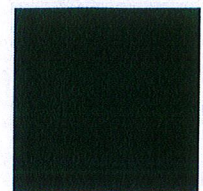
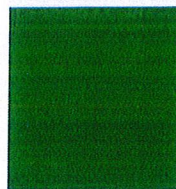




NEEDS ASSESSMENT

City of Huntington Woods

Study of Eleven Mile Road Municipal Property &
Age-Specific Housing



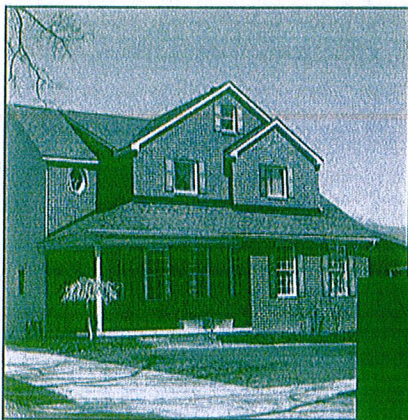


This report was prepared by the City of Huntington Woods in January 2015 with assistance from Clearzoning, Inc.

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Executive Summary

In 2014, the retiring City Administrator for the City of Huntington Woods planted the seeds for an innovative project. His idea was somewhat non-traditional; he envisioned a public/private partnership where the City and a private developer would combine City resources (municipal property) with private resources (financing and professional know-how), with the end result being upgraded municipal facilities and senior housing—both of which would enable the City to provide improved services to its residents with minimal impact on the City's finances. Clearly, the exploration of such a unique redevelopment opportunity needs considerable research, study, and evaluation. **This report should be considered a very preliminary and cursory identification of issues the City should explore with further study before reaching any final conclusions.**

Background. The City of Huntington Woods owns about 4.6 acres of property on Eleven Mile Road, at the City's northern border. About 3 acres of this property was developed with municipal buildings, starting with the Department of Public Works building in the early 1940's. For the most part, the City Hall (ca. 1954), Department of Public Safety (ca. 1963), and DPW building have not been improved or altered significantly in 50 years. Recognizing that technology and other factors have changed the delivery of municipal services, the City seeks to explore the needs of City staff and whether changes to the municipal complex are needed. In addition, the City recognizes the aging of its population and seeks to understand if an age-specific housing alternative could be provided through a public-private partnership on municipal property.

Process. This study gives an overview of the conditions of municipal property on 11 Mile Road. It is not an engineering, structural or architectural study, nor is it a feasibility assessment of the costs involved with making needed improvements. Rather, this study is the first step in identifying what services are offered at these facilities and asks the people most intimately involved with their daily functions (staff) what's working and what needs work. It should be made clear that one of our primary findings is that the City of Huntington Woods is tremendously fortunate to have a dedicated, committed, and loyal team of professionals who keep the City running as efficiently and effectively as possible.

In addition to the assessment of the municipal complex, this study offers some background on the aging population in Huntington Woods and throughout the US. It is important for the community to understand the issues surrounding aging and identify ways in which older residents can live comfortably in the community as long as they desire. Interviews with Huntington Woods seniors and a short survey for seniors and those that care for seniors focused on housing, of primary concern in a community where single family detached homes comprise all but one of the City's housing units (there is one duplex in the City).

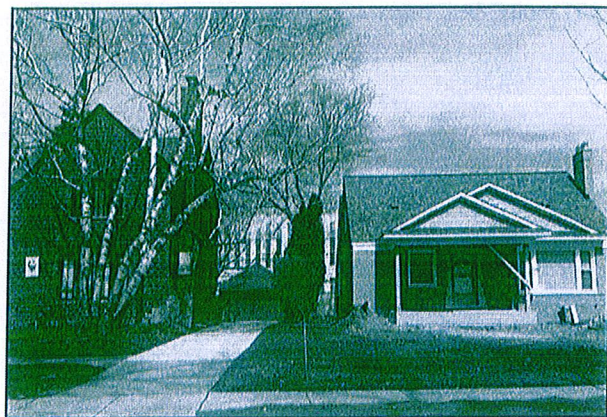


Municipal Complex

The City's Municipal Complex is comprised of five buildings and houses the City's essential services: City Hall, Public Safety, and Public Works. In addition, the Parks & Recreation department uses the complex for storage of materials and equipment. The location of the complex makes it easy for residents to access City Hall and Public Safety, as well as for Public Safety and Public Works to access the rest of the City. Structurally, most of the buildings appear to be in satisfactory condition, although anecdotal evidence suggests possible foundation problems at Public Safety. Aesthetically, the buildings could use improvements, both inside and out. Furnishings and room layouts are dated and worn, and some rooms are "fixed" in layout, due to concrete block walls. Parking and service areas are cramped and in various states of repair. Most vehicles are kept outside, including public safety vehicles. Improvements in technology and newer vehicles and equipment could be better accommodated. Efficiencies are needed in terms of access and storage of equipment, files, and vehicles.

Public-Private Partnerships

Across the county, there are many examples of public/private partnerships (P3's) that leverage private investment to fund public improvements. Infrastructure improvements are popular P3 projects because they are very expensive but can often offer ongoing revenue streams for investors. This study provides a few examples of P3 projects around the country, including an example of a public library in Dallas, TX that was funded through a partnership between the City of Dallas and the Kroger company.



Housing Needs of Seniors

The City has seen its population increase by 1.4% between 2000 and 2010; however, the segment of the population over 65 increased 8.6% during that time. The median age of City residents increased from 40.6 to 42. This aging of the population is occurring throughout the state and rest of the country. This trend will continue well into the future as baby boomers continue to age, people live longer, and family sizes remain small. With all of the City's housing stock built as detached single family homes, it will be likely that many older residents "age in place;" most residents will need some modifications made to their homes for safety and other reasons as they age.





Further Study Recommended

The remainder of this report contains the early exploration of municipal facilities and senior housing needs. With such a complicated and important project, small steps are advised. Before the City is able to make any determination on moving forward, further study could begin to address the following questions:

1. Certain functions, like DPW, could be relocated to a larger site out of the city while still maintaining a high level of service to residents. What other locations could offer a DPW office, shop, and parking complex? Assess the distance in terms of miles and minutes from the City. Explore how larger cities manage to provide efficient public works services with greater distances to travel.
2. If DPW could be relocated, that would enable more opportunities for redevelopment of the municipal complex. What would the costs be for the City to redevelop the municipal complex for administration and public safety? Are these costs the City is able and willing to bear?
3. Are there developers interested and experienced in public/private partnerships of this nature? What would a private developer gain from investing in the construction of municipal buildings?
4. Looking beyond the municipal complex to Woodward Avenue, what could the City do to entice higher density development in this location?
5. Could there be an opportunity for a P3 development of municipal services and senior housing on Woodward? What resources, other than property, could the City contribute towards such a project? If so, could the City retain and redevelop the DPW site to better accommodate facility, parking, and storage needs?
6. The City should explore and understand additional opportunities for the funding of housing through the Michigan State Housing and Development Authority (MSHDA). A third party such as MSHDA may offer additional financial leverage.

Discussing these ideas in an open, transparent manner that encourages and facilitates open dialogue will enable City residents, staff, and officials the opportunities to understand possibilities, trade-offs, benefits, and consequences of future action or inaction.

1. Existing Conditions at the Municipal Complex



Most of the City's municipal services are housed in the municipal complex. The complex area totals approximately three acres and contains parking areas and several buildings: City Hall, the Department of Public Safety, the Department of Public Works, and the Parks Department Storage facility.

- **City Hall:** Approximately 5,000 gross square feet. Single story with a basement. Built in 1954 in the "art deco" style, originally as a fallout shelter. On the main floor, the building contains three offices, one "bullpen" divided with cubical dividers, council chambers, and a "computer/media room."
- **Public Safety:** Approximately 4,600 gross square feet. Single story, constructed of concrete block in 1963. The building contains offices and a locker room for male officers; there are no similar facilities for female officers. The basement is used for storage. Vehicles are parked behind the building in an uncovered parking area.
- **Parks & Recreation Storage:** Approximately 2,700 square feet. Single story, unknown construction date (originally built as the fire hall). Used for storage and work area.
- **Public Works:** Approximately 6,000 square feet. Single story, constructed of concrete block. Original portion of building built around 1940 with a garage bay addition in 1961. Contains one office, a "bullpen" area with service counter, and several bays for vehicle maintenance and repair.
- **Animal shelter/sign shop:** Small building at back of complex for animal holding and workshop for making municipal signs.

In the past, the City has discussed the location, size, and sufficiency of municipal facilities, especially with regards to the departments of public works and public safety. In addition, sharing or consolidating services with neighboring communities has been discussed but largely deferred. Currently, the public safety department uses the City of Berkley's gun range and holding cell and Public Works stores the largest of its vehicles in the City of Troy.

The primary objective of this study was to understand how the existing municipal facilities meet the variety of departmental needs. A cursory overview of the adequacy of the municipal facilities described above is provided in an effort to identify some possible alternatives for future management of municipal service. The information that follows is based on face-to-face interviews and written responses to a questionnaire provided to staff.

1A. City Hall

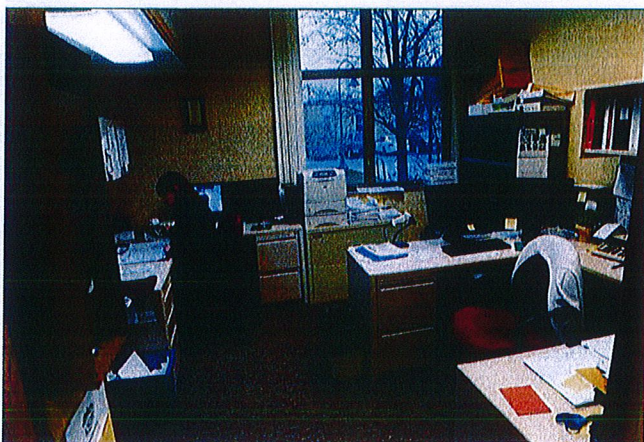
Six full-time employees perform a variety of administrative municipal services within City Hall. Departments housed within City Hall include:

Department	Staff	Function
Planning, Zoning & Code Enforcement	1 full-time	Plan review and enforcement of local development ordinances
Finance	3 full-time	Budgeting, accounting, contracts, personnel functions
Clerk	1 full-time	Water/tax bills, building permit fees, election support
City Manager	1 full-time	City administration and management



Office space. The “bullpen” area of City Hall (both photos above) separates the City Manager and Finance department from the customer service counter. There are three offices for four staff: one for the City Manager, one for the Finance Director, and one that is shared by the Deputy Finance Director and the Treasurer (below left). The former Planning Director used an office carved out of the lunch room (below right). If additional staff are added, finding adequate space will be challenging.

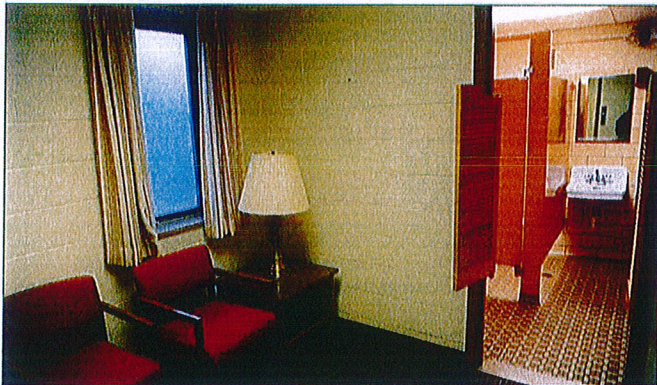
Generally, staff finds the individual offices to be adequate, although there are some heating/cooling issues that impact day-to-day comfort. The layout of the bullpen area meets the expectations of the public in terms of accessibility, yet requires someone from staff to always be in the bullpen area, because the presence of the cubicles limits views from the offices to the counter. All of the departments find a need for privacy at some point, particularly finance due to the collection of money, as well as private human resource issues.



City Hall

Meeting Space. All public meetings are held in the council chambers at City Hall (right). The furnishings in the council chambers and women's restroom (below center) are original to the building's construction in 1954. Without any other conference rooms, the chambers also serves as a meeting place for a variety of informal and formal meetings with staff, officials, and residents. This can cause a conflict when multiple meetings arise at the same time.

The building contains one set of restrooms that is used by staff as well as the public. Staff raises concerns over privacy, security, and the accessibility of these facilities to the public.



Storage. Storage is a big concern of staff and is accommodated wherever possible, including hallways (above left) and in the old vault (above right). In addition, the basement of the building also contains files. The severe flooding of the summer of 2014 impacted some of the files stored on the floor of the basement and they had to be thrown away. The conversion of paper files into electronic documents will require significant time but will relieve some of the demands of space for storage.



Technology. Over the years, the City has tried to accommodate technology such as computers, servers, printers, and audio/visual recording. Building layout and construction make updating technology challenging. Newer technologies exist today that reduce the size of hardware and could make several processes easier. For example, a large format scanner/plotter could be used to scan and store building plans in electronic format.

City Hall—Take Away

What's Working:

- Sturdy construction
- Adequate space
- Great location

What Needs Work:

- Needs meeting space
- Needs more storage (or conversion of documents)
- Needs technology upgrades to improve service delivery (electronic documents, accept credit card payments, etc.)
- Needs reconfigured office space and customer service areas
- Needs improved security
- Needs accessible public restrooms and separate staff restrooms
- Fresh décor and furnishings would be a plus

1B. Department of Public Safety



Eighteen full-time employees and one part-time employee comprise the Department of Public Safety. This department provides the City of Huntington Woods with police, fire, and emergency medical services (EMS) in its own building, separate from civilian City employees. The City shares lockup and regional dispatch with neighboring communities. Public safety officers may use the gun range at the City of Berkley; however due to the location outside the City, officers cannot be on-duty during practice and training.

The Public Safety building was built in 1963 with concrete block construction.

Interior space. The two main office spaces (for the Director and the Lieutenant) are adequate. However, the configuration of the office interior does not meet the needs of today's public safety department in several important ways. Concrete block makes remodeling, adding, or reconfiguring challenging. Needs include:

- Separate interview room for victims and suspects. This impacts the safety and privacy of all parties involved.
- Technology upgrades, including a camera system for monitoring of inside and outside activities. The concrete walls make the addition of new technology difficult.
- A separate facility for female officers and staff. Currently, women use a restroom as a locker room.
- A conference room
- Lighting and ventilation improvements (challenging with the concrete wall construction).
- The basement is used for storage, but ongoing flooding issues impact the overall usability of that space, as do problems of foundation settlement.



Department of Public Safety

Vehicle parking. There are currently seven public safety vehicles, all of which are parked outside behind the public safety building. There, vehicles sit uncovered. In the winter months, vehicles are left running at all times so they are frost-, ice-, and snow-free and can be ready at a moment's notice in order to ensure quick response times for residents.

The outdoor storage and parking area is shared between public safety, public works, and the parks and recreation department. Due to the layout of the outdoor storage and parking area, there is sometimes a need to shuffle vehicles and equipment around to obtain access.



Public Safety—Take Away

What's Working:

- Location
- Adequate space for administrative offices

What Needs Work:

- Needs meeting space
- Needs technology upgrades to improve safety and service delivery (especially cameras)
- Needs reconfigured office space to allow private interview room (s)
- A separate locker room for women is needed
- A covered/heated vehicle parking area is needed
- Improved lighting and ventilation is needed
- Basement flooding issues need to be resolved

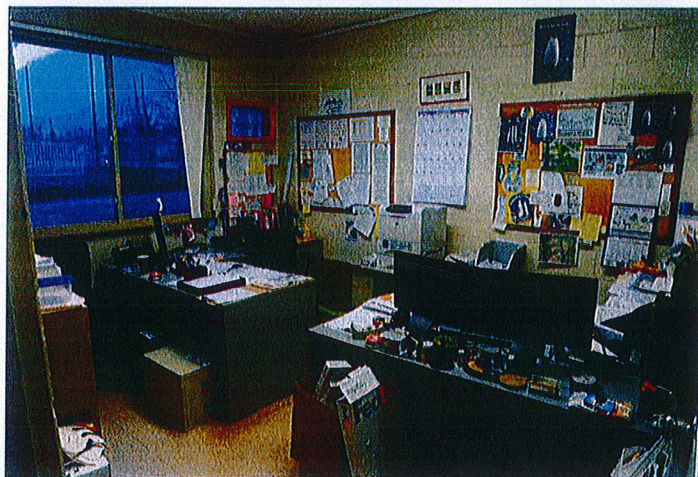
1C. Department of Public Works



The Department of Public Works is comprised of eight full-time employees and one part-time employee. This department provides the City of Huntington Woods with the maintenance and repair of the City's water and sewer system as well as handles local street repairs. City vehicles are also maintained and repaired on site. The DPW site is also used as a recycling drop-off location for residents.

Because City vehicles cannot contain everything that may be needed in the field, staff finds the location optimal in terms of easy access back to the shop area.

The Public Works building is concrete block construction and was originally built in the early 1940's with an additional garage space built in 1961.



Interior Space. The interior of the office areas is dimly lit and tired-looking. The office areas include a service counter for visitors, an office that is shared by the Public Works manager and superintendent. There are restrooms for men and women, but a shower facility would allow employees to clean up from working in the field on water, sewer, and road repairs. There is a break room that is also used for storage. With the concrete block construction, it is difficult to reconfigure space in this building to better accommodate the needs of the department. Those needs include:

- An additional office area
- A locker room/shower facility
- A dedicated break room
- Improved appearance



Department of Public Works

Interior Storage/Repair. There is considerable space provided for interior storage of most of the City's vehicles and equipment. Newer vehicles, however, tend to be taller than older ones, and some adjustments to the garage entries are needed to accommodate newer vehicles. In addition, the City owns one large piece of equipment, a vactor truck, that is too large to be stored on site. This truck should be stored in temperatures above 40 degrees. Therefore, in the winter months, this truck is stored in Troy (about a 20-minute drive time from the office).



Exterior space. The outside areas between the Public Works and Public Safety, and Parks & Recreation departments contains City vehicles, trailers, and equipment. The configuration of the outdoor areas often makes maneuvering of vehicles and equipment challenging and time consuming.



Public Works—Take Away

What's Working:

- Location
- Adequate amount of space for administrative needs

What Needs Work:

- A shower/locker room is needed
- An improved break room is needed
- Improved organization of storage areas is needed
- Improved appearance of the building's interior office areas is needed
- Accommodation for newer, larger trucks on-site is needed
- Building depth is inadequate for several existing vehicles

1D. Parks & Recreation Department (storage building)



The Parks & Recreation department uses the old fire hall next to the Public Safety department for storage and maintenance needs. There are two full-time employees year-round and four part-time employees in the summer who use this facility. Due to the success and popularity of Parks & Recreation facilities and programming, the storage and maintenance needs of the department are growing.

Interior Space. The interior of the office areas is adequate but could be updated, especially with improved lighting. In addition, a heater pad is needed to prevent water pipes from freezing and bursting. The building is not air conditioned. There is an office area that could be improved with better internet access and updated computer/printing equipment.

The building contains the outdoor community swimming pool cover, tennis court netting, and a variety of miscellaneous storage. Because there is so much stored in this building, it can be very difficult to easily access items. In addition, there is not room for a dedicated shop area, so any shop work that needs to be done means moving things around to make a clear space.

Exterior Space. The department has three tractors/mowers, three trucks, and one trailer, all of which are kept outside with no overhead covering. The space is shared with public works and public safety, and moving of vehicles to provide access is often required.

Public Works—Take Away

What's Working:

- Location

What Needs Work:

- Improved organization of interior and exterior storage areas is needed
- Improved interior lighting is needed
- Improved heating and cooling system is needed
- Dedicated workshop area is needed
- More interior space for vehicles, equipment, and materials

2. Needs of Aging Population—Focus on Housing

As noted in the City's recent Master Plan Update, the City's population is aging. Changing demographics in the City of Huntington Woods will have implications on needs for housing, transportation, and municipal services.

- Since 2000, the City has seen a decrease in the 18-34 age group of 14% while those in the 35-64 years age group increased by 12%.
- The Southeast Michigan Council of Governments (SEMCOG) estimates by the year 2040, the City can expect to see a decline of 14.3% in its population under 18 and an **increase of 104.6% in its senior population.**
- The SEMCOG projection forecasts that in 25 years, the over 65 population will comprise almost 27% of the City's total population—up from 13.5% in the 2010 Census.



These numbers and projections are a part of a nationwide trend towards an overall aging population. According to the American Planning Association in its 2014 *Aging in Community Policy Guide*, (provided in the appendix) the aging of America is “fueled by 72 million baby boomers [born 1946-1964] aging through the life cycle in combination with a profound increase in longevity.” A 2013 report by MetLife notes that, “The fastest growing segment of America’s aging population are those people over the age of 85 who are most likely to need the support of family, friends and the community to remain living independently.”

Local governments throughout the region, state, and country are beginning to understand the benefits and challenges associated with an aging population. On the one hand, there are many active and engaged older adults extending their careers, allowing them to continue their participation in the economy. Many others share their experience and wisdom through volunteer efforts. On the other hand, aging residents often do need increased community support and services.

In a 2007 report, *Global Age-Friendly Cities: a Guide*, the World Health Organization (WHO) encouraged cities across the world to become more “age-friendly.” They suggested that “in practical terms, an age-friendly city adapts its structures and services to be accessible to and inclusive of older people with varying needs and capacities.” The report notes that “older people in particular require supportive and enabling living environments to compensate for physical and social changes” associated with aging. The WHO wisely recognizes that when communities strive to be “age-friendly,” the benefits are spread throughout its population, not only the elderly.

“Barrier-free buildings and streets enhance the mobility and independence of people with disabilities, young as well as old. Secure neighbourhoods allow children, younger women and older people to venture outside in confidence

According to AARP, “a livable community is one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life.”

Needs of Aging Population—Focus on Housing

to participate in physically active leisure and in social activities. Families experience less stress when their older members have the community support and health services they need. The whole community benefits from the participation of older people in volunteer or paid work. Finally, the local economy profits from the patronage of older adult consumers.”

Closer to home, the Southeast Michigan Council of Governments (SEMCOG), a regional planning agency, encouraged communities to explore opportunities to be “age-friendly” in 2009 with its “Community-based Senior Readiness Assessment Tool.” The tool poses a series of questions aimed at local government services (including emergency services, community services, and support services), community planning and land use (including master plans and zoning ordinances, age-friendly buildings, and housing stock analysis), housing, transportation, recreation and well-being.

While there are many issues for Huntington Woods to consider regarding its aging population, this study focuses on housing, and, more particularly, on the need for an alternative to the single-family detached homes that make up the city’s entire housing stock, with only one exception (a duplex home). As city residents age, then, they have two choices: remain in their homes or move out of the community.

A study by the AARP showed nearly 90% of older adults agreed, saying that the love of their current home or neighborhood, a desire to stay in familiar surroundings, a lack of affordable, convenient, or attractive options, and a desire to remain independent all are factors in their wish to remain in their existing homes.

Given the importance of “home” on our lives as individuals and for our communities, it isn’t surprising that most older people say they want to stay in their homes as long as possible. A study by the AARP showed nearly 90% of older adults agreed, saying that the love of their current home or neighborhood, a desire to stay in familiar surroundings, a lack of affordable, convenient, or

attractive options, and a desire to remain independent all are factors in their wish to remain in their existing homes. Yet, is that the best option for individuals--and the community? It might be for some people, but not for all. What this means is that communities with a variety of housing options may be better prepared to accommodate the needs of all of their residents throughout their lives.

Ideally, housing for older adults should provide accessibility into the home (without steps), full living accommodations on the first floor (full bathroom, bedroom, kitchen), wide doors and hallways, and safety features (including grab bars, carpeting on stairs, and non-slip rugs). A quick and easy checklist is available from the AARP and has been included in the appendix. Many of these features are being included in new homes today, but older homes tend not to address many of these important features.

Needs of Aging Population—Focus on Housing

In 2012, the City of Huntington Woods Senior Advisory Committee started to explore these issues with a survey of older adults conducted by Wayne State University's Institute of Gerontology. This study concluded that "the far most expressed need and potential for [supportive services] fell into the home maintenance area. This is a reflection of Huntington Woods as a community of single-family homes." In fact, 35% of respondents over age 65 expressed an interest in housing alternatives within the City. Of those, 75% expressed an interest in condominiums, 71% in rental apartments or cooperatives, and 59% expressed an interest in housing with meals or other assistance. The study reports that, "healthy older adults generally find it difficult to anticipate their future needs if they were to become ill or disabled, and that those who live in single-family dwellings are often not included to consider different forms of housing such as condos or co-ops. These results indicate a higher level of demand for such senior housing developments in Huntington Woods than we would have expected." The study concluded with four recommendations, summarized as follows:

- The City should consider a way to provide or facilitate the provision of home maintenance to its older residents;
- The City should also consider whether to encourage and support the construction of congregate housing for older adults within the city;
- The City should promote civic engagement, venues for social interaction, opportunities for volunteers, and exercise and health promotion for its older citizens.
- The City should continue to communicate with older residents by mail, rather than electronic methods.

Again, this study, through a small focus group interview and survey, asked Huntington Woods residents what they like best about living in the City, what the City could do to better serve its older residents, and specifics about their current and future living arrangements. Findings from the focus group interviews are included below (a more complete summary is included in the appendix):

Best things about living in HW

- Intergenerational neighborhoods
- Great city services, especially snow removal and keeping city clean
- Library, pool and community center
- Good school district
- Senior activities, including trips, immunizations, etc.,

What is lacking for older residents?

- Exercise facilities
- Resources for improving older homes
- Designated space for seniors to hang out-- play cards, chat



Images of the City's housing stock, including the one non-single family home, a duplex on 11 Mile Road (above).

Needs of Aging Population—Focus on Housing



Huntington Woods Recreation Center

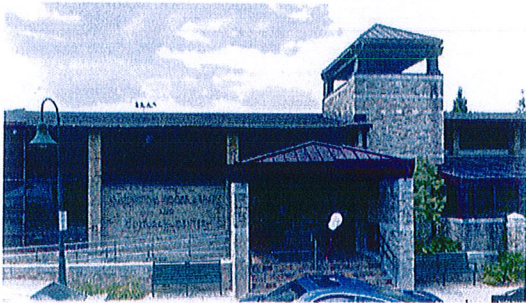
How could the city be more accommodating to older residents?

- Local retail, restaurant, and services
- More opportunities for public transportation and non-motorized transportation.
- Housing analysis (education) that would show people how residents could make their homes more livable as they age.
- Senior housing

NEIGHBORHOOD

Are there any challenges with getting around?

- Street lights are somewhat dim in the evening hours.
- Enforce clear walking areas on and above the sidewalk
- Need help with transportation, especially in the winter



Huntington Woods Library

HOME

What type of home do you live in?

- Housing types represented included two-story homes with no first floor living; 1.5 story with bed and bath on first floor
- It was noted that homes are hard to remodel for access with the limited lot size.

Have you made any improvements over the past few years?

- A few improvements were made including: generator, addition, ramp/ access to home, and grab bars

How does your home accommodate visitors?

- Few homes are easily accessible for those with mobility issues.

What are the best things about your home?

- Walk to library, rec center
- Great neighbors of all ages
- Backyard, garden
- Good size

Do you have concerns about living in home in the future?

- Accessibility to second floor. No first floor area can be converted
- Access into home
- Services inside like housecleaning, maybe even caregivers
- Costs of remodeling
- Costs of services
- Lighting in the home

Needs of Aging Population—Focus on Housing

- Laundry room in basement
- Trade-off for home improvement vs. travel

Would you consider alternative housing options?

- Responses included: Yes, I would move if I had another option
- I'm not sure I would be interested.
- Probably not—would move to a continuing care community like Fox Run.

Survey Summary

The survey conducted for this study asked similar questions to the focus groups, and findings were consistent. 64 respondents completed the survey. Generally, respondents seem satisfied with the current services and amenities the City offers. However, many people cited opportunities to improve in the specific area of transportation as well as recreational and cultural opportunities.

Three Best Things/Three Things Lacking. The survey started by asking for the three best things about Huntington Woods for older adults and then asked three things that need improvement. These were open-ended questions, allowing the respondents to provide their own insights. The word clouds at right highlight the most commonly used words. The City's location within the region, with access to roads and highways, regional shopping, employment centers, and medical facilities, seems to be important for most respondents. Yet, there is a recognition that transportation to access the goods, services, and cultural amenities in the region will need to be addressed.

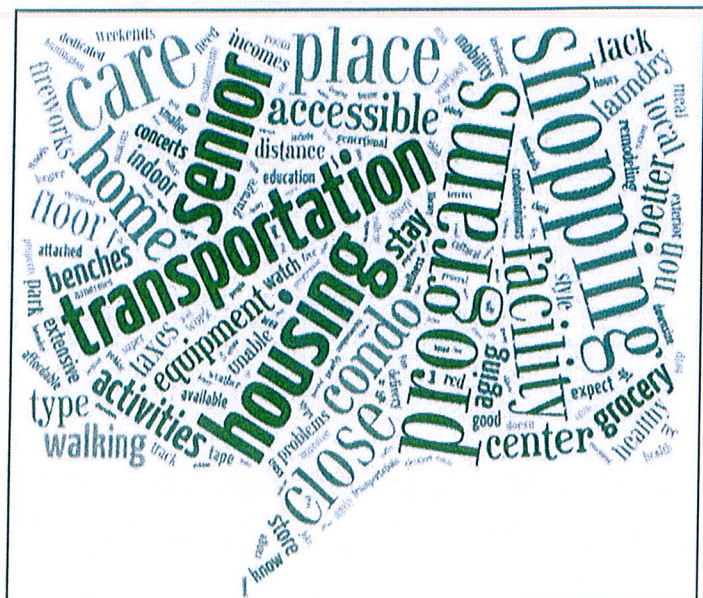
Housing does appear on the list of things that are lacking for older residents. While some respondents mentioned having services available for home improvements, most respondents indicated a need for additional housing types.

The “word clouds” below illustrate the most frequently used words in response to survey questions. The larger the word appears, the more frequently it was mentioned.

**"Word Cloud" - Summary of Open Ended Responses to
"Three Best Things About Living in Huntington Woods
for Older Residents"**



**"Word Cloud" - Summary of Open Ended Responses to
"Three Important Things Huntington Woods Lacks
for Older Residents"**



Needs of Aging Population—Focus on Housing

Visitability refers to a home that can be lived in or visited by people with mobility issues, which could include those who have trouble with steps, or use wheelchairs, walkers, canes, and strollers.

Generally, a house is “visitable” when it features:

- A zero-step entrance
- Doors and hallways with 32 inches of clear passage space
- One bathroom on the main floor accessible for a wheelchair.

Many communities across the country are encouraging the development of new homes that incorporate visitability standards. In 2014, the city of Cincinnati became the first large city in the country to offer property tax abatement for including visitability features in new home construction.

According to Rachel Adelson, author of **Staying Power: Age-Proof your Home for Comfort, Safety, and Style**, “By opening our homes to others, we also make them better for ourselves. So look at your home through the eyes of visitors, and press for change as well. You might not need it for yourself, right now, but eventually someone is going to cross that threshold...and it's better when the threshold is low.”

Visitability. The concept of visitability is aimed at improving neighborhoods and social interactions by increasing awareness of a home’s access for those with mobility issues.

The survey asked the question, “What challenges do you see for older residents to visit friends in and around the neighborhood without assistance?” Transportation was the most common response. Other responses generally indicated that while most local streets and sidewalks are usable, some could be improved and maintained in better repair, particularly in the winter.

When asked if the respondent’s home included a first floor bedroom and full bathroom, about half said no. Respondents were asked if they had made any changes to the home to accommodate mobility concerns and the overwhelming majority (81%) had not. Given the responses to those questions, respondents seem to realize that their homes cannot easily accommodate a friend or family member with mobility limitations (61%).

Housing Concerns. When asked about the concerns over aging in their current homes, respondents cited the ability to keep up with outside maintenance (74%), stairs in the home (56%), and single floor living (34%). Narrow doors/hallways and access into the home also were cited by 24% of respondents. Two comments included “I would like to downsize from a four bedroom home,” and “I will move when necessary—time for a new, young family.”

Housing Alternatives. The survey asked the question, “if there were alternative housing options in Huntington Woods for residents over age 55, such as attached townhomes or condominiums, would you consider moving?” 66% of the respondents indicated that they would move, with 34% saying no. Comments from this question indicated that respondents recognize the benefit of housing alternatives in keeping residents in the city as long as they would like to remain. However, some questioned the need for such alternatives, saying there is no room and that type of development is not consistent with the community character.

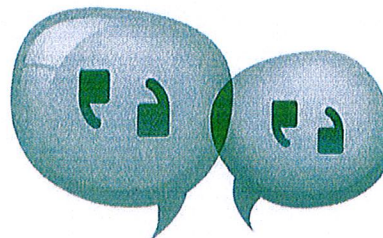
Open House

In January 2015, about 25-30 residents attended an open house that was held to share information obtained during the study. Some who attended had been concerned that the study was farther along and had moved into implementation or construction considerations. It was reiterated that the study was a preliminary step and that further study will likely be needed. Comments offered were generally supportive of the study and its findings.

Needs of Aging Population—Focus on Housing

Sample Survey Comments

Huntington Woods has provided my family with a home away from my birth place. It is truly a neighborhood community, and I would like to be able to age here. However, I have a 2-story colonial, with the laundry in the basement, and I don't have the need for the size of my current home any longer, either. But since we have such limited options available here for housing, and I fear that the high prices of housing here, I will probably be forced to eventually look to our neighboring communities, such as Berkley and Royal Oak to meet our needs for housing. I will be saddened by that circumstance.



I think it's wonderful that the city is exploring options for seniors. At present, I'm able to maintain and navigate my house and the community.

Programs of aging, create a focus group to determine desires and needs. More programs on easy healthy eating, and exercise as we age. Thanks. (I just turned 65 and don't think of myself with senior needs. I have to think about it.)

It is not incumbent upon the city to meet the medical/ mobility/ or housing needs of seniors. The city already provides programs and services. To change the nature of the city for seniors is not a good idea.

The City needs to look at the needs of ALL older adults 55 and over. This includes empty nesters, those still gainfully employed, those retired and those needing additional assistance. Aging in place is not just walls, a floor and ceiling.

The older population is living just fine in huntington woods. There is no need for this.

"A Public-Private Partnership (P3) is a contractual arrangement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility."

—The National Council for Public-Private Partnerships

"Public-Private Partnerships do not make bad projects good, but they do make good projects develop faster, easier and to a greater scope than would otherwise be possible. PPP success is not simply about sound economics, but also about the quality, character, commitment, flexibility and creativity of its partners."

—David Wallace, "Vision, Leadership, Commitment, Flexibility and Experience—A Model Public-Private-Partnership" (International Council of Shopping Centers, Retail Property Insights—2011)

The basis for this study was the idea that a redevelopment of municipal property and addition of senior housing could be made possible within the framework of a public-private partnership (P3). Leveraging the city's municipal property in exchange for new municipal offices and housing is not a simple arrangement, but it is a model that is being used around the country and around the world to help local, state, and federal governments develop and redevelop facilities and infrastructure.

This study includes research on examples to help the City begin to better understand what P3 projects are, how they work, and possible applications in the City. A few of the cited examples are at a larger scale than a likely project in Huntington Woods, but have been provided as examples of variety of innovative public-private partnerships are being undertaken around the country. At the end of this chapter, important steps in the process are offered. Additional information on these projects as well as general information about public-private partnerships is included in the appendix.

Case Study #1. Oak Lawn Branch Library (Dallas, Texas)

In 1999, the City of Dallas and the Kroger Company created a public-private partnership for the development of a new grocery store and public library. The Kroger Company built a new 12,900



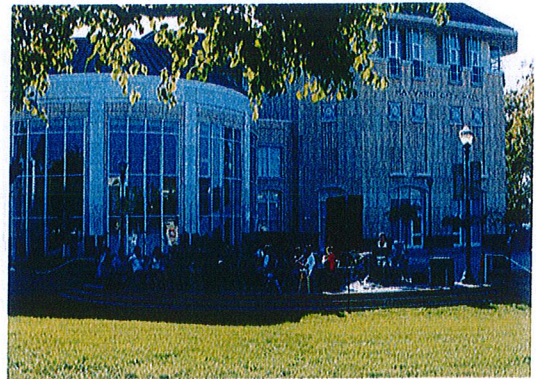
Oak Lawn Branch Library (Dallas, TX)

sq ft branch library to replace an existing 11,000 sq ft library, which allowed Kroger to build a new grocery store on its property. The City allowed Kroger to develop a shared parking lot on municipally-owned property, which is shared between the grocery store and the library. Not only did the partnership allow the City to build a new library, but the draw of these two uses at the same location increased library patronage. According to the Oak Lawn Library website, "Kroger paid \$1,000,000 for the land and for the construction of the new building and the temporary quarters. The old multi-level branch library suffered from structural and design problems that had been too costly for the city to repair. "Kroger is very much a believer in community. We're very proud to be here," said Leigh Honeycutt, manager of the new Kroger store. Taxpayers paid nothing for the building, which is 2,000 ft² larger than the old building and was equipped with the new STAR computer databases. "We got a larger building on only one floor, which works better for a library," said Joe Bearden, assistant director for support services.

Comparable Research

Case Study #2. Hayward City Hall & Mixed Use Complex (Hayward, CA)

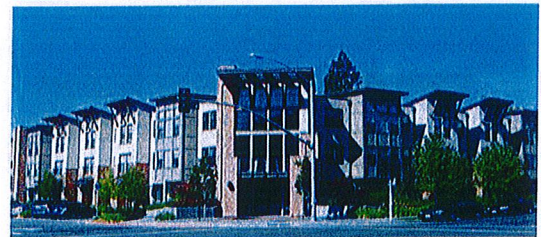
Since 1987, the City of Hayward, largely through the Hayward Redevelopment Agency, has used public-private partnerships to finance public improvements, including street and sidewalk projects, transit-supportive development, and housing. Involvement from the City has included land acquisition, site clearance (environmental assessments). In 1998, the City of Hayward developed a new city hall in conjunction with its Hayward Redevelopment Plan. Additional funding for the city hall project included federal transportation funds due to the relationship between city hall and the public transit authority (Bay Area Rapid Transit). In 2003, 77 residential units in two and three-story buildings was constructed. The City participated in land assembly, street closures, and site clearance. In 2008, Eden Housing and the city created a partnership for the development of a 60-unit senior housing project. A portion of this project was funded through the Hayward Redevelopment Agency loan of \$507,000 for low and moderate income housing.



Hayward, CA City Hall

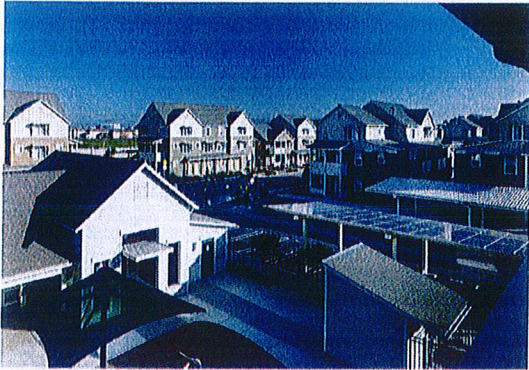
Case Study #3. Anderson School Site Redevelopment (Bothell, WA)

Starting in 2005, the City of Bothell, Washington has been planning for public-private partnerships as their approach to implementing the community's vision for the future. In 2009, the city acquired the Anderson School Building and its surrounding outbuildings as a part of an 18-acre parcel, purchased from the Northshore School District (NSD). Located at the heart of downtown, the city recognized that the parcel was critical in its redevelopment efforts. By late spring of 2010, the City came to an agreement with Oregon-based hotelier McMenemy for the purchase of the Anderson School Building and its outbuildings, a 5.41 acre portion of the NSD site. According to the city's website, "this transaction represents the first private investment in the City's redevelopment effort, and preserves the historic art deco Anderson School Building which originally opened its doors to students in 1931." The city has several additional projects planned, including a new city hall and the redevelopment of a Safeway site into a mixed use project. The City notes that, "To date, the City has invested over \$100M in vital capital projects as part of a \$150M program initially planned and approved several years ago. These improvements, according to economic studies, will leverage \$650M in private investment. Already Bothell has garnered \$200M in private investment planned for downtown in the next several years."



Source: Van Meter Williams Pollack, LLP

Eden Senior Housing, Hayward CA



Emerald Vista Mixed Use—Dublin, CA

Case Study #4. Emerald Vista Mixed Use Development (City of Dublin, CA)

In 2011, the City of Dublin, CA created a four-way public/private partnership composed of the city of Dublin, the Housing Authority of the County of Alameda, regional nonprofit developer Eden Housing, and KB Home, a for-profit national homebuilder. This partnership redeveloped an old public housing project into a mixed use, mixed-income community. The housing agency sold the land for the project and leveraged the revenue to obtain low-to moderate-income housing. Tax exempt bonds, low-interest loans, and grants were also used.



El Cerrito Senior Housing—in predevelopment

El Cerrito, CA

Case Study #5. Eden Senior Housing Mixed-Use Apartments. (El Cerrito, CA)

In 2013, the City of El Cerrito selected a developer, Eden Housing, to develop a 40,000 sq ft site adjacent to its City Hall as a P3 project. The mixed use transit-oriented development is proposed to include 63 units of affordable housing for seniors, ground-floor commercial space, and a medical clinic.

Getting Started

The National Council for Public-Private Partnerships recommends seven “key steps” for any P3 project.

1. **PUBLIC SECTOR CHAMPION.** Recognized public figures should serve as the spokespersons and advocates for the project and the use of a P3. Well-informed champions can play a critical role in minimizing misperceptions about the value to the public of an effectively developed P3.
2. **STATUTORY ENVIRONMENT.** There should be a statutory foundation for the implementation of each partnership. Transparency and a competitive proposal process should be delineated in this statute. However, unsolicited proposals can be a positive catalyst for initiating creative, innovative approaches to addressing specific public sector needs.
3. **PUBLIC SECTOR’S ORGANIZED STRUCTURE.** The public sector should have a dedicated team for P3 projects or programs. This unit should be involved from conceptualization to negotiation, through final monitoring of the execution of the partnership. This unit should develop Requests For Proposals (RFPs) that include performance goals, not design specifications. Consideration of proposals should be based on best value, not lowest prices. Thorough, inclusive Value for Money (VfM) calculations provide a powerful tool for evaluating overall economic value.

Comparable Research

4. **DETAILED CONTRACT (BUSINESS PLAN).** A P3 is a contractual relationship between the public and private sectors for the execution of a project or service. This contract should include a detailed description of the responsibilities, risks and benefits of both the public and private partners. Such an agreement will increase the probability of success of the partnership. Realizing that all contingencies cannot be foreseen, a good contract will include a clearly defined method of dispute resolution.
5. **CLEARLY DEFINED REVENUE STREAM.** While the private partner may provide a portion or all of the funding for capital improvements, there must be an identifiable revenue stream sufficient to retire this investment and provide an acceptable rate of return over the term of the partnership. The income stream can be generated by a variety and combination of sources (fees, tolls, availability payments, shadow tolls, tax increment financing, commercial use of underutilized assets or a wide range of additional options), but must be reasonably assured for the length of the partnership's investment period.
6. **STAKEHOLDER SUPPORT.** More people will be affected by a partnership than just the public officials and the private sector partner. Affected employees, the portions of the public receiving the service, the press, appropriate labor unions and relevant interest groups will all have opinions, and may have misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.
7. **PICK YOUR PARTNER CAREFULLY.** The "best value" (not always lowest price) in a partnership is critical in maintaining the long-term relationship that is central to a successful partnership. A candidate's experience in the specific area of partnerships being considered is an important factor in identifying the right partner. Equally, the financial capacity of the private partner should be considered in the final selection process.



The Rackham Golf Course continues to operate today within a public-private partnership framework.

Conclusion

There are many options for public-private partnerships that facilitate the provision of needed services and achievement of long-term community development visions. Additional study is needed for the City of Huntington Woods, starting with the provision of municipal services, and the determination of alternative locations for the parking and storage of large vehicles and equipment. Through this study, the assessment suggests that municipal facilities are not currently up to the standard that residents expect in their neighborhoods. Overcrowding at current facilities results in many inefficiencies that staff have to accommodate.

Recommendations for Future Research on Municipal facilities:

- Research how other, larger communities address the distance between facilities and the extent of their community boundaries.
- Understand how planning for service delivery from a satellite campus could allow the City to move some of its facility needs off-site

While the City does a good job of providing services for all of its residents, clearly there are other areas in which the aging population has special needs that could be addressed. Housing, access to transportation, and assistance finding senior-related resources are important issues for the community to address.

Recommendations for Future Research on Housing Needs:

- Research and understand the variety of housing types available. During the study, many referenced “high-rise apartments,” but there are many other housing types, including townhomes, courtyard cottages, and accessory dwellings. (See appendix for additional information on these housing types).
- Understand the footprint/area needs for the various housing types—where could they be located? Should they be concentrated, or dispersed throughout the community.
- Understand where there may be available property in the City—including vacant lots and lots that are ripe for redevelopment.
- Explore opportunities to promote a variety of housing types that will make Huntington Woods an “age-friendly” community—ready to serve everyone from children to seniors.

Change can be difficult; people can be anxious about what is unknown. But nothing stays the same and communities must always consider new ways to meet the needs of residents and businesses.



Appendix

- Senior Focus Group Summary
- Senior Survey Results Summary
- AARP Home Fit Guide
- Alternative Housing Types—Courtyard Cottages & Accessory Dwelling Guide
- American Planning Association 2014 Aging in Community Policy Guide
- Case Study Information
 - * Dallas, TX—Oak Lawn Branch Library
 - * Hayward, CA
 - * Bothell, WA
 - * Dublin, CA
- Public-Private Partnership Information
 - * Ten Facts
 - * Types of Partnerships