance of the 11 Mile and John R clock tower, and upkeep of the custom trash receptacles within the DDA district. The DDA Development Plan also recommends expanding the public alleyway improvement program and commissioning a traffic calming study to mitigate the impact of the major thoroughfares in the DDA district.

Event Projects. The DDA Development Plan focuses on events as a tool to showcase local businesses and encourage people to visit the DDA district. The event projects include a Farmer's Market or Artisan Market, continued support of the Art Challenge and Taste Festival, DDA block parties, a food truck rally the Fire Station #2 Open House, a joint Homecoming celebration event in conjunction with the high school, and a DDA sponsored scavenger hunt throughout the district.

Tax Increment Revenue. All of the projects selected in the DDA Development Plan are funded by the district's Tax Increment Financing (TIF) plan. The TIF Plan allows the DDA District to capture the incremental increase in property taxes that result from improvements and use those funds to support public projects and continued improvements.



City of Madison Heights Clock Tower



Bike Rack designs submitted via the Madison Heights' DDA Art Challenge

Additional DDA District Improvements

The 2017 DDA Development Plan focuses on several promotion and maintenance related projects to enhance the district. This Master Plan recommends additional improvements that focus more heavily on design standards, building form, and land use to help transform the DDA district into a high-quality, walkable, and recognizable commercial corridor.

Building Form. Addressing the building form for future developments in the DDA district will help encourage a more walkable and visually appealing downtown. Site design standards that require enhanced landscaping like kneewalls, tree plantings, outdoor lighting, and parking lot landscaping will support the DDA's vision for improved streetscapes and community character. In addition, site design standards can require high-quality and sustainable building materials for future developments which will improve the appearance of the DDA district. Design standards also help to provide public amenities within the district. Special standards within the DDA district may require new developments to include bicycle parking, benches, outdoor seating, or improved signage to align with the DDA Development Plan.

Gateways. Gateways are a tool used to create interest and define an area. Gateways are monuments or landmarks that demarcate entry points to a city, district, or neighborhood and signal to travelers or residents that they have entered into a special place. For the DDA, gateways located at either the John R and 11 Mile intersection or at the four entrances to the DDA district would create visual continuity and a defined sense of place. Importantly, gateways can be placed strategically to allow pedestrians as well as drivers to interact with them.



Gateway rendering in Citrus Heights, CA. Source: City of Citrus Heights



"Gateway Wings" on the New York Avenue Bridge. Source: Kent Bloomer Studio

Future Land Use and Mixed Use Districts. The DDA could also encourage innovative development by employing a Mixed Use land use designation in the district. Implementing mixed use districts within the DDA allows for larger redevelopment projects and ultimately encourages the diverse developments needed to sustain a healthy downtown environment. A mixed use district can also allow upper floor residential development which will increase the density of people within the DDA district and expand the housing options offered in Madison Heights.

Currently the Future Land Use Map for the DDA indicates that parcels along John R between 11 Mile and Lincoln will be zoned Commercial. The properties along John R between Lincoln and 10 Mile are to remain Industrial. The Mixed Use Commercial Core designation proposed in the Future Land Use section offers the opportunity to modernize the DDA district along John R from Lincoln to 11 Mile Road. The existing industrial uses on the southern section of John R could be designated as a new Mixed Use Innovation district to promote thoughtful redevelopment of the DDA's mostly industrial southern district.

Physical Appearance. As the city focuses on the creation of a downtown in its DDA district, the development of an identity is essential. The most evident factor in downtown identity is appearance. The physical attributes of downtown may be the only impression people have of the community. The quality and character of buildings—and the spaces between buildings—provide the context for the story of downtown.

Quality Building Materials. The type and quality of materials used in downtown buildings contribute to the overall character of the downtown. Natural materials such as wood, brick, glass and stone are long-lasting building materials that suggest permanence and should be used whenever possible.

The proportion of materials on a building is important; the bulk of the building should be one main material that is enhanced with complementary materials. High-quality accent materials at the ground level add to the feeling of attention to detail and appeal to pedestrians. The addition of unique building lighting and door hardware also adds interest at the street level.

Engaging Street Walls. Often people come downtown for one purpose: to visit a specific shop, restaurant, or other use. Yet, frequently people find that parking in front of that one destination is not available. Rather than send these people elsewhere, downtowns are challenged to offer engaging places, so that wherever parking is found, there is something interesting to see and do along the way. This may be done by creating a continuous “street wall,” that engages the public and creates visual interest from parking areas to various destinations.

The purpose is two-fold: 1) provide a continuous line of shops, restaurants, and other venues as well as interesting public spaces that capture the attention of the strolling pedestrian, and 2) generate interest in products and services that attract visitors into local businesses.



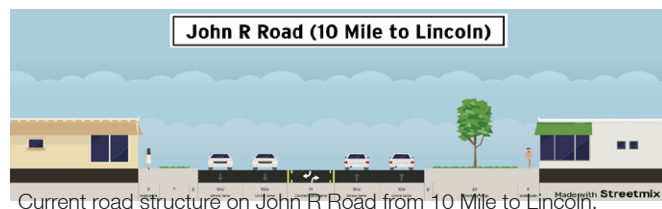
This display window for a dental office in downtown Adrian, Michigan highlights jewelry from a local artist.



This streetwall in Marshall, Michigan incorporates planter boxes, outdoor displays, and bicycle parking.

A key method to accomplish this is to provide large expanses of clear glass at the pedestrian level. For shops offering products for sale, attractive simple displays should be placed behind the storefront glass and changed frequently. Restaurants can offer dining tables, inside and outside, that allow people to watch other people (both restaurant patrons as well as pedestrians walking by on the sidewalk). Even offices that do not offer their own products for sale can enhance window displays with art and other items.

Market conditions can impact ground floor uses. Changes in retail and/or down cycles may mean more office or service uses for ground floor spaces. For 11 Mile and John R Road frontages, allowing up to 50% of a block face to have residential, office or service uses provided the ground floor, building design and site layout contain the components that positively contribute to a lively streetscape that will facilitate later conversion to retail. Any non-retail frontages will require design elements to engage the pedestrian and foster the engaging streetwall concept described above. Uses can support the pedestrian experience if window displays are maintained or if the office / service uses provide something to see, such as an architect working on plans for a new building, a shoe repair service repairing worn shoes, etc. If the storefront design offers large windows and is adaptable to retail and office uses, it enables the ground floor space to be more resilient, and it can also support the downtown pedestrian experience.



Vibrant Public Realm. The public realm is defined as the spaces framed by buildings: sidewalks, streets, plazas, alleys, passages, parking lots, and other open spaces. In most cases, when buildings are set at the property lines, the areas framed by buildings is public space. Sometimes buildings are set back from the property line and that space may be perceived to be public space and also presents opportunity to engage the public.

The public realm presents the opportunity to shape the character and feel of the downtown through street furniture, art, landscaping, and lighting. A road diet along John R and 11 Mile Road could support the DDA's vision for a more walkable, safe commercial district. Road diets reduce the speed of vehicular traffic and oftentimes allow for on-street parking amenities. A John R and 11 Mile road diet could also create the opportunity for protected bike lanes and expanded right-of-way landscaping and pathways. The concepts noted earlier that create an engaging street wall apply to the public realm as well since these spaces knit the various parts of downtown together.

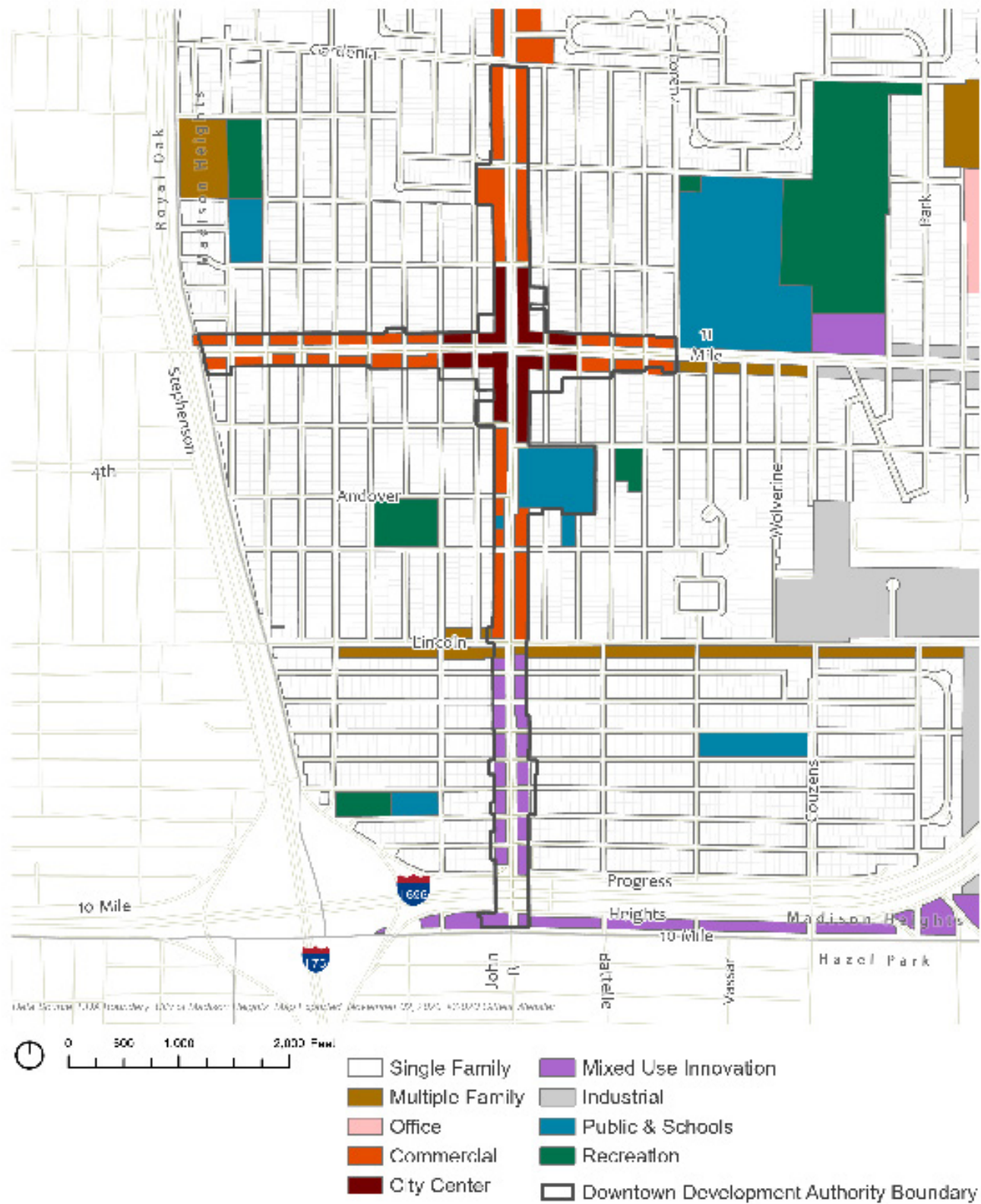
Areas around buildings contribute to the public realm, particularly when they are adjacent to a sidewalk. The concept of a “flex zone” is an area close to a building where there is room for outdoor dining, landscaping and decorative planters, and, where permitted, temporary display of outdoor merchandise. Where windows are present, this area is generally open for pedestrian viewing into the premises. There should also be a pedestrian walkway zone on the public sidewalk that is reserved as a clear area for pedestrian movement from building to building and block to block. Between the sidewalk and street is a good area for a landscaping and furnishing zone that will contain street trees, lighting, trash receptacles, and benches.

The width of these three zones will vary with the width of the sidewalk. In general, the flex zone should be a minimum of two feet wide, the pedestrian path zone should be a minimum of six feet wide and the furnishing zone should be a minimum of four feet wide. This equals a 12-foot wide cross section from the face of the building to the back of street curb. Reducing the pedestrian zone to five feet will still allow full use by people of all abilities, but makes it more challenging for opposing pedestrian traffic to cross paths comfortably. In cases where 11-12 feet is not available, the flex zone and furnishing zone become smaller and less functional.

The Building Frontage and the Storefront. An interesting and pedestrian-oriented storefront and frontage is part of the fabric of a traditional walkable shopping district. It is not cookie-cutter in design and materials, but it has key elements that create human proportion and make pedestrians feel welcome. When windows are framed or accented with lintels, mullions, and sills, it finishes the opening and assists in creating a human scale. Awnings and canopies provide shelter from sun, rain, and snow. They also provide a support system from which hanging signs can be installed to guide pedestrians to a store.

There are several key ingredients that can be distilled into a form-based zoning code that would help create the type of building forms desired. These include the following: Significant ground floor glazing to promote pedestrian interest and interaction between 3 feet and 8 feet above the sidewalk, vertically proportioned upper level windows, consistent wall signs along a band between the first and second floor, and use of awnings to protect pedestrians from the elements. Typically, a minimum of 60 percent ground floor glazing, between three feet and eight feet above ground level and 15-20 percent glazing for upper levels reflects the general character for downtown buildings. A form-based code for the downtown can calibrate specific elements and make them a requirement of new development or redevelopment sites. This is a key implementation tool that can make these important planning elements a reality.

MAP 8-2. DDA BOUNDARIES WITH FUTURE LAND USE PLAN



Redevelopment Site: Northwest Corner of John R & 11 Mile

This site is bounded on the south by 11 Mile Road, on the east by John R Road, and on the north by University Avenue. Most of the site ends at an alley on the west side, though the southern portion extends the full block to Brush Street. It is currently zoned B-3 General Business. Permitted uses include retail and service businesses, private clubs, indoor restaurants, private schools, auto sales, medical and professional offices, banks, and churches. Drive-through uses, outdoor recreational uses, veterinary clinics, gas stations, car washes, motels and outdoor sales are permitted with special approval.

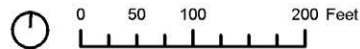
Surrounding parcels to the east, north and south, and to the west along the 11 Mile frontage, are similarly zoned and are developed with a variety of small commercial uses, including auto sales, a gas station, a pharmacy, carry-out dining, and retail. The rest of the property to the west is single family homes with R-3 zoning; these homes are part of the Edison neighborhood, which is among the most walkable neighborhoods in the city. One of these homes accesses its garage from the alley; the west side of the alley is otherwise screened by a masonry wall. The site falls within the Downtown Development Authority district.



A view of the northwest corner of John R and 11 Mile shows the vacant portion of the redevelopment site

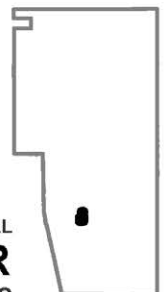


Data Source: Roarks MGF v17a; Imagery, Parcels and Boundaries: Oakland County, MI; Expired: April 06, 2020; © 2020 Giffels Webster



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webster

AERIAL
NW 11 MILE/JOHN R
CITY OF MADISON HEIGHTS



Land Use

This parcel is near the heart of the DDA area; two of the four corners of the 11 Mile/John R intersection already feature highly recognizable structures in the form of the clock tower on the southeast corner and the historic Telway restaurant on the northeast corner. When redevelopment of this site occurs, special attention should be paid to its presentation toward the northwest corner of the intersection; ideally, this would be in the form of a public amenity and/or a visual icon such as a work of public art. This could include branding the site with a name that indicates its situation within the community, such as Edison Corner.

Public input regarding this site ran overwhelmingly toward a desire to see it redeveloped with something that would enhance the neighborhood, either in the form of a destination such as a sit-down restaurant, an essential retail establishment such as a small grocery store, or a mixed commercial/residential project. Given the relatively high walkability of the adjacent Edison neighborhood, with its generally healthy housing stock and population of families, it would be sensible for the use of the property to tangibly tie back into the neighborhood.

Building Form

Rather than replicate the existing building form in the area, this site should help evolve the district toward a more pedestrian-oriented form, with parking generally located behind the buildings. Building façades should break up the massing of new, larger structures and provide character that reflect a place where people congregate, not cars. To create a more cohesive identity for the area, the spaces between buildings should be intentionally designed and include landscaping, sidewalks and pathways, lighting, art, and other elements that contribute to a sense of place that is missing in this area. This is a critical element to make this area stand out and stand the test of time.



Rendering of a potential development at 11 Mile and John R. Reduced setbacks and rear parking create a appealing streetscape.



The alley is in active use, primarily for the commercial side, though one home does have garage access via a gap in the wall.

Currently, the Zoning Ordinance offers some flexibility with regard to the 30-foot height limit of the B-3 district, based on proposed use. However, the mixing of commercial and residential uses is not permitted in this district at present. The B-3 district does not require side setbacks between commercial uses, and has only a 5-foot front setback, indicating that the regulations already in place would accommodate pulling buildings forward to the front of the lots and developing the land in a manner that encourages local foot traffic.

Transportation

The site is located on multiple SMART routes, and accommodation for a covered stop or stops should be considered as part of site design. The sidewalks are already connected to the sidewalks in the Edison neighborhood, and this should be carried forward. The provision of bike parking would facilitate more non-motorized travel from nearby homes. Vehicular access should be primarily via the alley.

Sustainability

Development on this site should be based on a framework of sustainable building and site design practices that offers a model for development and redevelopment elsewhere in the city. The use of low-impact design, alternative energy, and native landscape materials should be prioritized.

Development of the District

Zoning for the parcel is currently B-3 General Business. Future amendments to this district, or the creation of a new district, should reflect the planning aspirations reflected in this document, including permitting upper floor residential uses under certain circumstances.



9. Thoroughfare Plan

Thoroughfare Plan

The following chapter describes the thoroughfare plans for the City of Madison Heights. The components discussed in this chapter will establish a vision for the road network in Madison Heights while considering factors such as complete streets, access management, roadway capacity, and site design. The existing roadway classifications discussed in the existing land use chapter of this document provide the basis for understanding what roads provide certain functions.

Madison Heights is considered fully developed, and the existing local street pattern has seen very few changes over the past 30 years. The only notable change was the expansion of John R., which was widened from two lanes to five between 10 and 12 Mile Roads. This improved access to I-696, which provides east-west freeway access in the region. The other major freeway in the region is I-75 and runs through the western portion of the city and provides with convenient north-south freeway access. Based on the existing conditions and future land use plan and Oakland County right-of-way plans, the following observations should be considered:

- The proposed changes to the future land use plan are not anticipated to generate significant additional traffic
- Increased traffic volumes on John R have led to access management challenges
- There are no major commercial opportunities or additions planned in Madison Heights that would significantly impact local traffic patterns
- There are several intersections and road segments with a disproportionate number of crashes and these present the greatest opportunity for addressing safety needs

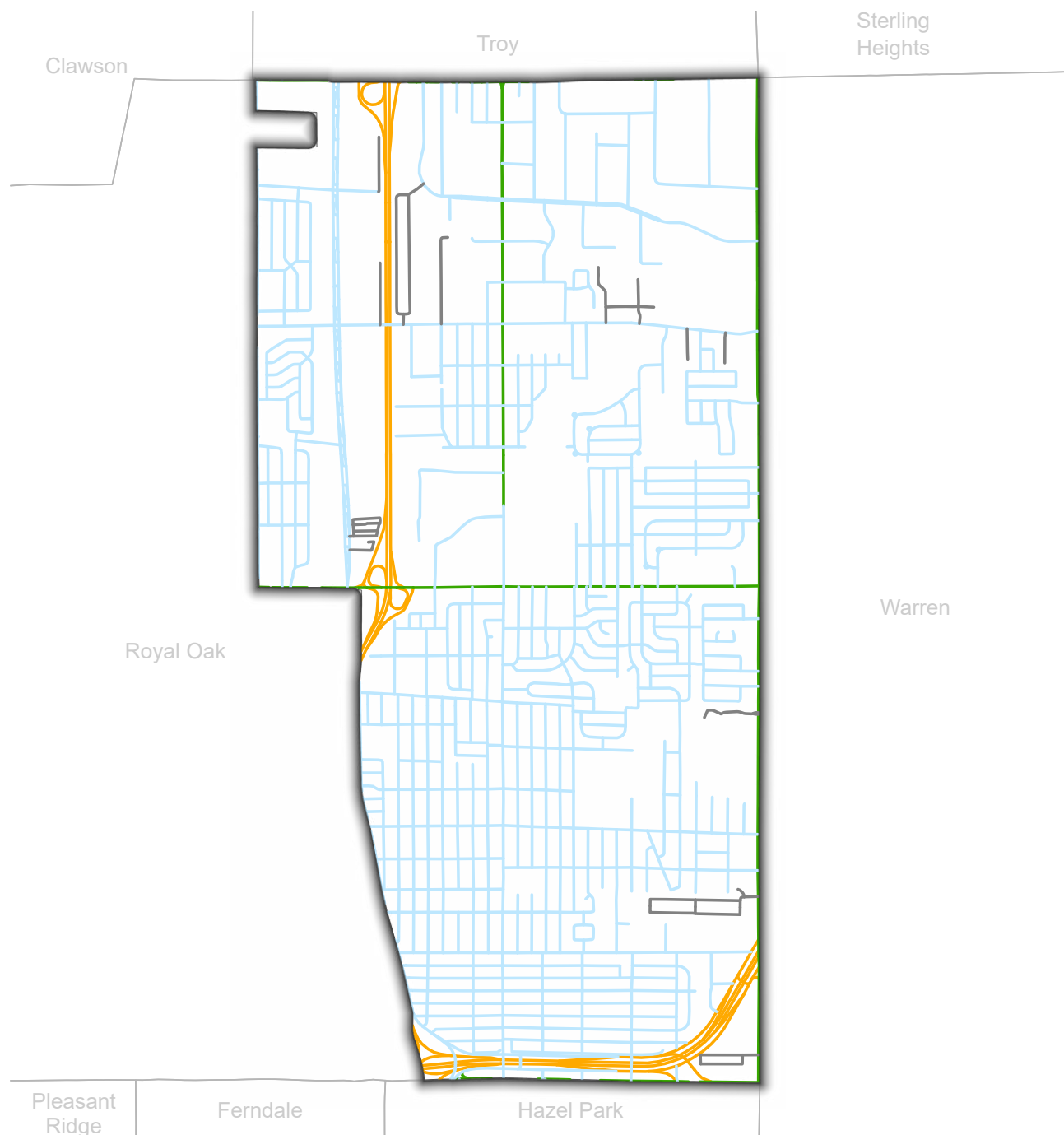
Future Right-of-way

Road rights-of-way provide places for various public utilities and can have an impact on the appearance and design of streetscapes as the dividing line between where rights-of-way end and private property begins is often blurred. Because of this combined function and importance, the system of roads in a community can impact economic conditions, environmental quality, energy consumption, overall quality of life in a community.

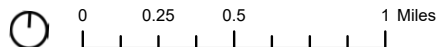
It is important to note that the rights-of-way in Madison Heights are not all controlled by the city and some may be widened or improved with little city control. This relationship is important to understand, as some roads are split and some are completely under county or federal control. For example, the road jurisdiction map on the following page shows that 10, 12 and 14 Mile Road are under county control, while 11 and 13 Mile Roads in Madison Heights are under city control. John R also changes jurisdiction north of 12 Mile, where it switches from local to county control. I-75 and I-696 are part of the federal highway system.

The planned right-of-way widths for each type of road for all roads under their jurisdiction are established. Refer to the map on the following page for future right-of-way widths and road classification. The city should further review how these widths impact the existing development, traffic counts and pedestrian safety

MAP 9-1: ROAD RIGHT-OF-WAY JURISDICTION



Data Source: Roads: Access Oakland, Oakland County Roads and Madison Heights Street Systems, amended 2014. Parcels and Boundaries: Oakland County. Map Exported: February 10, 2021.
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- State
- County
- City
- Private



Complete Streets

Complete Streets' is a term used to describe a transportation network that includes facilities for vehicles, pedestrians, cyclists, and other legal users of all ages and abilities. Complete Streets provide transportation choices, allowing people to move about their communities safely and easily.

In most communities, including Madison Heights, even with a sidewalk network that lines most of the city streets, public input suggests that people do not think the city is walkable. Why is this? There are a number of reasons, including the aesthetic conditions along major roadways, the lack of pedestrian crossings and the lack of destinations to which people want to walk.

In the city, the road rights-of-way provide places for various public utilities and can have an impact on the appearance and design of streetscapes as the dividing line between where rights-of-way end and private property begins is often blurred. Because of this combined function and importance, the system of roads in a community can impact economic conditions, environmental quality, energy consumption, land development, and overall quality of life in a community.

Communities that adopt Complete Streets policies acknowledge the problems with current transportation facilities and recognize that implementing Complete Streets strategies will make their communities better places to live and work. Some of the benefits are highlighted in this section.

Safety

Safety plays a major role in non-motorized travel. Perceptions of the safety of non-motorized travel strongly influence decisions about alternative modes of travel for many. Data from previous studies has shown that high vehicle speeds contribute to unsafe roadways for pedestrians, and thus the likelihood of accidents that lead to fatalities.



On an average, a pedestrian was killed every **88 minutes** in traffic crashes in 2017.

According to the National Highway Traffic Safety Administration and the Insurance Institute for Highway Safety:

- Since 1990, pedestrian fatalities increased by 208, a 3.4-percent increase. The 2018 number of pedestrian fatalities (6,283) is the highest since 1990 (6,482 fatalities). Over 40 percent of these pedestrian fatalities occur on roads that have no crosswalks (Ernst and Shoup 2009).
- Pedestrian fatalities in urban areas increased by 69 percent since 2009; rural areas increased by 0.1 percent.
- In Michigan (2016), 2,349 pedestrians were involved in 2,232 motor vehicle crashes; 165 (7%) were killed and 1,852 (79%) were injured.

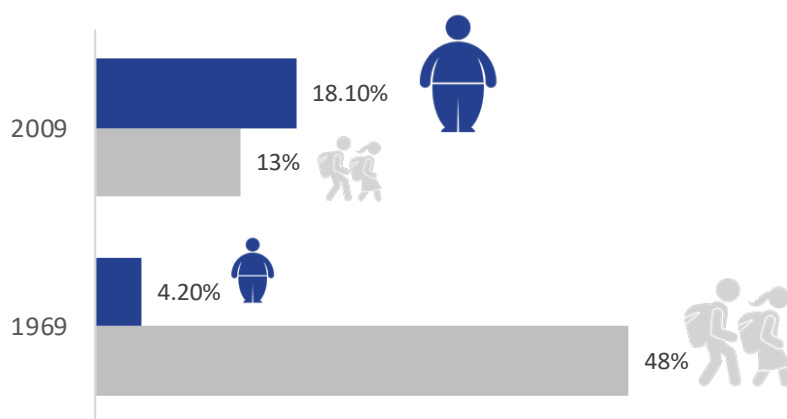
Complete Streets reduce bicycle and pedestrian accidents by increasing the safety factor. Complete Streets also improve vehicle safety. A common practice to improve vehicle safety while providing additional space for bicycle and pedestrian is 'road diet'. This involves reducing either the width or number of travel lanes to make space for shoulder or bike paths. Before-and-after comparisons conducted in several states show that the road diet reduced traffic crashes between 18 and 43 percent while also increasing bicycle and pedestrian travel (Pawlovich et al. 2006).

Promote Healthy Lifestyles

Beyond the obvious choice and safety, there are other reasons communities should consider how complete their streets really are. As many people struggle with their weight, communities battle rising public health costs for chronic conditions associated with obesity. Over the past 25 years, obesity rates have skyrocketed across the country. According to the Centers for Disease Control and Prevention (CDC) reports that between 1989-2018, obesity rates in Michigan rose from less than 14% to nearly 33% of the population. Additionally, childhood obesity rates have risen dramatically, while the percentage of children walking or biking to school has dropped.

Studies have shown that walking to school is correlated with lower childhood obesity rates. According to these studies, the presence of sidewalks on most streets, nearby transit stops, and bicycle facilities can significantly increase residents' physical activity levels. The more factors that were present, the higher the activity level by residents.

CHART 9-1. OBESITY RATES/ STUDENTS WALKING TO SCHOOL



Source: How Children get to school: school travel patterns from 1969-2009

Provide access for people with limited mobility

People with limited mobility such as children, older adults, people with disabilities and low-income population are most effected due to lack of access to safe and Complete Streets. Complete Streets that provide access to grocery stores and personal services make a community livable specially for this subset of people.

In Madison Heights,

- Approximately 18% of city's population is under 18. Over 13% of the population is 65 years and older. SEMCOG population forecasts predict a significant increase in older age population by 2045 that would bring the percentage of residents over 65 to 45% of the total city population.
- About 11.8% percent of city's population is under 65 years with some form of disability, which can include sensory disabilities involving sight or hearing, physical disabilities, mental disabilities causing difficulty in learning and remembering or other conditions that make it difficult to go outside the home to shop or visit a doctor.
- About 17% of the population is under the poverty line.

These statistics show that a significant number of city residents may face limited mobility due to disability, age and income and further augment the need for adoption of a Complete Streets policy for the city.

As the city's residents age, issues of health, mobility, and socialization are critical. According to a poll conducted by AARP in 2009, 21% of Americans over 65 do not drive. Studies have shown that forfeiting the driving privilege "results in an emotional trauma much like experiencing a death for the senior. The loss of independence is a source of loss, grieving and even depression" (AARP). It is very likely that this trauma results from the fact that there are limited mobility options for seniors once driving is no longer possible.

- 56% of total older population support the adoption of Complete Streets policies.
- 47% of older Americans say it is unsafe to cross a major street near their home.

Environment

Complete Streets will provide alternate transportation options that could reduce short auto trips within neighborhoods to local retail and services. Our reliance on the automobile as a primary source of transportation leads to a sprawling infrastructure system carrying a low density of population per lane mile. Between 1980 and 2015, the percent change in vehicle miles traveled has increased exponentially (over 2.5 times) compared to the percent change in population growth for America. This demonstrates the significant reliance of people on automobiles for their transportation needs.

Shifting to alternative modes of transportation such as transit, bicycles, and walking, can help lead to corresponding public health improvements and less reliance on personal automobiles. Studies have shown that 5 to 10 percent of urban automobile trips can reasonably be shifted to non-motorized transport.

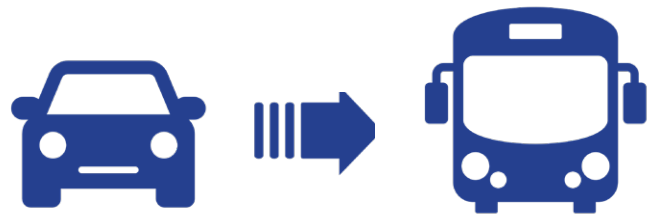
Our dependence on the automobile increases air and water pollution resulting from motor vehicles and the impervious surfaces of roads. With no other transportation options, many people drive alone and create traffic congestion for several hours each day. This wastes time and productivity, and emissions from idling vehicles contribute to increased air pollution and greenhouse gasses. Oil, gas, and chemicals from motorized vehicles collect on roads and are washed into lakes and streams by rainfall.

Economic Development

When streets in and around the residential and local business districts are redesigned with traffic calming measures and provide safe bicycle and pedestrian access, it results in increased consumer activity. Implementing complete streets will be a good place making strategy for economic development and community revitalization. In studies of shopping behavior, nearly 40 percent of



54% of older American living in inhospitable neighborhoods say they would walk and ride more often if things improved



Carbon-dioxide emissions can be reduced by 20 pounds per day or more than 4,800 pounds in a year per each commuter by using transit instead of driving










merchants reported increased sales, and 60 percent more area residents shopping locally due to reduced travel time and convenience. Complete streets support local economic development by encouraging new businesses that serve the local population of residents and workers.

The COVID-19 pandemic of 2020 has led to surge in bicycle sales and usage. In March, nationwide sales of bicycles, equipment and repair services nearly doubled compared with the same period last year. Sales of commuter and fitness bikes in March 2020 increased 66 percent, leisure bikes jumped 121 percent, children's bikes went up 59 percent and electric (e-bikes) bikes rose 85 percent. Citi Bike, New York City's bikeshare program, saw a 67% increase in use during March 2020. It makes sense to consider expanding bike infrastructure to meet increasing demand.

All Ages & Abilities

National Association of City Transportation Officials (NACTO) developed an 'All Ages & Abilities' criteria for selecting and implementing bike facilities. This guide helps communities design facilities based on contextual factors such as vehicular speeds and volumes, user type and level of comfort. The document is aimed at urban streets, but the underlying principles can be applied for all communities.

All Ages and Abilities facilities are defined by three primary factors: safety, comfortability and equitably. Safely designed pedestrian/bicycle lanes lead to more users and less accidents. It is well established that ridership is directly related to level of comfort, i.e. mixed traffic lanes vs protected bike lanes. Data has shown that bike lanes that eliminate the stress will attract all types of users, including those that are more likely to seek out buffered, protected and separated bike lanes, women, children and seniors. Low-income communities will also be benefited with well-designed non-motorized facilities. Riding a bike to work will be a preferred option than transit. The table above refers to all kinds of users that would use a non-motorized facility and the general constraints they come with. The city should consider the types of users in its long-range planning.

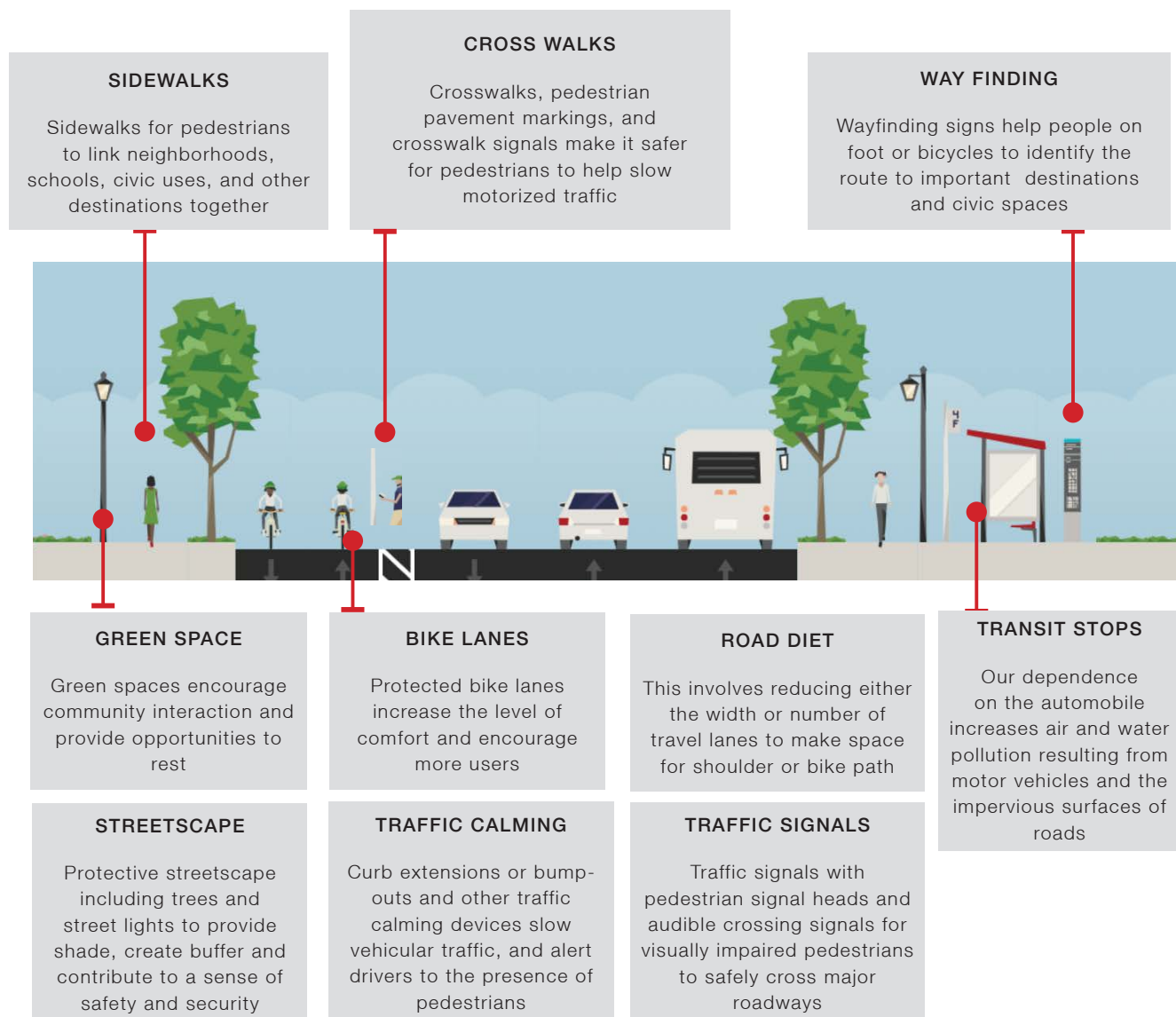
TYPE OF USERS		BARRIERS TO CONSIDER
	Children	Smaller and less visible from driver's seat
	Seniors	Lower visual acuity and slower riding speeds
	Women	Concerns about personal safety and traffic stress. Prefer buffers or barriers from vehicular traffic lanes
	People Riding Bike Share	Bike to transit or make one-way trips. Rely on comfortable and easily understandable bike structure
	People of Color	Fear of exposure to theft, assault or being a target for enforcement
	Low-Income Riders	Rely extensively on bicycles to ride to work. Access to continuous and safe facilities
	People with Disabilities	Use adaptive bicycles that require wider envelope and operate at lower speeds
	People Moving Goods or Cargo	Cannot be accommodated by facilities designed to minimal standards
	Confident Cyclists	Constitute a smaller percentage of total users, most often male. In the U.S., 76% of bike trips are made by men and 87% of competitive cyclists are male.

Complete Streets & Master Plans

In 2010, Michigan passed the Complete Streets legislation to encourage and justify the development of Complete Streets in communities. At that time, Michigan's Planning Enabling Act was also amended to require master plans to address Complete Streets. Communities that adopt Complete Streets policies recognize that

- Complete Streets provide transportation choices, allowing people to move about their communities safely and easily.
- Complete Streets policies acknowledge the problems with current transportation facilities.
- Implementing Complete Streets strategies will make communities better places to live and work.

An important element of the Master Plan process is the planning for the overall system of streets and roads in a community that provide for the movement of people and goods from places both inside and outside the community. Further, the City of Madison Heights may consider adopting a formal complete street policy to ensure all future developments, road improvements and related capital investments consider all users of the roadway. A summary of some relevant complete streets principles is displayed below.



Traffic and Safety

Adopting a right-of-way plan and understating complete streets policies are the first steps in building a transportation works that serves and is safer for all. As is noted in the complete streets section, acknowledging problems with the current transportation system is important in creating a safer system.

Elements of Complete Streets policy

The National Complete Streets Coalition (NCSC) compiled a list of ten principles underlying an ideal Complete Streets policy. The ten principles are further categorized into three phases: vision, design and implementation (as shown in Chart 9-2 below).

CHART 9-2. ELEMENTS OF COMPLETE STREETS POLICIES

VISION	Vision and intent	Includes an equitable vision for how and why the community wants to complete its streets. Specifies need to create complete, connected, network and specifies at least four modes, two of which must be biking or walking.
DESIGN	Diverse users	Benefits all users equitably, particularly vulnerable users and the most under-invested and underserved communities.
	Design	Directs the use of the latest and best design criteria and guidelines and sets a time frame for their implementation.
	Land use and context sensitivity	Considers the surrounding community's current and expected land use and transportation needs.
IMPLEMENTATION	Performance measures	Establishes performance standards that are specific, equitable, and available to the public.
	Commitment in all projects and phases	Applies to new, retro-fit/reconstruction, maintenance, and ongoing projects.
	Clear, accountable expectations	Makes any exceptions specific and sets a clear procedure that requires high-level approval and public notice prior to exceptions being granted.
	Jurisdiction	Requires inter agency coordination between government departments and partner agencies on Complete Streets.
	Project selection criteria	Provides specific criteria to encourage funding prioritization for Complete Streets implementation.
	Implementation steps	Includes specific next steps for implementation of the policy.

Thoroughfare Planning Design Considerations

Access Management

The frequency of the access points to businesses abutting John R Road in the assessment area is one of the reasons for unsafe pedestrian facilities. With the presence of multiple vehicle-pedestrian conflicts in a short distance along John R Road, pedestrians are discouraged from walking due to safety concerns.

A potential access management modification is to provide access to businesses from the side street, which would promote continuous pedestrian facilities on both sides of John R Road, as shown on the diagram above. Another modification could be limiting the number of access points to each business to one.

Road Diets

Road diets are considered proven safety countermeasures by the Federal Highway Administration (FHWA) which highlights a series of case studies throughout the United States in the Road Diet Informational Guide. Case studies with similar characteristics as downtown Madison Heights were reviewed and summarized as part of this assessment to follow previously implemented examples. The details of this assessment are included in the appendix.

Raised Medians and Mid Block Crossings

Raised medians positioned in the center two-way left-turn lane (TWLTL) could potentially reduce speeds, improve safety, and provide refuge for pedestrians. In addition, pedestrian mid block crossings could be installed at a raised median as a refuge island. Several examples of raised medians could be found on sections of Old Woodward (Birmingham) and 14 Mile Road (Clawson), as shown in the images below



South Old Woodward in Birmingham



14 Mile Road in Clawson

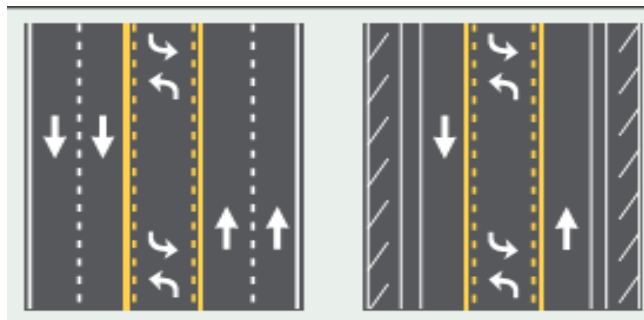
John R. Road Diet Assessment

An initial road diet assessment (see appendix) was conducted for John R Road between Ten Mile Road and Gardenia Avenue in Madison Heights, to explore options to improve the walkability and pedestrian safety features in the downtown development authority (DDA) area. This initial study considered modifications to roadway and pedestrian facilities within the right-of-way to fulfill the goal of the city, which is to provide a pleasant and safe experience for visitors and residents.

The cross section of John R Road in the assessment area currently consists of 5 lanes, as shown in the diagram below. A road diet for John R Road would transform it to a 3-lane cross section with on-street parking and potentially bike lanes on both sides. The current right-of-way of John R Road is sufficient for this modification, however, further evaluation is required to identify the exact cross section and lane widths.

5-lane to 3-lane

In some cases jurisdictions have reconfigured five-lane sections to three lanes, adding features such as diagonal parking and protected bicycle lanes with the extra cross section width.



Mobility Enhancements

To enhance mobility features, collaborative efforts should focus on their connectivity and reliability. Using resources from Oakland County and SEMCOG, as noted on page can help the identify connectivity options in the City of Madison Heights and beyond. As shown on Map 5-4 of this Master Plan (Trails and Pathways), shared-use paths, bike routes, and proposed pathway are shown in the city. These mobility features should be connected and made reliable for all users.

10. Implementation



Zoning Plan

The thoughtful preparation and adoption of any plan would be of diminished value without a program of implementation strategies. The implementation strategies of this chapter will assist the city in putting the key recommendations of the Master Plan to work. The implementation program is based on the goals and objectives discussed earlier. A specific Zoning Plan outlines steps that can be taken toward implementation through amendments to the Zoning Ordinance.

The tables that follow assign actions to the goals and objectives, leaving room to establish priority levels for short-term, mid-term, and long-term items as the next step following adoption of this plan. This chapter should be reviewed periodically and at least annually to assess progress and adequately budget for specific strategies. Each action should have a “lead,” a board, commission, group, or individual who is responsible for project initiation and coordination.

Zoning Plan

The Zoning Ordinance is one of the primary tools for implementing the Master Plan. Many of the land use recommendations, goals and objectives found in this plan can be aided by amendments to the city’s Zoning Ordinance. Amendments can range from minor changes to text all the way to the creation of new districts.

2020 LAND USE DESIGNATION	ZONING DISTRICT
Single Family Residential	R-1 One-Family Residential
	R-2 One-Family Residential
	R-3 One-Family Residential
	H-M Mobile Homes
Multiple Family Residential	R-T Two-Family Residential
	R-M Multiple-Family Residential
	H-R High Rise
	New district may be needed for “missing middle” housing
Office	O-1 Office
	H-R High Rise
Commercial	B-1 Local Business
	B-2 Planned Business
	B-3 General Business
City Center	New district needed
Mixed Use Innovation	New district needed
Industrial	M-1 Light Industrial District
	M-2 Heavy Industrial District
Public and Schools	No equivalent
Recreation	

Implementation

The best plans are those that are implemented in a consistent, incremental, and logical manner. The implementation matrix that follows is designed to show how the goals of the Master Plan are fulfilled by action strategies. All boards, commissions, and authorities are encouraged to read through all of the strategies to understand how they all work together to create a better community to live, work, and play.

IMPLEMENTATION MATRIX CATEGORIES	
Matrix Categories	Definitions
Action Strategy	The actions necessary to carry out goals and objectives
Lead Body	Identifies the primary party responsible for accomplishing the action strategy
Time frame	Identifies and prioritizes the time frame for the action strategy to be implemented.
Potential Funding Sources	Lists potential funding sources that could be utilized to accomplish the action strategy. See Funding Sources Matrix Below for reference details.
Supporting Partners	Identifies other parties involved in the accomplishment of the action strategy

FUNDING SOURCES	
MATRIX ID	TYPE OF FINANCING SOURCE
1	General fund and/or other typical financial mechanisms available to the city for general government operation and for public infrastructure and services improvement
2	Tax increment financing revenues as provided by the City of Madison Heights Brownfield Redevelopment Authority (BRA) and Downtown Development Authority (DDA).
3	Historic Preservation programs, including historic tax credits.
4	Redevelopment and urban renewal programs (Community Development Block Grant (CDBG), etc).
5	Special Improvement District programs that may be created for maintenance and improvement of public facilities. Certain funds may also be used for planning, design, construction, managing, marketing activities and business recruiting services.
6	Grants related to transportation improvement, streetscape enhancement and alternate modes of travel programs; funds to improve air quality in areas that do not meet clean air standards; funds for recreation-related acquisitions and improvement.
7	Non-traditional grants and funding programs for beautification, enhancement and public art.
8	Public-Private Partnerships (P3)

Implementation Matrices

In order to illustrate the connection between goals, objectives and action strategies, each of the implementation matrices that follow align with the Master Plan goals, which are noted at the top of each matrix. Within each matrix, the action items are broken into subcategories intended to assist with identification and prioritization. Not all goals contain action items within each subcategory and some goals are repeated as they can advance more than one goal. The matrix subcategories include:

- **Zoning Action Items.** These are items requiring zoning amendments and will generally be led by staff and the Planning Commission.
- **Advocacy Action Items.** These will be items involving education of the community, including residents, business owners, property owners, developers and design professionals. They will be led by a combination of staff, boards and commissions. This may also involve city staff and officials working with county and state officials to coordinate plans and funding, as appropriate.
- **Capital Improvement Action Items.** These involve large capital investments, such as equipment, projects or studies, that require inclusion into the City's Capital improvement plans in order to determine the most efficient time and method of completion and may involve multiple municipal departments
- **Other Action Items.** Other items may involve research, study and further evaluation by staff and/or other boards and commissions.

After adoption, the Planning Commission will assign time frames or priorities to the action items. These time frames are intended as guides and may be adjusted as resources allow or as other issues arise. Generally, short time frames are intended as three years or less; medium-to-long time frames are more than three years.

Housing & Neighborhoods

What do we want? Attractive, safe, quiet and well-maintained neighborhoods; a diversified range of housing for people of all ages and abilities; and active neighborhoods that promote community connectedness.

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
ZONING ACTION ITEMS				
Develop zoning standards for “missing middle” housing, including duplex, triplex and quadplex dwellings. This may require the development of a new district (see the Zoning Plan).	PC			
Evaluate areas of the City where zoning standards restrict redevelopment of existing homes. Consider zoning amendments that facilitate home renovations and expansions in a context-appropriate manner.	PC			
Review standards for single family homes to ensure that infill development fits the character of the neighborhood.	PC			
Amend single family zoning districts to allow multiple family as a special land use when fronting on a collector street.				
ADVOCACY ACTION ITEMS				
Enable residential retrofits for accessibility in order to help seniors remain in their homes.				
Assist neighborhoods with a framework for building associations that can enhance engagement and support needs of residents.				
Improve community engagement and communication between the city and residents through neighborhood associations. Develop a communications plan.				
CAPITAL IMPROVEMENT				
Continue to fund the city's long-standing sidewalk repair program.				
Continue public investment in new and existing pathways, sidewalks, parks, roads, and street trees to improve the quality of life in existing neighborhoods				
OTHER ACTION ITEMS				
Consider ways to maintain and potentially expand the city's yard service program and Senior Home Assistance and Repair Program.				

Community Character

What do we want?

An authentic positive identity for the city that is reflected in residential neighborhoods as well as along commercial corridors.

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
ZONING ACTION ITEMS				
Review and amend the Zoning Ordinance as needed to require high quality building materials and design standards for all new development.				
Create a form-based for city center that promotes the area and enhances the pedestrian experience.				
Review and amend the Zoning Ordinance as needed to ensure creative and appropriate uses and building designs can be achieved.				
ADVOCACY ACTION ITEMS				
Maintain and expand support for the arts and cultural resources in the city, including through the Madison Heights Arts Board.				
CAPITAL IMPROVEMENT				
Create and implement a wayfinding plan that identifies key destinations in the city, distances/time to popular destinations.				
OTHER ACTION ITEMS				
Establish architectural design, signage, and landscaping of key entryway features at the city's borders.				
Identify placement for placemaking elements along pedestrian and bicycle routes to improve the non-motorized experience, including: benches, trash receptacles, and more.				
Explore the development of a public arts ordinance.				
Promote art in city parks and recreation areas.				
Identify standards for street furnishings and lighting that vary according to placement (downtown elements may differ from elements along shared use paths).				
Develop a marketing strategy for the city's non-motorized transportation network, illustrating the connections between residential areas, parks, and commercial areas.				

Commercial and Industrial Development

What do we want? A Thriving local businesses and an employed workforce; a convenient selection of goods and services; and a diverse tax base with a resilient economy.

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
ZONING ACTION ITEMS				
Update industrial zoning to accommodate a modern mix of tech, research, and light industrial uses.	PC			
Review screening and buffering standards commercial and industrial uses adjacent to residential uses.	PC			
Develop flexibility in parking standards and other site standards for redevelopment sites to enable new uses on physically constricted sites. Lower barriers to positive redevelopment.	PC			
Ensure that non-residential districts provide for innovation; directly permit shared kitchen facilities, entrepreneur incubators, and co-working spaces, and provide for special land use approval of similar but unanticipated uses in appropriate locations.	PC			
Review building design standards to promote high-quality design.	PC			
Use frontage landscaping standards to improve the appearance of commercial and industrial areas.	PC			
Adopt maintenance requirements for landscaping.	PC			
Adopt more robust, detailed lighting standards; require a photometric plan for non-residential development to reduce light pollution into neighborhoods.	PC			
Create a new City Center Zoning District with form-based standards to guide redevelopment in the heart of the DDA.	PC/DDA			
Consider permitting additional height in the B-3 district	PC			

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
ADVOCACY ACTION ITEMS				
Explore public/private partnership opportunities for corridor improvements.	DDA/CC			
CAPITAL IMPROVEMENT				
Identify physical improvements to the city right-of-way that contribute to a coherent city identity.	CC			
Study the impact of a “road diet” on 11 Mile and/or John R, focused in the City Center and larger DDA district that would make these areas more walkable.	CC			
OTHER ACTION ITEMS				
Consider ways that the city could make façade improvement and sign grants available outside the DDA. Explore low interest revolving loan programs; possible funding sources include Community Development Block Grants (CDBG) and Historic Neighboring Tax Increment Financing Authorities.	DDA			
Establish a beautification award program, with categories for individual residential and commercial/mixed use properties, as well as collective neighborhood efforts.	DDA			
Support efforts of the DDA to implement its tax implement finance plan.	DDA			

Public Services & Facilities

What Do We Want?

Recreation facilities and programming that meet the needs of and are accessible to all residents; well-maintained infrastructure that meets the needs of current and future residents, businesses and visitors; and excellent public services that meet the health, safety and welfare needs of the community.

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
ZONING ACTION ITEMS				
Review city zoning and engineering standards to ensure that stormwater management practices are adequate to contain water from more frequent severe storm events.	PC			
Amend landscaping provisions to encourage more natural stormwater management practices, increase tree canopy, and reduce overall impervious surface on developed sites.	PC			
Explore requirements for commercial development that improve non-motorized access and safety within development sites.	PC			
Update parking standards to minimize parking areas and reduce stormwater runoff.				
Ensure that rooftop solar is permitted in all districts and simple for the city administration to approve. Consider whether other renewable power sources could be appropriate in certain areas of the city.	PC			
ADVOCACY ACTION ITEMS				
In concert with efforts to develop a resiliency plan, promote general knowledge among residents of the city's contingency planning for emergencies, including the location of shelters and cooling stations.	CC			
Continue to seek opportunities to share facilities with other public and quasi-public agencies such as the school districts and non-profit organizations and institutions.	CC			

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
CAPITAL IMPROVEMENT				
Identify and budget for necessary storm sewer improvements.	CC			
Identify potential shelter, cooling and warming locations, and ensure that these locations are well-equipped to serve the purpose.	CC			
Continue to assess the city's infrastructure and plan for updates and improvements as needed	CC			
Update the city's capital improvement plan annually	CC			
OTHER ACTION ITEMS				
Develop a city-wide resiliency plan. Include contingency planning for extreme heat events and identify public resources that can be brought to bear to aid residents during emergencies. Utilize neighborhood associations to maintain communications to all residents.	CC			
Include the police and fire departments in the review process, including the planning commissions annual development review, to ensure all developments can continue to be adequately serviced by public safety.	CC			

Transportation

What Do We Want?

An efficient and safe multi-modal transportation network that offers mobility options to residents of all ages and abilities.

ACTION STRATEGY	LEAD BODY	TIME FRAME	POTENTIAL FUNDING SOURCE	SUPPORTING PARTNERS
ZONING ACTION ITEMS				
Review and amend the Zoning Ordinance as needed to require improve access and connectivity throughout the city.	PC			
ADVOCACY ACTION ITEMS				
Adopt a Complete Streets policy that establishes non-motorized transportation as a policy priority, reflecting that the city will consider opportunities for improvement non-motorized connections and facilities whenever new construction projects take place.	CC			
Educate the community about the benefits of a strong non-motorized network. Help business owners identify opportunities to support non-motorized travel within the city and encourage residents to incorporate non-motorized travel into their daily lives to alleviate traffic congestion and improve public health.	CC			
Work with SMART to improve bus stops to make them more safe and attractive. Explore opportunities to incorporate art into bus stops.	CC			
CAPITAL IMPROVEMENT				
Incorporate AV and Complete Streets planning and implementation into the city's 6-year Capital Improvements Program.	CC			
Study the impact of a "road diet" on 11 Mile and/or John R, focused in the City Center and larger DDA district that would make these areas more walkable.	CC			
Include autonomous vehicles (AV's) as part of Complete Streets implementation. Prioritize bike lanes and other non-motorized facilities within existing road right-of-way. In many cases, implementation may require little more than re-striping and new signage.	CC			
Continue sidewalk repair initiated through the city's People Powered Transportation Plan & Sidewalk Repair Program.	CC			
OTHER ACTION ITEMS				
Minimize required street pavement width, where possible, based on need to support travel lanes, street parking and emergency, maintenance service vehicle access.	CC			

STOMP
YOUR
FEET!!



JUMP
FORWARD

Appendix

Appendix - Thoroughfare Plan Addendum

FIGURE 1

Introduction

This road diet assessment was conducted for John R Road between Ten Mile Road and Gardenia Avenue in Madison Heights following requests to improve the walkability and pedestrian safety features in the downtown development authority (DDA) area. In addition, the assessment has evaluated modifications to roadway and pedestrian facilities within the right-of-way to fulfill the goal of the city, which is to provide a pleasant and safe experience for visitors and residents.

The Road Diet Informational Guide, which includes several road diet case studies, and feasibility determination factors published by the Federal Highway Administration (FHWA) were reviewed in the process of evaluating potential roadway and pedestrian facilities modification options. The road diet checklist, a tool published by Michigan Department of Transportation (MDOT), was also utilized as a guide in analyzing the roadway segment for potential road diet. The recommendations of this assessment were based on the previously mentioned resources in addition to industry standards and engineering judgement. The limits of the assessment are shown in Figure 1.



Existing Conditions

Roadway Characteristics

John R Road from Gardenia Avenue to Ten Mile Road is under the jurisdiction of the city of Madison Heights. This segment of John R Road is currently a five-lane roadway, including a center two-way left-turn lane, with a speed limit of 35 mph. In approximately a 1.5 miles stretch; there are eight signalized intersections while all the other intersections are stop-controlled on the minor approach. The cross section of John R Road is the same along the entire segment, while building setbacks, pedestrian facilities, and green buffers are changing throughout the corridor. These changes are demonstrated in cross-section diagrams as shown below. It should be noted that these diagrams are showing the predominant features found along the majority of each segment.



Note: cross-section measurements are approximate

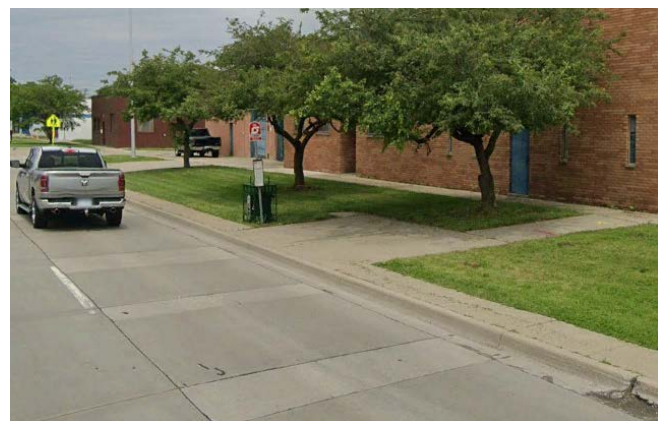
Pedestrian Facilities

A 5-foot sidewalk is consistently provided on both sides of John R Road in the assessment area with side street connections. Crosswalks are available only at the signalized intersections. The assessment area is characterized by commercial land uses abutting the street with at least one driveway to John R Road from each business. This feature is necessary for business operations, however, it is creating an unsafe pedestrian environment. As shown on the image below, multiple access points are located in a short segment of sidewalk.



Transit

John R Road is a bus route with seventeen (17) bus stops covering both sides of the road in the assessment area. Most of the bus stops were found to lack a sidewalk connection and bus stop amenities, while only three bus stops provide covered seating and adequate landing area. The amenities provided at each bus stop are inconsistent which creates challenges for bus riders of mobility restrictions, as shown below.



Bus stops in Madison Heights - Source: Google



Crash History

The crash history on the segment of John R Road from I-696 to Gardenia Avenue was investigated using Michigan Traffic Crash Facts (MTCF) data query tool to identify patterns, crash types, and leading causes. In a five-year period (2014 to 2018), neither pedestrian crashes nor fatalities have occurred in the assessment area. The predominant crash types are angle and rear-end crashes, as shown in the table below.

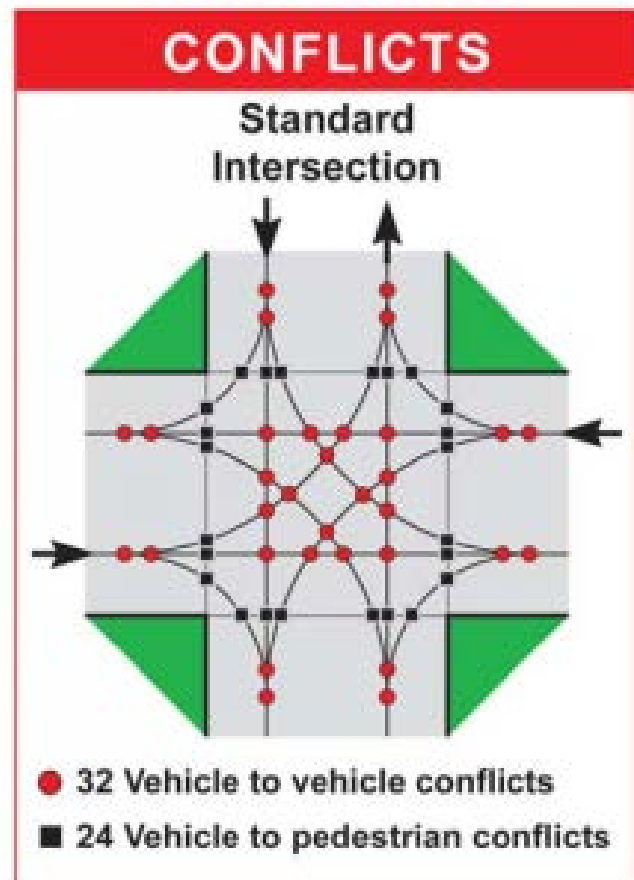
TABLE A-1 CRASH HISTORY

CRASH HISTORY						
Crash Type	2014	2015	2016	2017	2018	Total
Single motor vehicle	1	1	0	0	1	3
Head-on / left turn	0	2	1	1	2	6
Angle	3	2	5	3	3	16
Rear-end	5	4	3	6	5	23
Sideswipe same direction	0	1	0	0	0	1
Other / unknown	2	2	0	0	0	4
Other	0	0	2	1	3	6
Total Crash Count	11	12	11	11	14	59

Due to the commercial nature of this corridor and the large number of access points, including unsignalized intersections, vehicles slowing down to turn into side streets or businesses is a potential reason for rear-end and angle crashes.

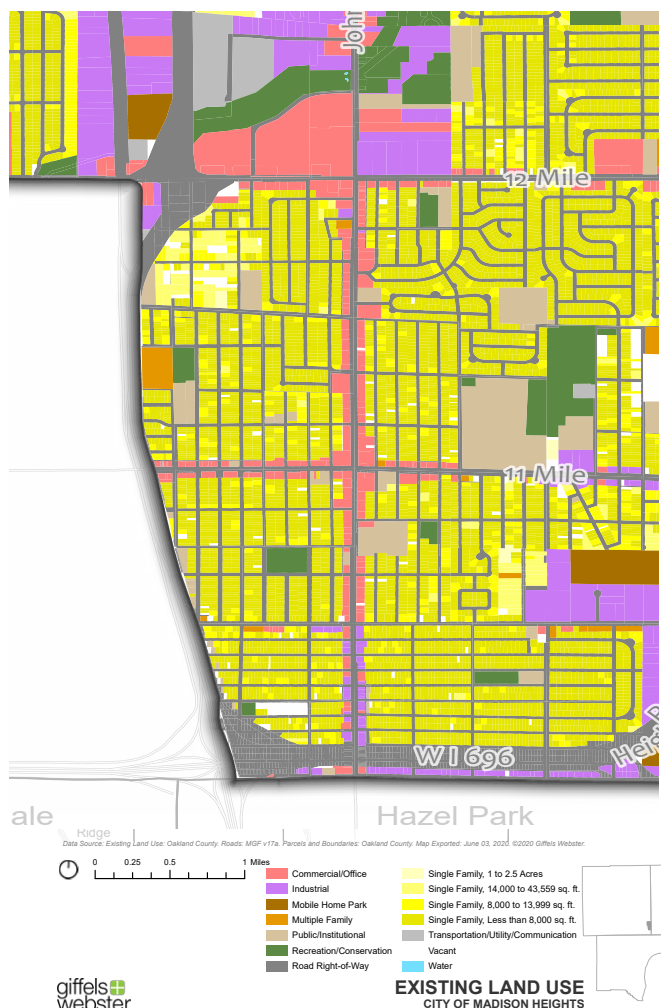
The standard intersection conflicts diagram, shown to the right, illustrates all the possible conflicts between vehicle to vehicle and between vehicle to pedestrian at a typical four-legged intersection. This diagram was obtained from FHWA and is a common knowledge among traffic engineers which gives an indication of the number of conflicts drivers and pedestrians have to consider before turning or crossing.

The frequency of unsignalized intersections and business driveways on John R Road creates a numerous number of conflicts for drivers and pedestrians in a short segment, which discourages walkability and increases safety risks.



Adjacent Land Use

The adjacent land use to John R Road between Gardenia Avenue and Ten Mile Road is commercial and office, as shown at right. The area surrounding the corridor is predominantly residential, with different intensity per unit. According to the current land use map and the close proximity of residential units to the corridor, there is potentially a number of pedestrians utilizing the sidewalks and crossing the streets.



Excerpt of Existing Land Use Map

Road Diet Case Studies

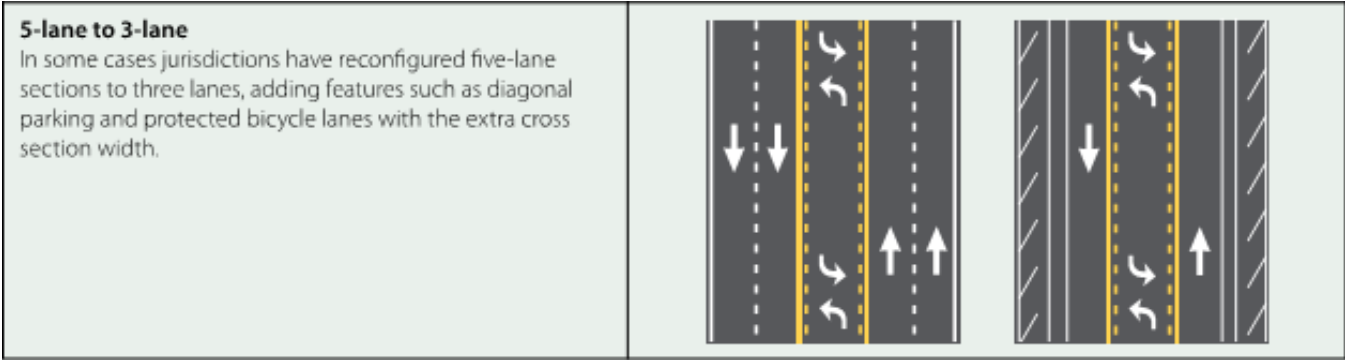
Road diets are considered proven safety countermeasures by the Federal Highway Administration (FHWA) which highlights a series of case studies throughout the United States in the Road Diet Informational Guide. Case studies with similar characteristics as downtown Madison Heights were reviewed and summarized as part of this assessment to follow previously implemented examples.

TABLE A-1 CRASH HISTORY

ROAD DIET CASE STUDIES		
	Case Study 1	Case Study 2
Title	Communities Embrace Widespread Road Diet Use.	Safety Improved & Extreme Speeding Virtually Eliminated.
Location	Genesee County, Michigan.	Seattle, Washington.
Objective	Improve safety throughout county; Encourage walking, bicycling, and transit use.	Improve pedestrian safety; Increase driver compliance with speed limit.
Features	Evaluation of 4-lane roads; Stakeholder collaboration and planning; Education on Road Diet benefits.	Reintroduction of crosswalks; Addition of curb bulb-outs and pedestrian refuge islands.
Results	Crash reduction; Improved livability; Community Support.	23% reduction in collisions; More than 90% drop in top-end speeders.

Potential Modifications

The cross section of John R Road in the assessment area currently consists of 5 lanes, as shown in the diagram below. A road diet for John R Road would transform it to a 3-lane cross section with on-street parking and potentially bike lanes on both sides. The current right-of-way of John R Road is sufficient for this modification, however, further evaluation is required to identify the exact cross section and lane widths.



Raised Medians & Midblock Crossings

Raised medians positioned in the center two-way left-turn lane (TWLTL) could potentially reduce speeds, improve safety, and provide refuge for pedestrians. In addition, pedestrian midblock crossings could be installed at a raised median as a refuge island. Several examples of raised medians could be found on sections of Old Woodward (Birmingham), as shown in the images below.



The advantages and disadvantages of raised medians are important parts of the conversation before considering a road diet treatment in the city. The benefits of raised medians potentially include safety, efficiency, and aesthetics, as shown on the table to the right. Reducing crash frequency and promoting safer pedestrian facilities are some of the aspects that are needed to revitalize downtown Madison Heights.

What are the Benefits of Medians?

- **Safety**
 - Fewer and less severe traffic crashes
 - Less auto/pedestrian conflict
- **Efficiency**
 - Greater vehicle capacity
 - Less stop and go traffic
- **Aesthetics**
 - More room for landscaping and pedestrians
 - More attractive corridors
 - Less roadway pavement

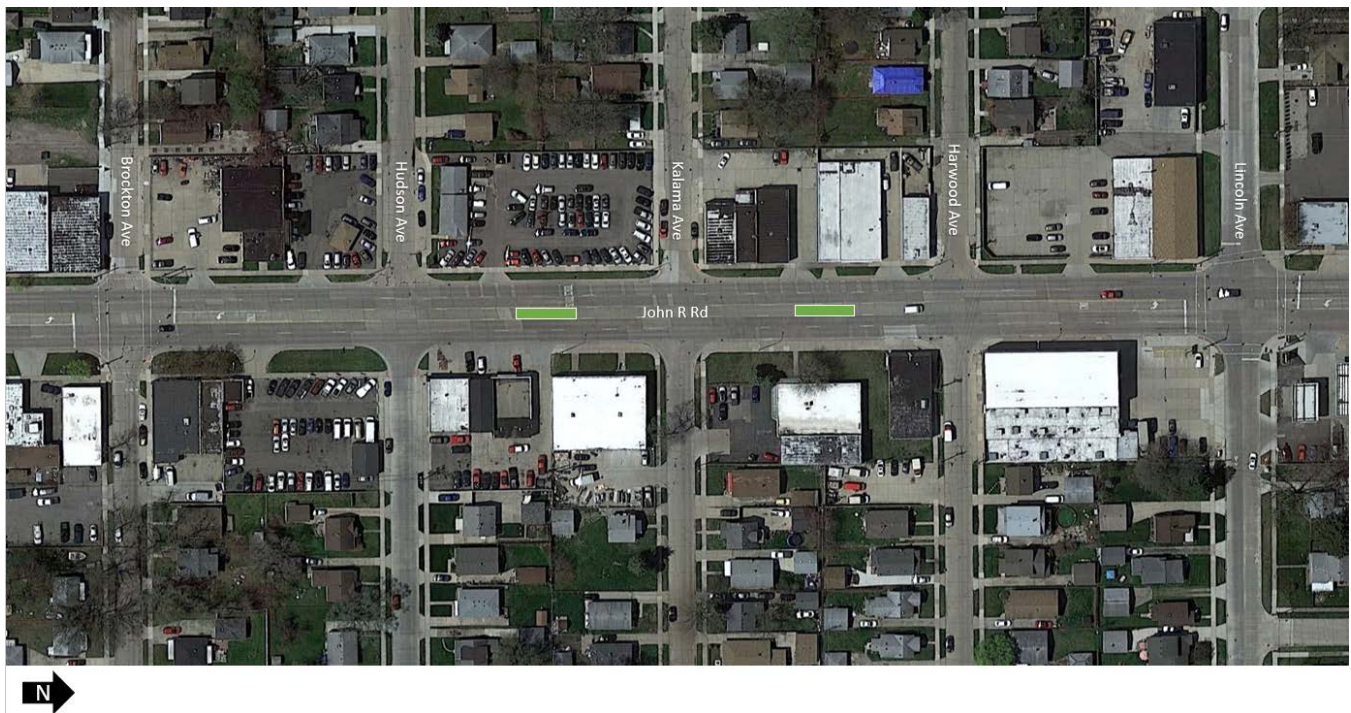
Source: CUTR, *Median Handbook*, 1997.

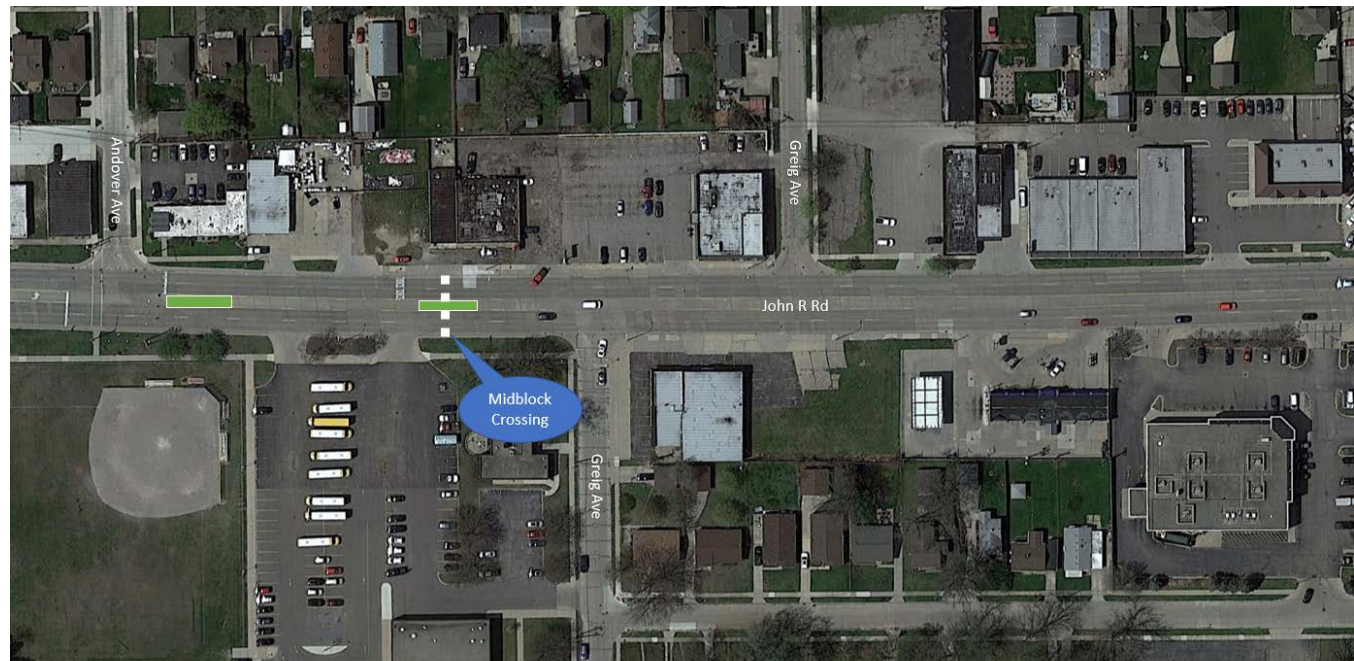
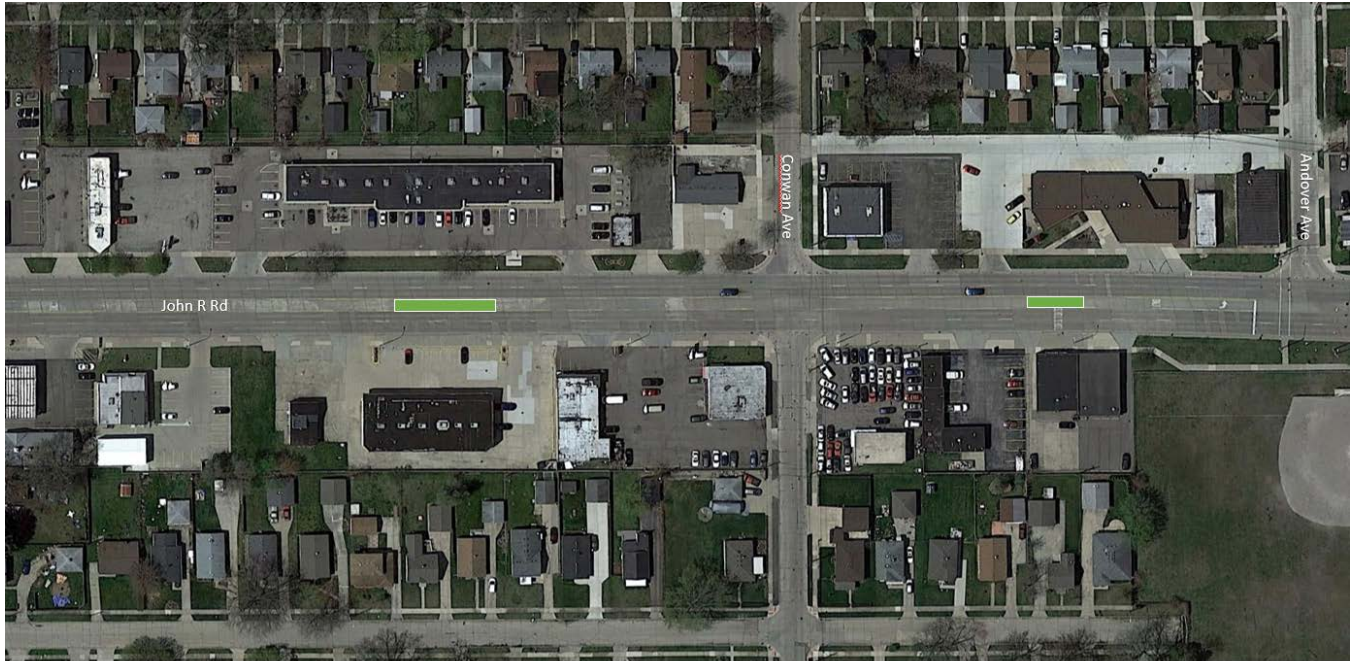
Raised Medians Versus Two-Way Left-turn Lanes	
Raised Medians	
Advantages	Disadvantages
Reduces crashes at mid-block areas	Reduces operational flexibility for emergency vehicles
Separates opposing traffic and increases road capacity	Increases left-turn volumes at median openings
Reduces number of conflicting maneuvers at driveways	Increases travel time for some motorists
Provides a pedestrian refuge	High cost to construct
If continuous, restricts access to right-turns only	Limits left-turn access to property
Two-Way Left-turn Lane (center turn lane)	
Separates opposing traffic	Encourages random access
Reduces left-turns from through lanes	Illegally used as a parking or acceleration lane
Provides operational flexibility for emergency vehicles	Offers little refuge for pedestrians
Safer than roads with no left-turn lanes or medians	Operates poorly under higher volumes of through traffic
Facilitates detours	Higher crashes overall

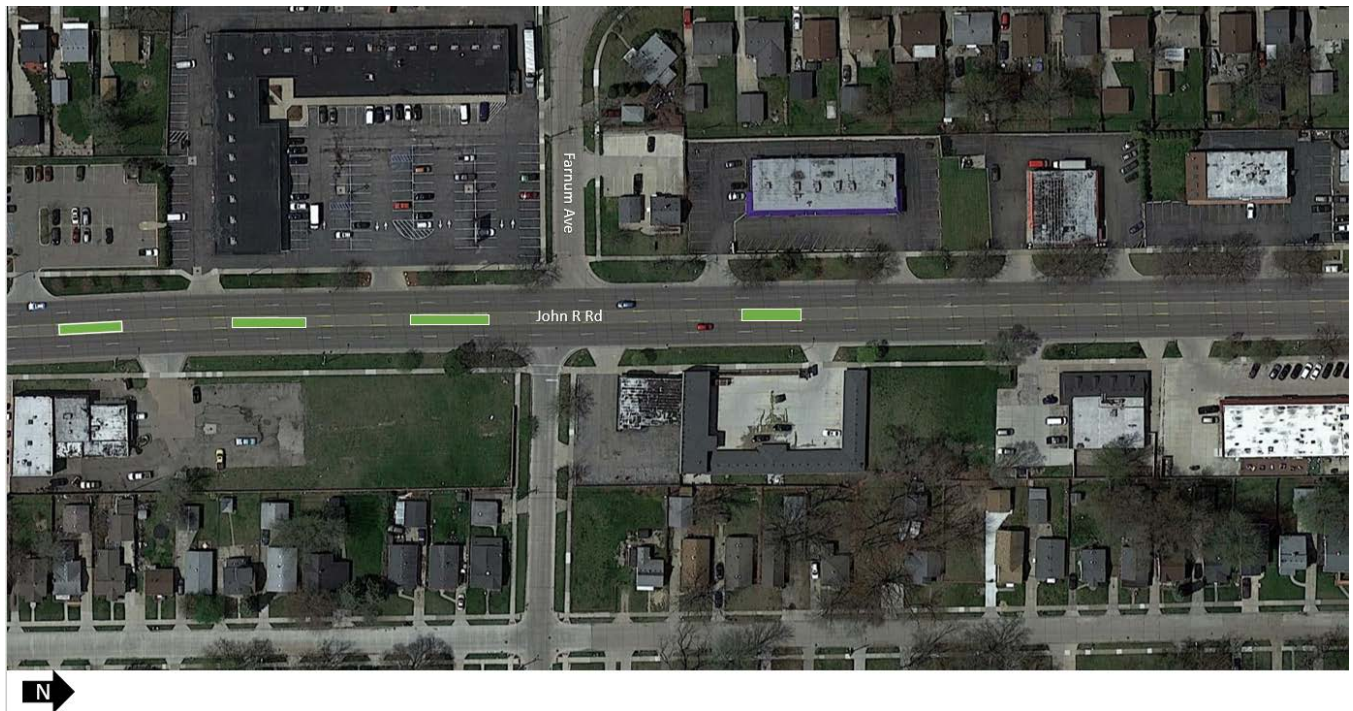
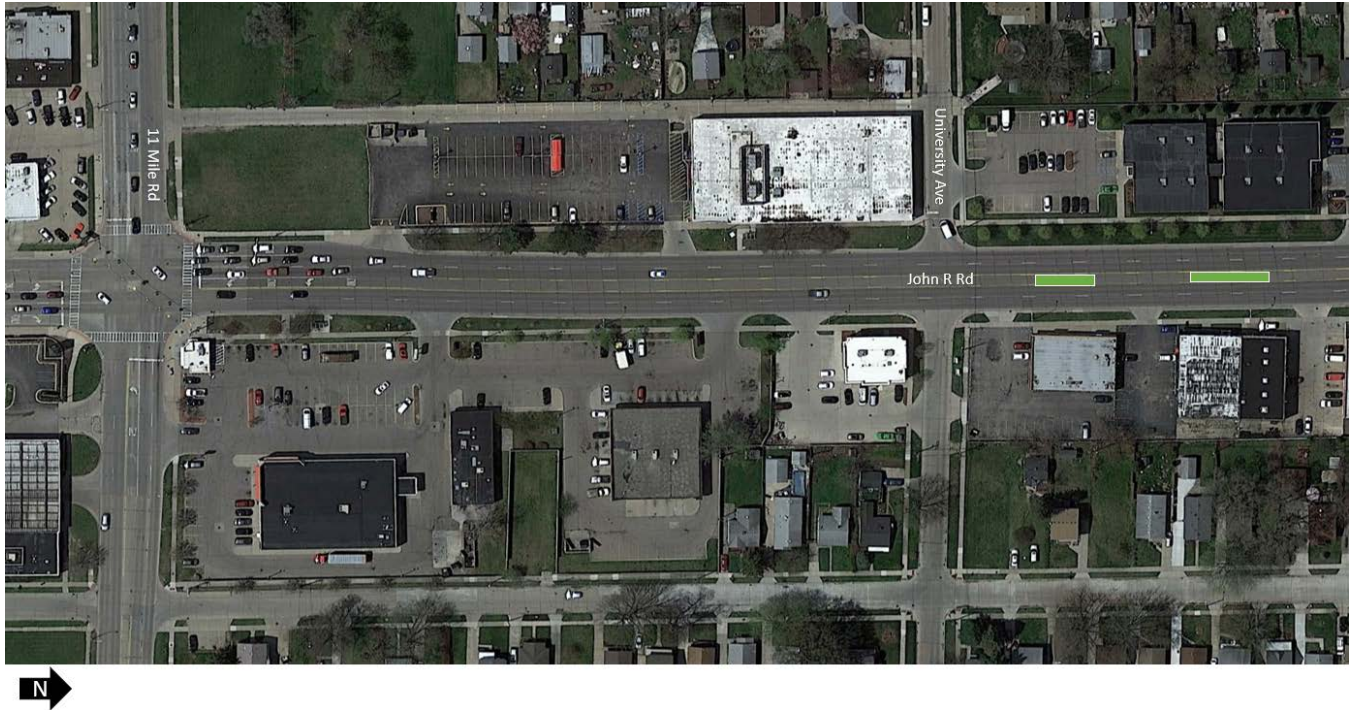
Source: Adapted from *Iowa Access Management Handbook*, 2000.

The locations of potential raised medians and midblock crossing locations on John R Road in the assessment area are illustrated in the images below (denoted by green polygons). The images below begin from the south end of John R Road in the assessment area.

Note: Further traffic studies are required to determine the impact of raised medians on turning vehicles and traffic operations in the area.







Access Management

The frequency of the access points to businesses abutting John R Road in the assessment area is one of the reasons for unsafe pedestrian facilities. With the presence of multiple vehicle-pedestrian conflicts in a short distance along John R Road, pedestrians are discouraged from walking due to safety concerns.

A potential access management modification is to provide access to businesses from the side street, which would promote continuous pedestrian facilities on both sides of John R Road. Another modification could be limiting the number of access points to each business to one.

Appendix - Oakland County Resources

Additional Resources/Support from Oakland County:

- **Environmental Stewardship.** Provide information, plans and options to promote conservation of the natural environment while supporting sustainable economic growth, development and redevelopment.
 - o Madison Heights can support development that is cognizant of natural resource protection and management. County staff members are able to act in a supporting capacity with grant application identification, open space protection, and sustainable development practices.
- **Historic Preservation Assistance.** Support local efforts to maintain and enhance architectural and heritage resources through sustainable practices to enrich the quality of life for all.
 - o County staff is able to assist with potential design concepts for adaptive reuse of any historic structures within the community.
- **Land Use & Zoning Services.** Prepare and provide land use, zoning and Master Plan reviews for communities to enhance coordination of land use decision-making.
 - o Madison Heights continues to send Master Plan Updates and Amendments to the County for review fulfilling the legislative requirements. Other coordination services are available upon request.
- **Main Street Oakland County (MSOC).** Help local governments develop their downtowns as vibrant, successful districts that serve as the heart of their community.
 - o Madison Heights is currently a member of MSOC at the “Affiliate level and is eligible to participate in training opportunities and staff support.
- **Trail, Water & Land Alliance (TWLA).** Become an informed, coordinated, collaborative body that supports initiatives related to the County’s Green Infrastructure Network
 - o The County fully supports the expansion of non-motorized facilities and can aid the community in non-motorized planning efforts through education and the identification of potential funding sources.
- **Brownfield Redevelopment Authority (OCBRA).** Provide assistance in the County’s Brownfield initiative to clean-up and redevelop contaminated properties
 - o The OCBRA can assist and coordinate with the State of Michigan Department of Environment, Great Lakes and Energy (EGLE, formally MDEQ) along with the Michigan Economic Development Corporation (MEDC), as needed, in an effort to prepare designated brownfields for redevelopment with the City’s BRA. Additionally, Madison Heights current partnership in the Oakland County Brownfield Consortium has earmarked \$60,000 for the community through September of 2022.

Appendix - 2020 Market Study

The complete market study summarized on page 21 is presented in full as follows.

MARKET STUDY FINDINGS

Context

The analysis of the city's data is considered within the context of existing external forces, including:

Demographics. Many demographic trends impact all land uses everywhere but play an especially important role in future housing development. Two important trends of note:

- **Declining Birth, Fertility, and Marriage Rates.** Particularly in households whose residents range from 18 to 35, often defined as Millennials, declining birth, fertility, and marriage rates have modified the housing market as well as the length of time members of this age group stay in one area to live and maintain employment at one location. These households often desire mobility, which may lead to renting instead of purchasing homes, as well as seeking jobs versus careers with one employer or one geographic area. Many are technologically savvy.
- **Baby Boomers.** The second largest population cluster behind Millennials is commonly called Baby Boomers. Many have outgrown their houses and no longer prefer homeownership; they often seek environments that differ from the suburbia where they raised families.

Changing Non-Residential Activities and Uses of Land. Locally and nationally, there are fundamental changes to commercial activity and related development. Additional changes underway impacting future retail goods, related services, and professional services will result in significant changes to development patterns. Changes in technology are evolving that will impact even the smallest operations.

Retail in General. Retail is redefining itself. All aspects favor smaller operations more befitting traditional downtowns and mixed-use areas. There are virtually no components of the retail goods and services market, or office services where the adage "bigger is better" is any longer valid. Further, people no longer need to go shopping; anyone can purchase virtually any product desired or needed online at any time. Successful commercial is now, and in the future will be, more about the experience of the trip. "Experiential retailing" is a growing phenomenon.

- **Department stores.** There are only a few large national department store chains left, and they are all are facing challenges associated with changes in retailing formats.
- **Box stores.** Except for operations associated with TJX (including TJ Maxx, Marshall's, and Home Goods), other known national chains like Kohl's are financially struggling to compete with online entities. The largest operations, such as Walmart and Target, are rapidly moving online and expanding home delivery. The number of wholesale clubs and other box stores will continue to shrink.
- **Made to order and fit.** New technologies allow clothing and many other commodities to be made to fit. The entities offering such goods exist at present require much less space than traditional operations as inventory needs are reduced. One example is Indochino, a Canadian-based men's clothing operation. This retailer started its business online and now has 55 "showrooms" across North America.
- **Less space per operation.** Less inventory as a result of enhanced inventory control and "made to fit or order" technology application will continue to result in decreased space needs for all operations.
- **Online growth.** Purchasing online continues to grow at double-digit or exponential rates. Shifting of traditional box and mega stores to online operations will only further this growth.
- **Home delivery.** Home delivery is growing rapidly, whether for prepared foods, groceries, or other merchandise. Regional and national grocers including Meijer, Kroger, and Whole Foods are expanding their home delivery capabilities in the Detroit Metropolitan Area. The introduction of new technology for deliveries will further facilitate the growth of these services. New trends in home design, particularly in multi-family housing units now include areas designed explicitly to accommodate and hold deliveries.

Offices. Nationwide trends are impacting office space demand.

- **Professional offices in traditional multi-tenant spaces.** Less space per employee is the trend in offices. Open spaces to foster comfort and collaboration is also diminishing space needs in buildings, increasing internal net space.
- **Home office activity.** The home office is not yet the majority but is the most rapidly growing office "space" market. The market growth is a result of both a growing number of employees able to work from the home part or full-time and home-based business activity. This erodes the need for traditional office space. The space trends are favored by individuals in their 20s and 30s, large technology driven entities as well as professional services.
- **Medical services.** It is unlikely that future medical space growth will impact land use as significantly as in the past. Transitions will likely include the following:
 - The diminished number of independent practitioners.
 - The focus from treatment to wellness.
 - Growth in services likely through virtual activity and reaching out to employers, schools, etc., to deliver services in work, education, and other such environments.
 - Manufacturing. For the past six years, manufacturing has been returning to the U.S. The cost of labor has been and will continue to be minimized as a cost of production. New processes, such as 3D printing and new materials, will result in production in smaller spaces that do not require anything other than electricity and can complement existing or create new viable commercial, residential, and mixed clusters.

Manufacturing. For the past six years, manufacturing has been returning to the U.S. The cost of labor has been and will continue to be minimized as a cost of production. New processes, such as 3D printing and new materials, will result in production in smaller spaces that do not require anything other than electricity and can complement existing or create new viable commercial, residential, and mixed clusters.

Changing desires and attitudes. The market is changing in many ways as a result of changes in household demographics noted previously as well as desires of the population.

- **New housing options sought.** Baby Boomers are seeking different housing options, shopping experiences, and living environments than those associated with past generations of seniors.
- **Recreation and entertainment.** Both Baby Boomers and the Millennials are seeking, and participating in, passive and other recreational activities and new forms of entertainment. Interactive activities and technology-driven entertainment are increasingly desired.
- **Health and wellness.** As a result of fewer individuals having children at early stages of life, the large number of Baby Boomers past child-rearing age, and increased wellness consciousness, the desire for walkable environments in which to live has grown and will continue to be a desirable lifestyle in the future.
- **Jobs versus careers.** The young adult population relocates and shifts employment at a faster pace than any previous generation.

HISTORICAL HOUSING DEVELOPMENT PATTERN

Oakland County. From 2004 through 2018, the annual number of total new housing units permitted in Oakland County ranged from a low of 456 in 2009 to a high of 6,365 in 2004, with the latter being before the technical advent of the Great Recession (2008-9). From 2004 through 2018, a low of 11 multi-family units (2011) to a high of 1,348 units multi-family units (2004) were permitted. While not achieving peak numbers, more than 1,000 multi-family units were permitted in 2016.

Table 1 - Oakland County Residential Building Permits 2004 through 2018*															
Year	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Total Units	2,642	3,707	3,196	2,645	2,458	2,705	1,901	1,277	1,230	456	801	1,218	2,462	4,638	6,365
Units in Single-Family Structures	2,482	2,744	2,143	2,180	2,114	2,296	1,880	1,266	959	443	667	1,135	1,984	4,050	5,017
Units in All Multi-Family Structures	160	963	1,053	465	344	409	21	11	271	13	134	83	478	588	1,348
Units in 2-unit Multi-Family Structures	16	4	60	58	16	14	6	0	4	0	2	12	58	26	40
Units in 3- and 4-unit Multi-Family Structures	71	105	49	44	49	60	15	11	26	13	15	22	46	39	129
Units in 5+ Unit Multi-Family Structures	73	854	944	363	279	335	0	0	241	0	117	49	374	523	1,179

*Developed by The Chesapeake Group, Inc. 2019. Based on the information furnished by jurisdictions to HUD.

Data shows that 2009 was the low point for permitting. When comparing numbers before this point and after, data shows that the yearly average single-family and non-single-family housing units permitted increased since 2011, the technical end of the Great Recession, when compared to earlier years.

Table 2 - Totals and Average Annual Estimates for Housing Permits for Oakland County*			
	Total Units	Total Single	Total Non-single
2011 thru 2018	20,531	17,105	3,426
Average Per year	2,566	2,138	428
2004 thru 2010	17,170	14,255	2,915
Average Per year	2,453	1,751	416

*Developed by The Chesapeake Group, Inc. 2019. Based on the information furnished by jurisdictions to HUD.

Madison Heights. Since the technical end of the Great Recession in 2011, Madison Heights permitted 52 housing units through 2018.

Table 3 - Madison Heights Residential Building Permits 2004 through 2018*															
Year	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Total Units	12	3	5	8	11	10	0	3	3	0	10	14	27	21	32
Units in Single-Family Structures	12	3	5	8	11	10	0	3	3	0	10	14	27	21	32
Units in All Multi-Family Structures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Units in 2-unit Multi-Family Structures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Units in 3- and 4-unit Multi-Family Structures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Units in 5+ Unit Multi-Family Structures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

*Developed by The Chesapeake Group, Inc. 2019. Based on the information furnished by jurisdictions to HUD.

Madison Heights permitted an average of seven new housing units per year since 2011. The average number permitted before 2011 was 15 per year (almost double averages after 2011). Furthermore, the pattern is reverse that for the County where average permits have risen since 2011.

Table 4 - Totals and Average Annual Estimates for Housing Permits for Madison Heights*			
	Total units	Total Single	Total non-single
2011 thru 2018	52	52	0
per year	7	7	0
2004 thru 2010	107	107	0
Per year	15	15	0

*Developed by The Chesapeake Group, Inc. 2019. Based on the information furnished by jurisdictions to HUD.

PROPERTY TRENDS IN ZIP CODE 48071

Based on a review of information for the past two years available from online search engines and real estate sources, the following information on property trends and patterns were defined.

- Offices lease space averages just under \$14 per square foot.
- Retail lease space also averages about \$14 per square foot.
- The industrial space average is roughly \$9 per square foot.

Real estate industry representatives that are very active indicated that there is strong demand for mixed use redevelopment. However, redevelopment is not justified by the achievable rent or sales points currently.

HOUSING RENTAL UNITS

- The average rent for a studio apartment is \$707 per month.
- One-bedroom unit's average rent is \$1.22 per square foot, with the average monthly payment of \$900.
- Two-bedroom units have an average rent of \$1.22 per square foot as well, with the average payment of \$1,085.

Examples of rentals reviewed	
Lexington Village	Madison Park Apartments
Concord Towers	President Madison Apartments
The Heights	Oakland
Stephenson House	The Tremont
Madison Woods West	Park Place
Chatsford Village	Madison Manor, Senior Complex
New Horizon Cooperative Apartments, Senior Complex (Income Based)	Madison Heights Cooperative Apartments, 151 Units, 6 Sty. Date/NA - Senior Complex (Income Based)

- For condominiums and townhouses, the average size is roughly 1,000 square feet, with an average price for those condominiums that have sold for about \$87,000 or \$87 per square foot. For comparison purposes, the average single family home size is 1,600 and the average sale price for single-family homes is \$157,900 or \$98 per square foot.

SURVEY OF RESIDENTS

The following are characteristics of the 318 different households that responded to the online survey.

- Ninety-five percent of the sample resides in zip code 48071.
- The average number of people per household is 2.93.
- About 81% of the households are considered "non-minorities. The remaining 19% are split between households defining themselves as Black, Hispanic, Asian, and Other.
- The average number of people employed per household is 1.39.
- One-third of households have someone employed part-time.
- Twenty-eight percent of the households have at least one person working from home.
- There is a complete range of primary income earners represented from those under 25 years of age to those 75 years of age or older.

Table 5 - Age of the Primary Income Earner*	
Age cluster	Percent
Under 25	2%
25 to 34	19%
35 to 44	33%
45 to 54	19%
55 to 64	20%
65 to 74	8%
75 or over	4%

*Developed by The Chesapeake Group, Inc. 2019.

- The average (mean) household income is about \$91,000 (the average better reflects commercial purchasing potential).

The following information is essential for the forecasting of demand for housing, retail, and other economic components.

GENERAL COMMERCIAL

- The typical household spends an average of \$114 each week on groceries and related merchandise.
- The three primary communities for grocery shopping, which is a surrogate for convenience shopping in general, are Madison Heights, Royal Oak, and Warren.
- Kroger (43%) and Meijer (34%) have the largest market share for grocery shopping.
- More than one-third of the households have members that purchase grocery items at non-supermarket, non-box operations, like independent bakeries, farmers' markets, and health food stores, at least twice per month.
- A large proportion of households (at least 66%) have one or more members purchasing either or both lunch and dinner outside of the home at food preparation establishments at least once per week. More than one-half (54%) make such purchases outside of Madison Heights, indicating the exportation of dollars.

Table 6 - Frequency of Lunch and Dinner Trips Outside Home*			
Frequency	Lunch	Dinner	Outside Madison Heights
A few times/week	40%	29%	28%
About once/week	30%	37%	26%
About twice/month	17%	20%	18%
Once/ month	7%	7%	16%
4 to 9 times/year	3%	3%	8%
Once or twice/year	3%	2%	2%
Less often than once/year	1%	2%	2%

*Developed by The Chesapeake Group, Inc. 2019.

- The preferred foodservice establishment for lunch and dinner is "local non-chain full-service restaurants."

Table 7 - Type of Operation Preferred for Lunch and Dinner*		
Type of Food Establishment	Lunch	Dinner
A national or regional chain full-service restaurant	14%	27%
A local non-chain full-service restaurant	49%	51%
Fast food operation	21%	10%
All you can eat buffet	1%	0%
Sub shop	6%	1%
Other	9%	10%

*Developed by The Chesapeake Group, Inc. 2019.

- The preferred operations for dinner include Charlie's, Chili's, Green Lantern, Leo's Country Oven, Outback, Panera, Salvatore Scallopini's, Masters, Taco Bell, and Texas Roadhouse.
- More than four in ten households purchase merchandise online at least once per week. Two-thirds of the households have someone that buys merchandise online at least twice per month, indicating further exportation of dollars.
- Twenty-two percent of the households purchase apparel from Kohls. Eleven percent purchase apparel from Amazon or another online merchandiser.

GENERAL ENTERTAINMENT

- About four in ten households have one or more members that seek entertainment outside of the home at least twice per month.

Table 8 - Frequency A Household Member Partakes of Various Entertainment Venues Outside of the Home*							
Frequency	Movies	Arts/Crafts Shows	Collectible Shows	Professional Sports	College Sports	High School Sports	Any Form of Entertainment
A few times/week	1%	0%	0%	0%	0%	4%	9%
About once/week	1%	1%	0%	2%	0%	5%	11%
About twice/month	8%	4%	0%	1%	0%	3%	21%
Once/month	13%	3%	2%	3%	1%	1%	12%
4 to 9 times/year	27%	15%	2%	17%	2%	8%	21%
Once or twice/year	31%	42%	16%	33%	15%	12%	7%
Less often than once/year	19%	36%	80%	43%	81%	68%	17%

*Developed by The Chesapeake Group, Inc. 2019.

- The preponderance of responding residents perceive that indoor spaces for events, meetings, and other activity is either "poor" or only "fair" in Madison Heights.

Table 9 - Characterization of Indoor Spaces Available in Madison Heights*					
Characterization	Poor	Fair	Good	Very Good	Excellent
Indoor spaces for special events	25%	40%	27%	8%	1%
Indoor space for meetings	19%	36%	34%	9%	1%
Indoor space for cultural or artistic activity	27%	37%	28%	8%	0%
Indoor space for youth education and training or arts and crafts	22%	38%	32%	7%	1%
Indoor walking areas that are safe and comfortable with enjoyable views	66%	20%	9%	3%	1%

*Developed by The Chesapeake Group, Inc. 2019.

HOUSING

- Eighty-nine percent of the households own the home in which they live in the Madison Heights area.
- Ninety-five percent reside in single-family homes.
- Two-thirds of the homes are three-bedroom units.
- Six in ten have rooms or areas dedicated to work, crafts, or other activities.
- The average square footage of homes is 1,415.
- Half of all households have lived in their current home in the Madison Heights area for ten or more years.
- The average monthly rent or mortgage payments are \$797, including those both with and without monthly mortgage or rent payments.
- The average monthly rent or mortgage payments are \$1,013, excluding those that do not have monthly rent or mortgage payments. About two in ten households have no monthly payments reflecting tenure, living with other relatives, and different situations.

Table 10 - Monthly rent or Mortgage Payments*	
Monthly Payment	Percent
None	21.3%
Less than \$750/month	18.5%
\$750 to \$999/month	26.9%
\$1,000 to \$1,249/month	21.7%
\$1,250 to \$1,499/month	7.2%
\$1,500 to \$1,749/month	2.4%
\$1,750 to \$1,999/month	1.2%
\$2,000 to \$2,499/month	0.4%
\$2,500 to \$2,999/month	0.0%
\$3,000 or more/month	0.4%

*Developed by The Chesapeake Group, Inc. 2019.

About six in ten households defined that they are either likely to move or may move in the next five years.

Table 11 - Likelihood of Moving in the Next Five Years*	
Likelihood of Moving	Percent
Yes	29%
No	39%
Maybe	32%

*Developed by The Chesapeake Group, Inc. 2019.

- The primary reasons defined for the likely or potential change include changes in lifestyle, changes in physical or medical conditions, and changes in fiscal conditions.
- Only fourteen percent believe they will move from Michigan.
- Also, two in ten households have someone that will be creating a new household in the next few years.
- When moving, roughly two in ten will seek smaller units than the current home, and more than one-third would seek a similar-sized home to the current unit.
- About three-fourths of all households that will potentially move defined being near work, recreational opportunities, and walking areas as being either "extremely important" or "very important."

Table 12 - Importance of Being Near Work, Recreation, and Walking Areas*	
Importance	Percent
Extremely important	41%
Very important	32%
Somewhat important	20%
Not so important	6%
Not at all important	1%

*Developed by The Chesapeake Group, Inc. 2019.

TRANSPORTATION

- There is an average of 2.13 vehicles per household.
- About three-fourths of all households have one or more members that walk at least a few times per month for work, recreation, and health reasons.

Table 13 - Frequency of Riding a Bicycle or Walking for Work, Recreation, or Health*						
Means	Once/ week or +	A few times/month	Once/ month	A few times/year	Less Often	Rarely or never
Bicycle	19%	18%	4%	20%	6%	33%
Walk	54%	20%	4%	8%	5%	9%

*Developed by The Chesapeake Group, Inc. 2019.

ADDITIONAL INFORMATION FOR PLANNING PURPOSES

Most households defined the availability of all but the availability of walkable shopping options in Madison Heights as being at least "good." In addition, it is clear from the previously reported data on trips for food outside of City to other locations that they are also going elsewhere over City options.

Table 14 - Perceptions of Specific Madison Heights Characteristics or Qualities*					
Quality/Characteristic	Poor	Fair	Good	Very Good	Excellent
Housing options	6%	29%	45%	15%	6%
Availability of professional and personal services	8%	26%	42%	20%	4%
Shopping options to which I can walk	47%	27%	17%	5%	4%
Madison Heights' shopping experience	17%	35%	27%	17%	4%
Madison Heights' restaurant options	9%	27%	36%	21%	7%
Walking experiences that are safe, comfortable, and interesting	23%	34%	27%	12%	4%

*Developed by The Chesapeake Group, Inc. 2019.

DEMAND ESTIMATES/MARKETABLE ACTIVITY

The following are estimates of additional marketable activity for Madison Heights. The opportunities are not linked to any specific proposal or land area.

HOUSING

Based on historical patterns in the County, City, as well as an additional database derived from The Chesapeake Group's surveys of residents in other areas of the County, the potential for new housing units in Madison Heights is defined. Two scenarios are presented. One is defined as "Market Share," while the other is called "Increased Market Share." Market share is an important economic concept implying "holding one's own or maintaining economic parity." It is noted that neither estimate reflects holding capacity of available land, current zoning, current planned activity, or any existing development regulations. To achieve the figures, which are based solely on market factors, may require redevelopment or other similar options. Any such changes might increase estimates for non-single-family units, but not the total.

As contained in Table 15, Madison Heights will support a total of roughly 660 new homes by 2030; however, the housing unit types are anticipated to change in the "increased market share" alternative. In that scenario the 660 units, 242 would be non-single-family structures likely duplexes, townhome, and other attached structures. As many as 125 of those units could be independent and dependent adult living. It is also noted that active adult and independent living units could also be associated with fifty or more percent of the single-family units.

Table 15 - Market Share and Increased Market Share Housing Growth Opportunities for Madison Heights*			
	Total Units	Total Single	Total Non-single
Madison Heights Opportunity (Market Share) 2020 to 2030	660	550	110
Madison Heights Opportunity (Increased Market Share) 2020 to 2030	660	418	242

*Developed by The Chesapeake Group, Inc. 2019.

RETAIL GOODS & RELATED SERVICES

New rooftops (additional housing units) result in increased spending and demand for retail goods and related supportable space. It is noted that no jurisdiction can be expected to capture all demand created by any market. Spending will occur in many places, including operations near home and work. Online purchases, vacation spending, and other activity diminish local sales. On the other hand, people working within the area, employed nearby, and those coming to the area for a range of purposes will spend money in the City. Some dollars are exported, while others are imported to the City. Currently, there is an opportunity to diminish the exportation of dollars from Madison Heights residents.

Based on the anticipated growth in rooftops, Madison Heights is expected to be only able to support an additional 7,000 square feet of retail goods and related services space by 2030. On the other hand, there is the potential to capture exported space in "Eat/Drink" or food services, "General Merchandise," and "Miscellaneous" retail that includes operations such as Barber/Beauty salons, Book Stores, Florist/ Nurseries, Paper/Paper Products, and Gifts and Novelties. The catalytic activity and focus would be food service establishments. If Madison Heights can recapture dollars exported to surrounding areas, an additional 8,000 to 10,000 square feet could be added.

Table 16 - Potential Retail Space derived from Added Rooftops Only*			
Category	2020 Sq Ft	2030 Sq Ft	2020-30 Sq Ft
Food	84,309	88,669	334
Eat/Drink	143,614	151,040	569
General Merchandise	492,330	517,788	1,952
Furniture	20,934	22,015	84
Transportation	239,655	252,046	951
Drugstore	37,408	39,342	148
Apparel	69,756	73,362	278
Hardware	185,941	195,558	738
Vehicle Service	130,174	136,905	516
Miscellaneous	326,671	343,563	1,295
TOTAL	1,730,792	1,820,288	6,865

*Developed by The Chesapeake Group, Inc. 2019.

OFFICE SPACE

The office market continues to change with the increased emphasis on flexible work arrangements, co-working space, and in-home live/work activity. Added rooftops increase demand for professional services and related space derived from the new households. Rooftop growth and the identified desire of people to work near home also provides the opportunity for office space growth.

New demand generates about 132,000 square feet of office space by 2030. However, about forty-five percent, or 60,000 square feet of the space will be "in homes." There is a potential unmet niche for co-working space in Madison Heights, potentially situated near interchanges with the interstate and major arterials which could comprise the bulk of the remaining space.

INDUSTRIAL SPACE

Madison Heights has a well established industrial sector and related land use. While representing a small amount of industrial space, the amount of vacant space exceeds that generated by new employment needs based on community growth. No additional multi-tenant industrial space is anticipated unless associated with the redevelopment of existing space or elimination of existing space.

SUGGESTED ACTIONS TO FACILITATE SEIZING OF OPPORTUNITIES

The following are potential policies and actions to strengthen economic activity and to enhance the ability to seize anticipated future opportunities. There is demand for entertainment activity only when combined with restaurants/food service activity and operations

1. Enhance walkability within neighborhoods.
2. Create or enhance spaces for indoor activity for meetings, small family events, etc.
3. Expand restaurant opportunities.
4. Reconfigure space along major arterials to change the land use from industrial to mixed-use and a mixture of use for properties further distanced from interstate access.
5. Explore funding for potential five-year tax abatement, revolving loan/financing fund, or other mechanisms to diminish short-term redevelopment risk and increase the probability of property redevelopment.

APPENDIX

Whether someone working from home	Percent
Yes	5%
Yes, 1 person	23%
Yes 2 or more people	5%

*Developed by The Chesapeake Group, Inc. 2019.

Income Cluster	Percent
\$15,000 to \$19,999	1%
\$20,000 to \$29,999	6%
\$30,000 to \$49,999	13%
\$50,000 to \$74,999	20%
\$75,000 to \$99,999	20%
\$100,000 to \$124,999	15%
\$125,000 to \$174,999	18%
\$175,000 to \$199,999	2%
\$200,000 or more	2%
Full-time student supported by grants, loans, my family or others	1%

*Developed by The Chesapeake Group, Inc. 2019.

Grocery Spending	Percent
Less than \$35	2%
\$35 to \$44.99	3%
\$45 to \$59.99	8%
\$60 to \$74.99	10%
\$75 to \$99.99	20%
\$100 to \$124.99	25%
\$125 to \$149.99	13%
\$150 to \$199.99	11%
\$200 to \$249.99	5%
\$250 to \$299.99	1%
\$300 or more	1%

*Developed by The Chesapeake Group, Inc. 2019.

Grocery Market Share	Percent
Aldi	5%
Costco	4%
Hollywood Market	7%
Kroger	43%
Meijer	34%
Sams Club	2%
Save-A-Lot	1%
Target	1%
Trader Joe's	1%
Value Center	2%
Walmart	1%
Whole Foods	1%

*Developed by The Chesapeake Group, Inc. 2019.

Frequency of Purchases at non-supermarket and non-box operations

Frequency	Percent
A few times/week	5%
About once/week	14%
About twice/month	13%
Once/month	12%
4 to 9 times/year	22%
Once or twice/year	21%
Less often than once/year	14%

*Developed by The Chesapeake Group, Inc. 2019.

Frequency of Online Purchases

Frequency	Percent
A few times/week	20%
About once/week	22%
About twice/month	26%
Once/ month	11%
4 to 9 times/year	10%
Once or twice/year	5%
Less often than once/year	6%

*Developed by The Chesapeake Group, Inc. 2019.

Operation Where Apparel Is Purchased

Operation	Percent
Amazon/Online	11%
Costco	3%
Dress Barn	1%
Eddie Bauer	1%
Gap	1%
JC Penney	5%
Kohl's	22%
Lane Bryant	2%
Macy's	3%
Loft	1%
Marshall's	2%
Meijer	3%
Nordstrom Rack	1%
New York and Company	1%
Old Navy	6%
Plato's Closet	1%
Once Upon a Child	1%
Sams Club	1%
Resale shops	2%
Target	19%
TJ Maxx	2%
Torrid	1%
Value World	1%
Walmart	3%
Others	7%
Total	100%

*Developed by The Chesapeake Group, Inc. 2019.

Activities in In Which a Household Member Participated this Past Year

Participation	Percent
Arts or crafts shows	53%
Small venue live musical, dance, or other performances	56%
Live theater	37%
Non-professional sporting events	40%
Collectible shows	11%
Other	13%

*Developed by The Chesapeake Group, Inc. 2019.

Range of Activity Participated

Participation by Any Household Member	Percent
Dance	28%
Playing music	35%
Writing, production, acting, or other involvement in live theater	14%
Other performing arts	10%
Film production	6%
Painting	27%
Sculpturing	6%
Photography	29%
Pottery production	7%
Any other arts and crafts of any type	31%
Readings or poetry	13%
Technology-driven activity such as 3D printing	8%
Computer training	10%
Adult education classes	14%
Peer book club or discussions on other topics	13%
Regular scheduled exercises	49%
Other	14%

*Developed by The Chesapeake Group, Inc. 2019.

Type of Unit at Present

Type of Home	Percent
single-family home	94.6%
duplex	0.4%
townhouse	0.4%
apartment or room	0.4%
condominium	1.2%
Other	3.1%

*Developed by The Chesapeake Group, Inc. 2019.

Number of Bedrooms

Number	Percent
1	0.4%
2	14.3%
3	68.2%
4 or more	17.1%

*Developed by The Chesapeake Group, Inc. 2019.

Whether Current Home Has dedicated Area for Work, Crafts or Other Activity

Dedicated Area or Room	Percent
Yes	59%
No	33%

Not Certain/Nothing Permanent	8%
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*Developed by The Chesapeake Group, Inc. 2019.

Square Footage of Current Unit

Square Footage	Percent
Under 750 square feet	2%
750 to 999 square feet	21%
1,000 to 1,999 square feet	63%
2,000 to 2,499 square feet	7%
2,500 to 2,999 square feet	2%

*Developed by The Chesapeake Group, Inc. 2019.

Tenure at Current Address

Tenure	Percent
2 years or less	15%
3 to 4 years	14%
5 to 9 years	20%
10 to 19 years	21%
20 or more years	30%

*Developed by The Chesapeake Group, Inc. 2019.

Primary Reasons for Change

Primary Reason for Change	Percent
life-style changes	27%
increase in the number of people living in the residence	7%
decrease in the number of people living in the residence	4%
housing market conditions	6%
rental conditions	2%
changes in a household member's physical conditions/medical change	12%
changes in fiscal conditions	10%
Other	32%

*Developed by The Chesapeake Group, Inc. 2019.

Relative Size of Next Home

Size	Percent
Larger	35%
Smaller	19%
Same	37%

*Developed by The Chesapeake Group, Inc. 2019.

Demand Estimates

Category	2020 Sales	2030 Sales	2020-30 Sales	2020 Sq Ft	2030 Sq Ft	2020-30 Sq Ft
Food	\$53,000,000	\$55,741,000	\$210,000	84,309	88,669	334
Eat/Drink	60,318,000	63,437,000	239,000	143,614	151,040	569
General Merchandise	82,950,000	87,239,000	329,000	492,330	517,788	1,952
Furniture	9,095,000	9,565,000	36,000	20,934	22,015	84
Transportation	73,124,000	76,905,000	290,000	239,655	252,046	951
Drugstore	38,156,000	40,129,000	151,000	37,408	39,342	148
Apparel	25,141,000	26,441,000	100,000	69,756	73,362	278
Hardware	45,630,000	47,990,000	181,000	185,941	195,558	738
Vehicle Service	53,471,000	56,236,000	212,000	130,174	136,905	516
Miscellaneous	81,800,000	86,030,000	324,000	326,671	343,563	1,295
TOTAL	522,685,000	549,713,000	2,072,000	1,730,792	1,820,288	6,865

*Developed by The Chesapeake Group, Inc. 2019.

Sub-category	2020 Sales	2030 Sales	2020-30 Sales	2020 Sq Ft	2030 Sq Ft	2020-30 Sq Ft
Food	\$53,000,000	\$55,741,000	\$210,000	84,309	88,669	334
Supermarkets	44,255,000	46,543,735	175,350	67,053	70,521	266
Independents	4,240,000	4,459,280	16,800	10,600	11,148	42
Bakeries	1,166,000	1,226,302	4,620	3,887	4,088	15
Dairies	689,000	724,633	2,730	1,914	2,013	8
Others	2,650,000	2,787,050	10,500	855	899	3
Eat/Drink	60,318,000	63,437,000	239,000	143,614	151,040	569
General Merchandise	82,950,000	87,239,000	329,000	492,330	517,788	1,952
Dept. Stores	29,364,300	30,882,606	116,466	122,351	128,678	485
Variety Stores	5,972,400	6,281,208	23,688	35,132	36,948	139
Jewelry	5,723,550	6,019,491	22,701	8,061	8,478	32
Sporting Goods/Toys	9,041,550	9,509,051	35,861	36,166	38,036	143
Discount Dept.	31,106,250	32,714,625	123,375	282,784	297,406	1,122
Antiques, etc.	414,750	436,195	1,645	1,803	1,897	7
Others	1,327,200	1,395,824	5,264	6,033	6,345	24
Furniture	9,095,000	9,565,000	36,000	20,934	22,015	84
Furniture	1,373,345	1,444,315	5,436	4,430	4,659	18
Home Furnishings	1,891,760	1,989,520	7,488	7,007	7,369	28
Store/Office Equip.	1,437,010	1,511,270	5,688	2,994	3,148	12
Music Instr./Suppl.	391,085	411,295	1,548	1,955	2,056	8
Radios,TV, etc.	4,001,800	4,208,600	15,840	4,548	4,783	18
Transportation	73,124,000	76,905,000	290,000	239,655	252,046	951
New/Used Vehicles	25,593,400	26,916,750	101,500	63,984	67,292	254
Tires, Batt., Prts.	32,247,684	33,915,105	127,890	134,365	141,313	533
Marine Sales/Rentals	3,875,572	4,075,965	15,370	10,475	11,016	42
Auto/Truck Rentals	11,407,344	11,997,180	45,240	30,831	32,425	122
Drugstore	38,156,000	40,129,000	151,000	37,408	39,342	148
Apparel	25,141,000	26,441,000	100,000	69,756	73,362	278
Men's and Boy's	3,293,471	3,463,771	13,100	8,234	8,659	33
Women's and Girl's	8,346,812	8,778,412	33,200	22,559	23,725	90
Infants	527,961	555,261	2,100	1,760	1,851	7
Family	6,989,198	7,350,598	27,800	27,957	29,402	111
Shoes	5,254,469	5,526,169	20,900	5,971	6,280	24
Jeans/Leather	100,564	105,764	400	335	353	1
Tailors/Uniforms	452,538	475,938	1,800	2,263	2,380	9
Others	175,987	185,087	700	677	712	3
Hardware	45,630,000	47,990,000	181,000	185,941	195,558	738
Hardware	22,084,920	23,227,160	87,604	80,309	84,462	319
Lawn/Seed/Fertil.	866,970	911,810	3,439	2,550	2,682	10
Others	22,678,110	23,851,030	89,957	103,082	108,414	409
Vehicle Service	53,471,000	56,236,000	212,000	130,174	136,905	516
Gasoline	18,180,140	19,120,240	72,080	12,538	13,186	50
Garage, Repairs	35,290,860	37,115,760	139,920	117,636	123,719	466

Miscellaneous	81,800,000	86,030,000	324,000	326,671	343,563	1,295
Advert. Signs, etc.	1,308,800	1,376,480	5,184	4,759	5,005	19
Barber/Beauty shop	4,989,800	5,247,830	19,764	24,949	26,239	99
Book Stores	3,762,800	3,957,380	14,904	20,904	21,985	83
Bowling	1,881,400	1,978,690	7,452	18,814	19,787	75
Cig./Tobacco Dealer	572,600	602,210	2,268	1,145	1,204	5
Dent./Physician Lab	3,272,000	3,441,200	12,960	10,068	10,588	40
Florist/Nurseries	6,135,000	6,452,250	24,300	14,435	15,182	57
Laundry, Dry Clean	2,781,200	2,925,020	11,016	9,271	9,750	37
Optical Goods/Opt.	1,963,200	2,064,720	7,776	5,609	5,899	22
Photo Sup./Photog.	5,644,200	5,936,070	22,356	16,126	16,960	64
Printing	6,625,800	6,968,430	26,244	24,094	25,340	95
Paper/Paper Prod.	3,517,400	3,699,290	13,932	17,587	18,496	70
Gifts/Cards/Novel.	11,697,400	12,302,290	46,332	38,991	41,008	154
Newsstands	654,400	688,240	2,592	1,309	1,376	5
Video Rent/Sales	10,634,000	11,183,900	42,120	53,170	55,920	211
Others	16,360,000	17,206,000	64,800	65,440	68,824	259
TOTAL	522,685,000	549,713,000	2,072,000	1,730,792	1,820,288	6,865

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