



A D M I N I S T R A T I V E O F F I C E S

*Mayor **Robert F. Paul***
*Mayor Pro-Tem **Jules B. Olsman***
*City Manager **Amy Sullivan***

*Commissioner **Jeff Jenks***
*Commissioner **Joe Rozell***
*Commissioner **Allison Iversen***

March 24, 2017

Dear Mayor and City Commissioners,

At its meeting on March 16, 2017, the Huntington Woods Senior Advisory Committee (HWSAC) adopted the “Housing Options for an Aging Population” report. This report is the culmination of years of efforts of the Committee to study the need for and feasibility of senior housing options in the City. We have sought and obtained community input through surveys, open houses, and workshops.

Because it is clear that the demographics of Huntington Woods are changing, we are looking for ways to address an aging population’s evolving housing needs. This report represents the end of the beginning phase of this inquiry. It is now a matter of how we will proceed.

Following significant public input, the HWSAC recommends that the City Commission implement the following strategies:

- I. Educate residents and builders about Universal Design components so they can be incorporated into new and retrofitted homes; and
- II. Refine what new housing options in strategic locations in the City would look like and continue to gather community input on the issue of senior oriented housing.

The Committee also recognizes that the City should continue to explore the feasibility of service expansion to assist residents to be able to live safely in their homes. As a community, we have the opportunity to continue to be proactive and address both approaches. We ask the City Commission to continue the conversation and the work that has begun.

Sincerely,
Huntington Woods Senior Advisory Committee Chair

Howard Collens



HOUSING OPTIONS FOR AN AGING POPULATION



"CITY OF HOMES"

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Acknowledgements

Bob Paul, Mayor
Amy Sullivan, City Manager

CITY COMMISSIONERS

Jeff Jenks
Jules Olsman
Allison Iversen
Joe Rozell

SENIOR ADVISORY COMMITTEE MEMBERS

Howard Collens, Chairman
Lynn Feinberg
Susan Klein
Catherine Marchione
James Speir
Sue Tower
Susan Witus

PLANNING CONSULTANT



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I. Executive Summary

Created by the Huntington Woods City Commission in 2010, the Huntington Woods Senior Advisory Committee (HWSAC) consists of seven resident members. The duties of the HWSAC are to “provide a forum for seniors to present issues of concern to them to be considered by the City, study the need for and feasibility of senior housing options in the City, make recommendations regarding senior services, and encourage senior involvement in senior related activities in the City” ¹. In keeping with their duties, the City Commission asked the HWSAC to study the feasibility of senior housing options in the City. In 2012, the City began gathering public input related to senior needs and in 2016, the City’s Planner, Carlisle/Wortman & Associates, prepared this Housing Options for an Aging Population Report. It was finalized and presented to the City Commission for their consideration in April, 2017

This report investigates several different housing options for an aging population and summarizes public input gathered on the various options. This report should not be reviewed in isolation but rather as an extension of the 2016 Housing Options for an Aging Population Report also prepared by Carlisle/Wortman & Associates. It considers the findings of earlier studies from the 2012 Older Adult Needs Assessment, the City’s 2014 Master Plan Update, demographic data and a 2015 Needs Assessment of the municipal complex and age-specific housing for an older population.

Because the City’s population is aging, Huntington Woods is considering whether alternative housing options are supported by the City’s residents. In 2015, SEMCOG estimated there were 991 Huntington Woods residents over the age of 65 which was about 15% of our 6,290 residents. It is realistic to think that many of these residents will need to decide whether to stay in their current home or seek another living arrangement within the next 20 years. Recognizing that the City’s housing inventory currently consists solely of single family housing options², the City and HWSAC sought resident input on whether the City should explore programs for seniors to improve the livability of their current home, or explore other housing models if their current homes were no longer able to meet their needs.

By 2025, for the first time in Huntington Wood’s history, there will be more people 65+ than people under 18 years of age.

The HWSAC believes that thoughtful consideration of new approaches can help seniors and older adults remain in the City which is important for the health and strength of not just the housing market, but the entire community.

Housing for seniors can be viewed along a continuum ranging from home modifications that eliminate barriers and facilitate the ability of a resident to remain in his/her own

¹ Huntington Woods City Code Section 2-521 through 2-253

² There is one duplex within the City limits on Ludlow.

home for a longer period of time, to multi-unit dwellings, to unique senior friendly dwellings. The HWSAC considered strategies along this continuum that can help people remain in their home through the concept of Universal Design, as well as explored new senior housing options in strategic locations of the City.

Based on input from public outreach, we see there is a desire to continue to explore senior housing options. Though it may result in a slight change to the single family residential fabric of Huntington Woods, providing for the development of housing options for an aging population is important for the public good and most residents support the continued exploration of the topic.

This report is divided into sections. It describes the public outreach findings to-date, explains the concept of Universal Design and “visitability”, explores different housing types and locations that were preferred by residents, followed by strategy suggestions for Universal Design and housing option considerations.

Should the City Commission decide to continue to explore the feasibility of senior-oriented housing options, this report provides two strategies that can be further refined with multiple opportunities for public input. These strategies will be effective only to the extent that an implementation effort is supported by the majority of residents. The drafting of this report does not signal the end of the exploration process. Rather, the report serves as a guide to focus the continued discussion on the potential for senior housing and the affect it will have on the future of our community.

II. Public Outreach

Since 2012, the HWSAC and the City of Huntington Woods have conducted several studies that assessed the needs of older adults, analyzed findings, and discussed housing options with the community. The public outreach input was gathered in an Older Adult Needs Assessment (2012), the Master Plan Update (2014), a City Needs Assessment (2015) and two public workshops in 2016. An understanding of these past studies is important to establish the strategies set forth in this report.

Huntington Woods Older Adult Needs Assessment (2012)

In 2012, the HWSAC conducted an Older Adult Needs Assessment Survey. Working with Wayne State University's Institute of Gerontology, the survey was distributed to Huntington Woods households with adults 50 years and older. It asked 59 questions on activity level, health, self-care, daily needs, home maintenance services, education, exercise, transportation, and housing alternatives. The intent of the survey was to assess the needs of older adults in the community, to evaluate current services, and to help the Senior Advisory Committee prioritize their efforts and make data-driven decisions.

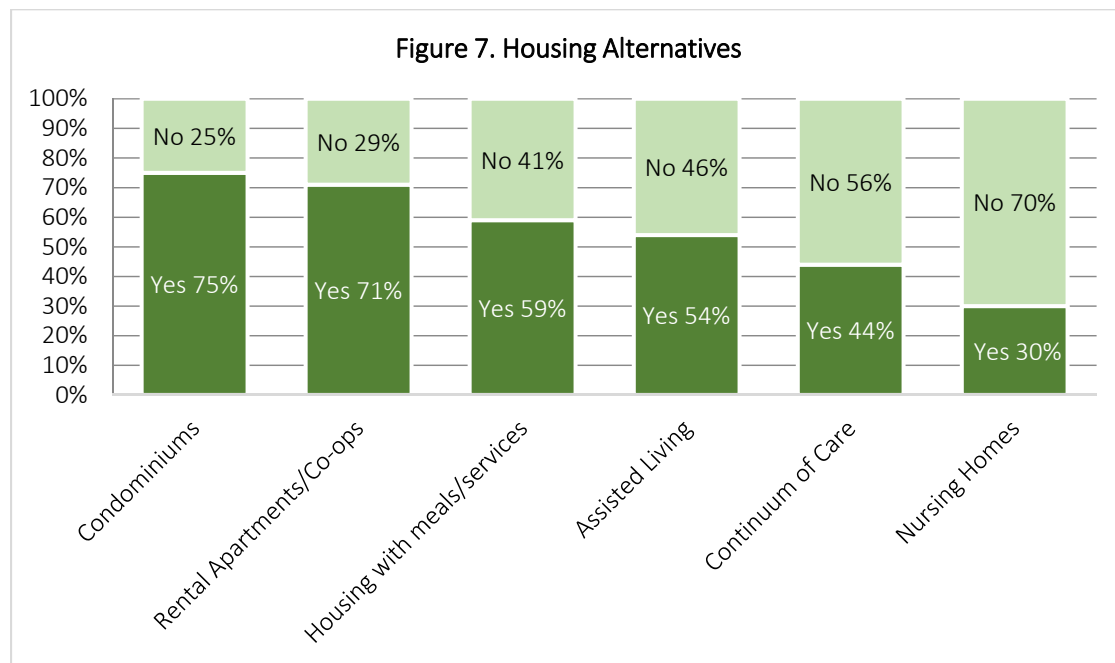
To conduct the survey, the City sent the questionnaire to 1,817 residents who were 50 years or older. The City received 698 responses which is a high 38% response rate. The sample of resident respondents tended to be married, independent, and relatively healthy. While a majority of respondents felt they were totally independent at the time of the survey, the perceived need for services such as affordable home maintenance and repair services increased with the age of the respondent. Several respondents revealed they already paid for private services to take care of their home.

Single-family homes need continuous maintenance, therefore owning a home often means more work and expenses than other housing options. When asked about housing alternatives, 35% of respondents expressed interest in one or more of the following options: condominiums, rental apartments/co-ops, housing with meals or other services, assisted living, continuum of care, or nursing homes. Of these, the independent living arrangements including condominiums, rental apartments, and housing with limited services were preferred over more traditional senior housing models.

In conclusion, the study provided the following recommendations to the City of Huntington Woods:

- Consider a way to facilitate the provision of home maintenance assistance to its older residents.
- Consider supporting the construction of congregate housing for older adults in the City.
- Continue to promote civic engagement, venues for social interaction, health and exercise, and volunteer opportunities for its older citizens.

- Increase awareness of programs, services and other related resources for older adults via preferred mode of communication.



Source: Huntington Woods Older Adult Needs Assessment 2012

City of Huntington Woods Master Plan (2014)

In 2014, the City updated the Master Plan which was written in 2008. During the planning stages, the City's Planning Commission utilized two approaches for gathering public input: conduct an online survey and hold a public workshop. One of the main findings from the 2014 Master Plan Update is the City's population is aging. Changing demographics of the City's population will have implications on housing, transportation, and municipal services.

The Master Plan noted these statistics:

- SEMCOG estimates by the year 2040, the City can expect to see a decline of 14% in its population under 18 and an increase of 105% in the 65+ population
- The SEMCOG projection forecasts that in 30 years, the over 65 population will comprise almost 27% of the City's total population - up from 13.5% in the 2010 Census

The Master Plan is the community's vision statement in the form of goals and objectives. The following goals relate to planning for an aging population:

- Create opportunities for accessible, attached housing at a scale that is compatible with the existing neighborhood.
- Ensure that there is a range of housing options to meet the needs of Huntington Woods residents, both now and in the future. It will be important to focus on opportunities to address housing while maintaining the character of the existing single-family neighborhoods.
- Direct the development of dense infill housing, such as townhomes and condominiums to Woodward Avenue.
- Continue to provide single-family, detached dwellings in a range of sizes and values. In the future, Huntington Woods will continue to offer both starter homes and homes for move-up or second-time homebuyers.
- Assist older residents so that they can remain in their homes as they age. Consider development of housing for seniors in a planned location within Huntington Woods.
- Retain neighborhood commercial nodes in planned locations on Eleven Mile Road and Coolidge Highway. Require commercial development to be sensitive to adjacent residential uses in Huntington Woods and neighboring communities.
- Educate the community about how elements of Universal Design can benefit residents of all ages.
- Keep parks and open space accessible.
- Update zoning and land use barriers to provide housing and modify the parking requirements. These requirements should be updated to reflect the context of land use, and should include consideration of shared parking and opportunities for public transportation.

Huntington Woods Needs Assessment (2015)

In 2014, the City of Huntington Woods contracted with the planning firm Clearzoning to prepare a Needs Assessment. The report contained an assessment of the municipal complex located on Eleven Mile Road and explored the opportunity to provide new older adult housing.

Municipal Complex

The report provided an overview of the condition of the facilities in the municipal complex. It was prepared by surveying municipal staff on what is working and what needs work in each building. In general, furnishings and room layouts are dated and worn. Parking areas and services areas are cramped and in various states of repair and vehicles could be better accommodated.



Aerial view of Huntington Woods municipal complex

Age Specific-Housing Needs

Building on the Older Adult Needs Assessment of 2012, Clearzoning conducted small focus groups and sent surveys to seniors about living in Huntington Woods. They asked specifically about their current and future living arrangements to explore the livability of the community. In January 2015, about 25-30 residents gathered for an open house to share information obtained during the study. Comments offered were generally supportive of the study and its findings.

Of the 64 respondents to the survey, the majority (81%) indicated they had not made any changes to their homes to accommodate any mobility concerns. Most respondents acknowledged their home cannot easily accommodate visitors, such as friends or family, with mobility limitations (61%). The survey found the main housing concerns for homeowners included outside maintenance (74%), stairs in the home (56%), single floor living (34%), and narrow doors and hallways (24%).

Lastly, the survey asked respondents, “If there were alternative housing options in Huntington Woods for residents over age 55, such as attached townhomes or condominiums, would you consider moving?” A majority of participants (66%) said yes. However, some questioned the need for alternative housing saying there is no room and that type of development would not be consistent with the character of the community. The study concluded with a brief exploration of leveraging the City’s municipal complex to allow development of both new City facilities, along with a senior housing project.

In conclusion, the study provided the following recommendations to the City of Huntington Woods:

- Research how other, larger communities address the distance between municipal 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.
- Research and understand the variety of housing types available.
- Understand the footprint and area needs for the various housing type and where they should be located.
- Understand where there may be available property in the City including vacant lots and lots ripe for development.
- Explore opportunities to promote a variety of housing types that will make Huntington Woods an “age-friendly” community.

Senior Advisory Committee: Public Visioning Workshop (September 2016)

In September, 2016 the HWSAC held an “Aging in Places” public visioning workshop. Approximately 150 residents attended representing a broad cross section of participants from all parts of the City. The purpose of the visioning session was to educate the community on anticipated changing demographics known as the “silver tsunami”, to discuss how senior housing trends are impacted by these changing demographics, and to gather feedback from the community. The City’s Planner conducted the workshop by beginning with an introductory presentation on the City’s changing demographics and provided examples of alternative senior housing. That was followed by a mapping exercise, a facilitated large group discussion and opportunity for additional feedback on comment cards.

Mapping Exercise

Participants were divided amongst 15 tables, provided large City maps, housing pieces, housing type explanation sheets, and markers. Participants were asked to brainstorm possible locations for senior housing options. After reviewing the participants’ notes and housing option placements, the trend for housing locations focused on four major areas in Huntington Woods:

1. *Perimeter of the City:* There was consensus for two and three story structures including independent living apartments, stacked flats, and duplexes/triplexes/multiplexes along the perimeter of the City.
 - a. Woodward: Mixed-use and senior apartments/stacked flats
 - b. Eleven Mile: Duplexes
 - c. Coolidge Highway: Senior apartments/stacked flats
 - d. I-696: Duplexes along Wales Avenue
2. *Municipal Complex:* Many groups saw the benefit of offering senior housing options near City Hall, the Library and Recreation Center. Housing types included one and two story senior apartments, stacked flats and accessory dwelling units. Housing

that was one or two-story was believed to be less intrusive to the community aesthetic.

3. *Accessory Dwelling Units (also known as “Granny Pods”)*: The placement of accessory dwelling units (ADU) were shown by several groups. Groups had them located in numerous neighborhoods throughout the City so there was no clear consensus on location.
4. *Perimeter of Rackham Golf Course*: A few groups placed senior housing across from Rackham Golf Course - mostly the northern and western boundaries of the course. Bungalow courts were the preferred housing type for these locations with some suggesting stacked flats or senior apartments. There were some groups that placed housing markers on the golf course itself. However this area is currently not permitted for development due to deed restrictions requiring the property to remain a golf course or a park in perpetuity.
5. *Duplexes on south side of Wales at 10 Mile/I-696*: A few groups expressed a desire for duplexes on the portion of the south side of Wales that is currently MDOT right-of-way. This strip is about 80-feet in width. (We note that the City/Developer would have to acquire the property from MDOT).



Table 9 Potential locations for senior housing in mapping exercise. Red: stacked flats, Green: duplex, Blue: Independent Senior Living Apartment, Yellow: Bungalow Court

Comment Cards

A total of forty-six (46) comment cards were submitted. Comments were wide ranging, but a few common themes arose:

- City should consider ways to keep seniors in home rather than having to move by providing more senior services, making renovations less expensive, and/or changing zoning to allow for additions to accommodate Universal Design.
- City should consider whether senior oriented housing would be affordable.
- Concerns that finding space for additional housing would be very challenging, given it is already a built out community.
- City should consider potential tax loss resulting from replacing commercial with residential property.
- City should consider how to handle a potential excess in senior housing if a longer term trend emerges where the senior population actually declines.
- If senior housing options are permitted, the City should think strategically about locations and types: independent senior living and mixed-use along Woodward; duplexes on south side of Wales; reutilize Rite Aid property; along 11 Mile; and bungalow courts along Scotia and Rackham Golf Course.
- City should maintain the status quo and not allow any change to the single-family residential nature of Huntington Woods.

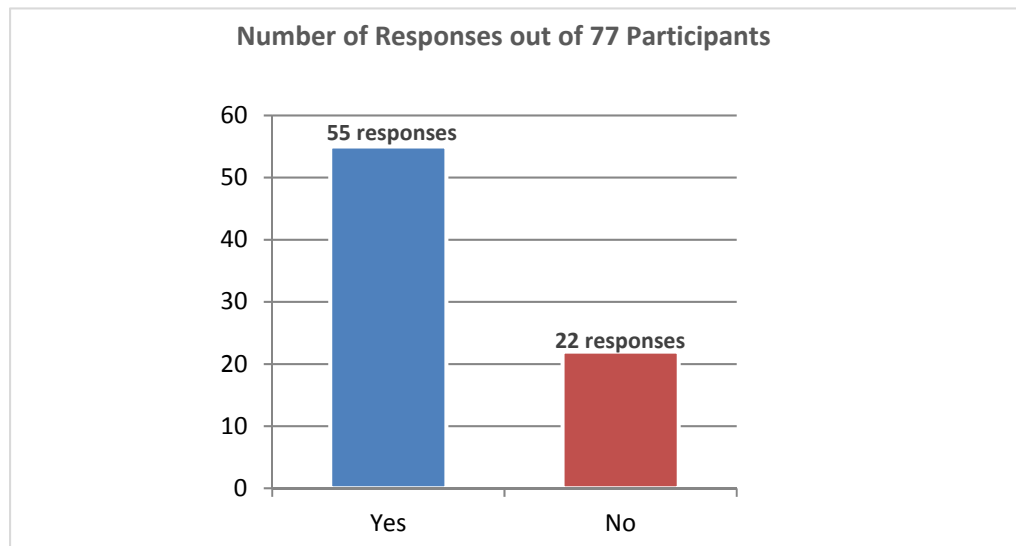
Senior Advisory Committee: Open House (October 2016)

In October 2016, the HWSAC held an Open House to present the findings of the September workshop. The event included an educational component as well as opportunities for citizen input. The event began by revealing the results of the community visioning workshop, followed by informal discussion and opportunity for additional input via a series of stations. Additionally, attendees were asked to respond to six questions, four were multiple-choice, two were open-ended. A total of seventy-seven (77) residents provided answers to the questions.

The six questions presented were:

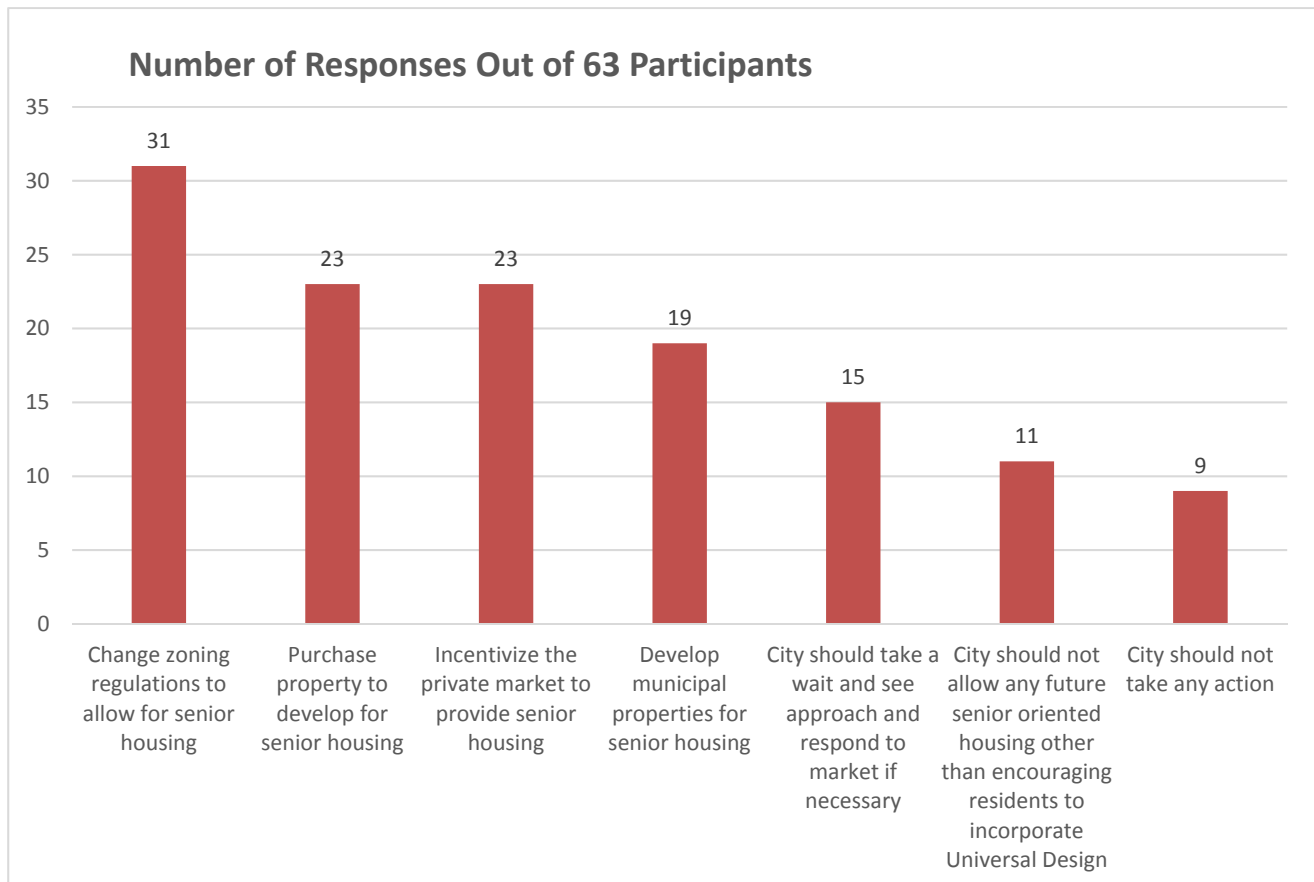
1. Should the City and Senior Advisory Committee continue to pursue strategies for senior housing?
2. If yes, how proactive should the City be in strategizing for senior oriented housing?
3. Do you feel these senior oriented housing locations and types are appropriate for Huntington Woods? Why or why not?
4. How should the City educate residents and incentivize Universal Design (UD)?
5. What additional services should the City provide seniors?
6. Are there any other comments you would like the Senior Advisory Committee to consider?

(1). Should the City and Senior Advisory Committee continue to pursue strategies for senior housing?



71% of respondents thought the City should continue to pursue senior housing strategies

***(2). If yes, how proactive should the City be in strategizing for senior oriented housing?
(Answer all that may apply)***



(3). Do you feel these senior oriented housing locations and types are appropriate for Huntington Woods? Why or why not?

Sixty-six of the 77 respondents answered Question 3. Of the 66 responders, 36 indicated some form of support for senior housing in the community. For those in support of providing senior housing, a few common themes emerged with regards to specific locations:

- Convert existing single-family homes on Eleven Mile to duplexes and triplexes
- Utilize Coolidge and Woodward for denser senior housing units
- Consider the perimeter of City for senior housing, while maintaining the interior as single-family residential
- Develop only the City Hall site
- Consider Wales as a potential senior housing location if MDOT would vacate the property

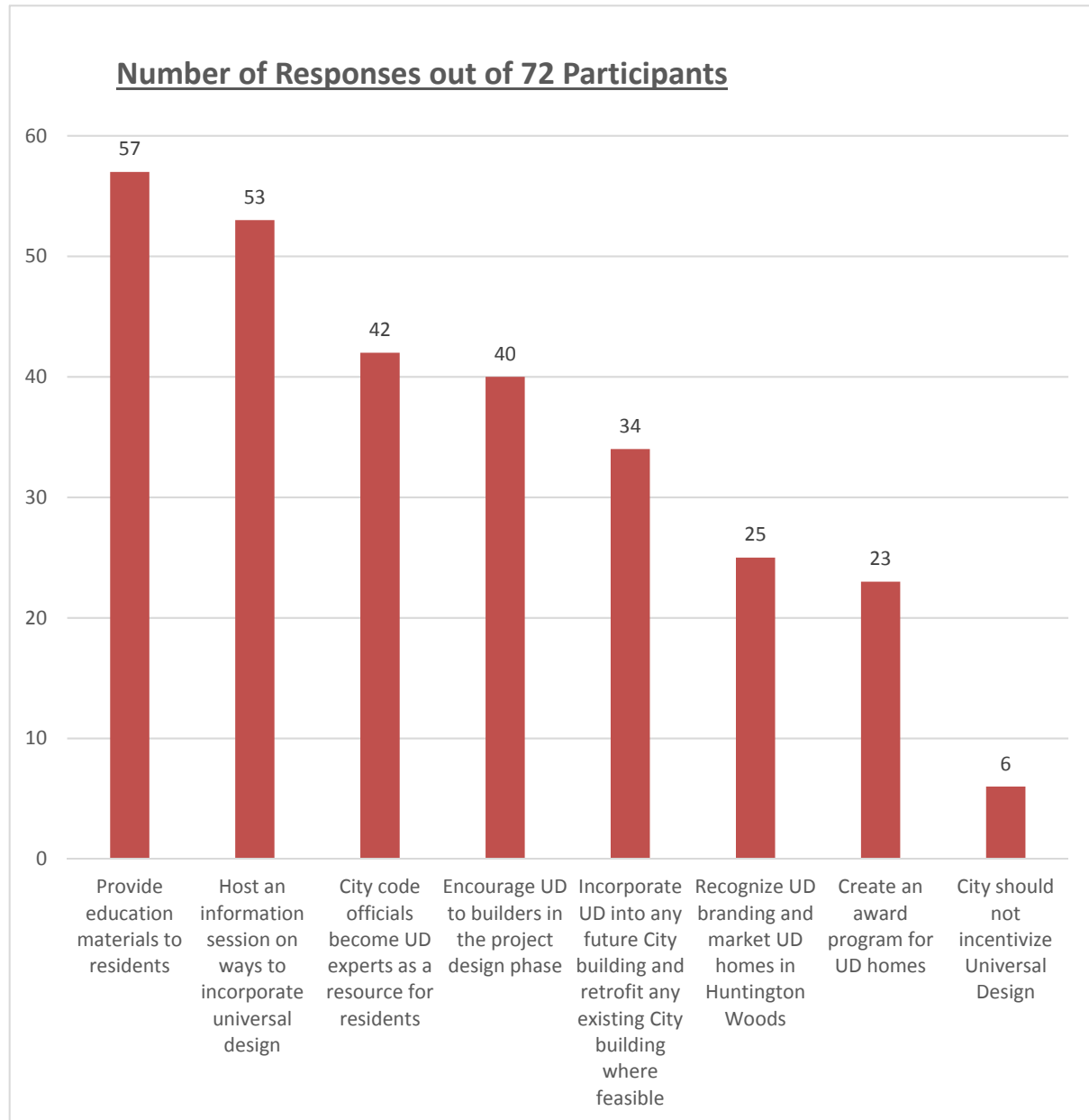
The 30 respondents that expressed concerns about senior housing in Question 3 noted the following:

- Huntington Woods is already a built out community, further development would change the character of the City.
- The benefit of senior housing to current residents is unclear if Huntington Woods residents must compete with non-residents for this property.
- Costs have not yet been addressed.
- Focusing on senior housing could reduce the influx of young families.



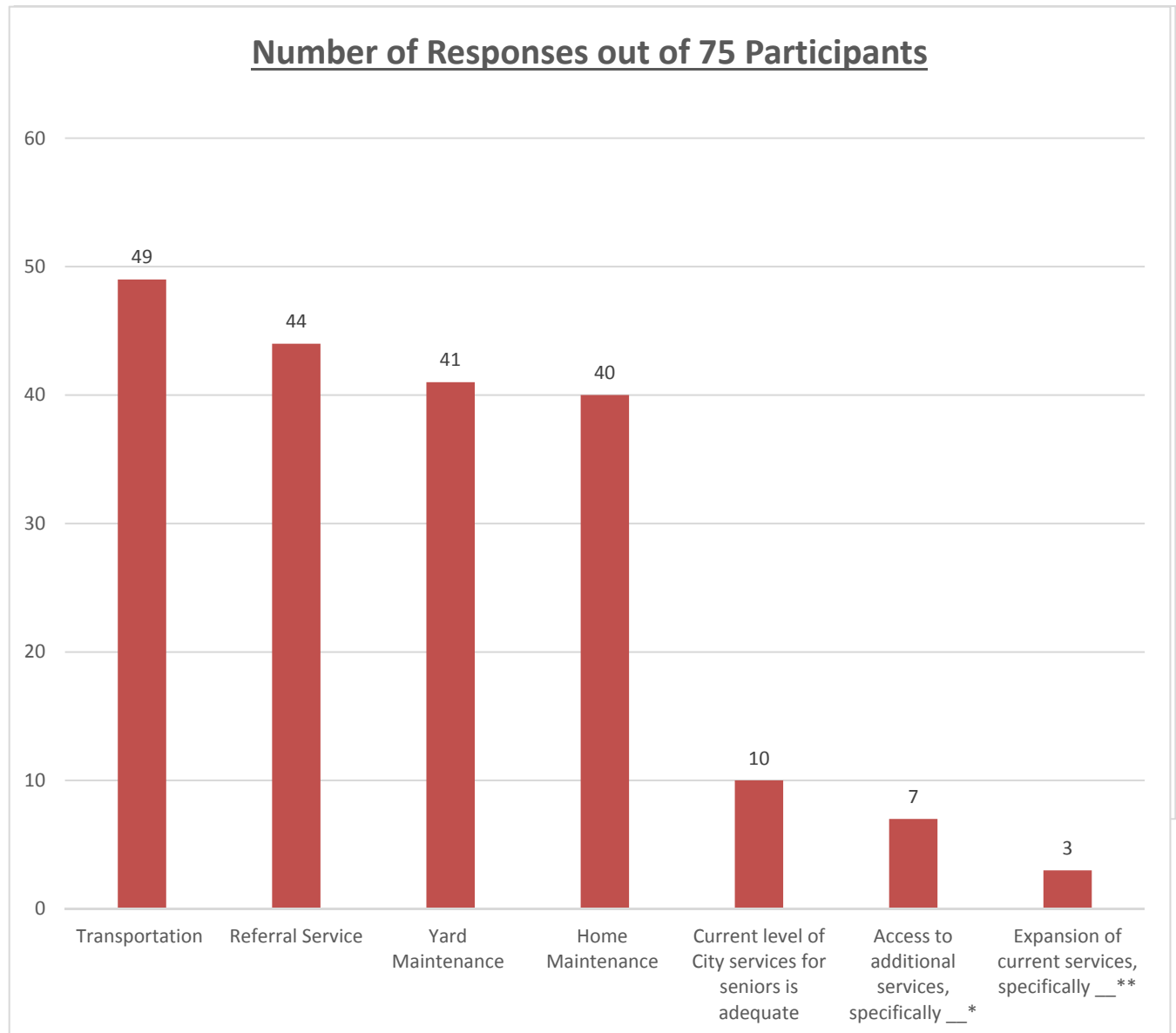
Residents participating in Open House

***(4). How should the City educate residents and incentivize Universal Design (UD)?
(Answer all that may apply)***



The vast majority of participants supported some form of Universal Design promotion.

(5). What additional services should the City provide seniors? (Answer all that may apply)



*Access to additional services: Transportation; vetted tradesman for universal design; partnering with Village in the Woods; daily phone call to make sure person is okay; meal delivery; yard maintenance for a fixed fee; encourage volunteering; golf cart plan; personal support services & non-medical and medical services; exercise equipment; and how to remodel for Universal Design.

**Expansion of current services: Increase transportation; snow removal for private driveways, walkways; and full day senior program.

III. Visitability & Universal Design

Coined in the 1980's, the term "visitability" describes basic, affordable, design options which broaden the equity in housing accessibility. Unlike full accessibility, which requires significant home modifications, visitability focuses on three main design features in new home construction to address home access inequities:

- Each unit must have at least one no-step entrance
- All doors and hallways must be wide enough to navigate with a walker or wheelchair (hallways a minimum of 36" wide and doorways a minimum of 32")
- Must be one bathroom on the first floor, big enough for a wheelchair and be able to close the door

Universal Design builds upon the principles of visitability and represents an important concept in empowering homeowners to "age in place." The National Association of Home Building defines Universal Design as "the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design". According to North Carolina State University, the intent of Universal Design is to make housing more usable for more people by designing homes that incorporate products and features that accommodate everyone. Universal Design is successful due to its innovative, inclusive, and even profitable design, making it adaptable to all individuals.

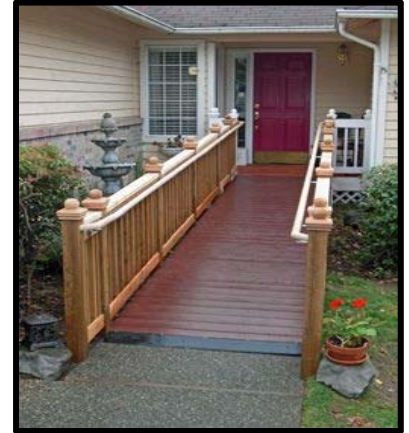
The Seven Principles of Universal Design:

- (1) Equitable Use: The design is useful and marketable to people with diverse abilities.
- (2) Flexibility in Use: The design accommodates a wide range of individual preferences and abilities.
- (3) Simple and Intuitive Use: The design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
- (4) Perceptible Information: The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- (5) Tolerance for Error: The design minimizes hazards and the adverse consequences of accidental or unintended actions.
- (6) Low Physical Effort: The design can be used efficiently and comfortably and with a minimum of fatigue.
- (7) Size and Space for Approach and Use: Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

There are several specific techniques that can be employed to implement the principles of Universal Design. Some examples include:

Access into the home

- No-step front door entrance or a no-step entrance to another location providing access to the main living space.
- Ramp creating a no-step entrance.
- Exterior doorway with a 32-inch clear opening, and exterior lighting controlled from inside the residence or automatic or continuously on.
- An exterior or interior elevator, lift, or stair glide unit.



Outdoor ramp provides a no-step entrance. Source: levcobuilders.com

Interior of home

- Interior doorway with a 32-inch clear opening.
- Open single floor living: Eliminate need to navigate stairs and doors by increasing mobility in homes with at least 5 foot diameter turnarounds, and powered door operators. If home is multi-story, incorporate one accessible bathroom on main floor.
- Reachable switches and outlets: Switches should be placed at 44 - 48" high, while outlets should be at least 18" high.
- Friendly floors: Flooring should be a matte slip-resistant surface or low pile carpeting to reduce potential for slips or falls, and ease operation of wheelchair or walker.
- Accessible countertops, cabinets and storage: Countertops can be at varying heights of 28-42", with at least 50% of all storage less than 54" high.



Kitchen with accessible countertop, sink and storage. Source: I&E Cabinets

Accommodations for individuals with sensory disabilities

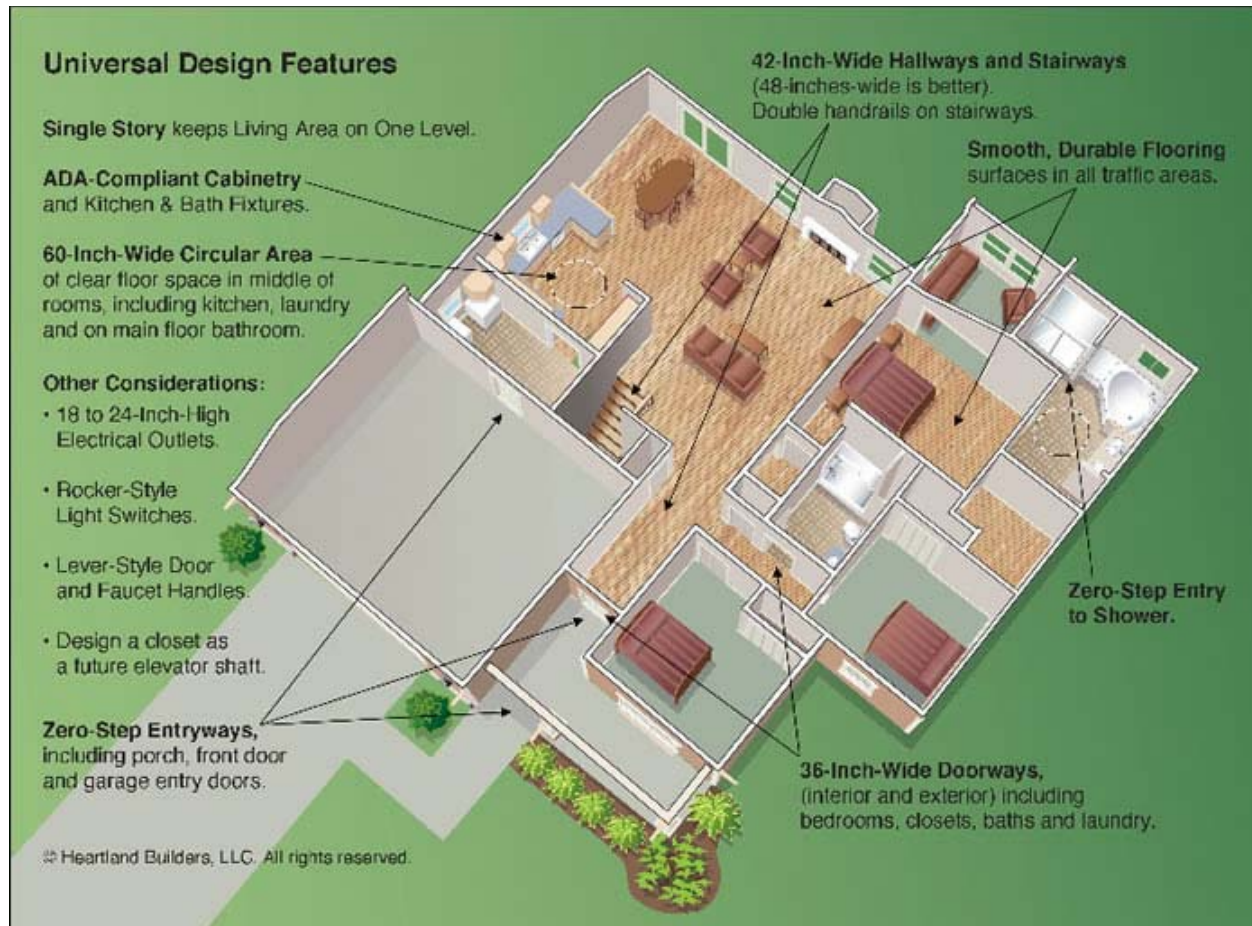
- Alarm, appliance, and control structurally integrated to assist with a sensory disability

Accessible bathroom features

- Maneuverable bathroom or kitchen.
- Walls around a toilet, tub, or shower reinforced and properly installed grab bars.
- Accessibility-enhanced bathroom, including a walk-in-or roll-in shower or tub.



Bathroom with accessible sink, storage, and zero-step shower. Source: ageinplace.com



Aerial View of Typical Universal Design Layout. Source: Heartland Builders LLC

Implementation of Visitability and Universal Design

Although visitability and Universal Design are not currently required in the Michigan Building Code, there are a number of strategies that the City can employ to encourage building techniques that embrace both concepts on a voluntary and/or incentive basis.

1. Create a Universal Design educational program:

Development of an educational program via either a handout or material on the City's website would assist residents in understanding Universal Design. The educational program could cover Universal Design principles, strategies to incorporate Universal Design, associated costs, and additional resources. In association with the educational program, the City could host at least one Universal Design informational session with an expert in Universal Design. Often, adopting Universal Design principles can improve visitability and avert or delay other costs associated with home health care.

Resources are available at:

- <https://www.montgomerycountymd.gov/design/>
- <http://idea.ap.buffalo.edu/home/index.asp>
- <http://udinstitute.org/index.php>

2. Amend the Zoning Ordinance to allow exemptions for accessibility improvements:

A key component of Universal Design is accessibility to and from a home. There are cases where outside accessibility improvements such as ramps, lifts, or no-step entrances would not be allowed due to setbacks and lot coverage zoning regulations. Additionally, Universal Design changes may not meet variance standards considered by the Zoning Board of Appeals. The Zoning Ordinance could be amended to add a provision that permits latitude from the setbacks and lot coverage requirements to allow for an accessibility improvement.

3. City actively promotes Universal Design:

The City could actively promote Universal Design through the following initiatives:

- Train City code officials as Universal Design experts as a resource for residents, and/or refer residents to a resource that can assist them in developing a return-on-investment analysis related to prospective Universal Design modifications on their home.
- Educate and encourage Universal Design to builders in the project design phase.
- Incorporate Universal Design principles into any future City building and retrofit any existing City building where feasible.

IV. Senior Housing Types and Locations

One of the most important decisions older adults must make is their choice of housing. Their future contentment, comfort and even safety may depend on careful consideration of all the housing options available to them. The public outreach initiatives show there is an interest in exploring senior housing options.

As a built-out community, finding space in Huntington Woods for senior housing options is difficult, and requires trade-offs for the community. Senior housing is not typically in the form of a detached single-family house, which comprises most of the housing stock of Huntington Woods (there is one duplex in the City). Thus, any new senior housing, other than Universal Design of single-family homes as noted earlier, will be a different housing product than what is currently found in the City. In addition the density and scale will be greater than the traditional neighborhood layout of Huntington Woods. Lot sizes in Huntington Woods generally range from 5,000 to 30,000 square feet. That equates to a density of 2 to 8 persons an acre; senior housing is generally denser.

Housing Types

There are numerous types of senior housing that vary in density and scale. Listed below are options that were determined appropriate for consideration by the HWSAC and are supported by public input. Note that large-scale senior living facilities were not listed because the HWSAC felt they were out-of-scale and incompatible with the community character. All the senior housing types listed provide an opportunity for higher density; keeping a wider range of citizens in the community, while maintaining the potential for housing stock growth.

Accessory Dwelling Units

Accessory dwelling units (also known as Granny pods) are free-standing living quarters including a bedroom, bathroom, and kitchen that are around 300 square feet. Usually found in a backyard, these structures are considered auxiliary units to already existing homes. These units are less costly and easier to maintain than their larger counterparts. These units are ideal for multi-generational families seeking privacy. Owners of the original home on the lot may also gain additional income if they rent the units. Having close contact with the original home owner provides increased safety and security. Accessory dwelling units can be designed to blend in with the surrounding architecture, maintaining compatibility with established neighborhoods and preserving community character. With Huntington Woods already well-developed, this type of housing is



Source: WSB-TV

excellent for larger lots and creates infill on an individual property basis. In addition, finding a location for accessory dwelling units would be easier compared to other alternative housing options.

Attached Two-Family/Triplex/Multiplex

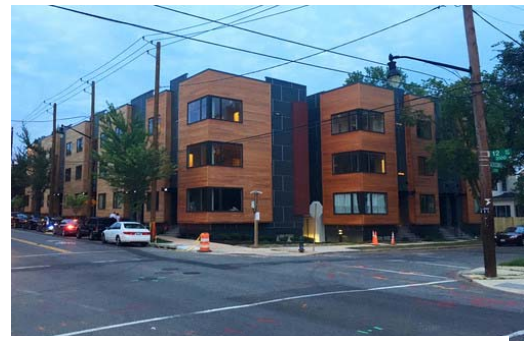
Attached two-family/triplexes/multiplexes consist of two or more dwelling units attached horizontally to each other. Renting a space in attached two-family/triplex/multiplex, would allow for relief from yard maintenance. This housing option looks the most consistent with the existing housing stock in Huntington Woods.



Source: RVM Construction, Inc.

Stacked Flats

Stacked flats consist of two or more stacked dwelling units, one on top of the other, typically with one shared entry or individual entries. Small stacked flats provide a unique social aspect due to proximity of units. Access to the upper floors may be achieved with the installation of an elevator.



Source: Pocket Neighborhoods.net

Bungalow Court

This building type consists of a series of small, detached structures, where multiple units surround a shared court that is typically perpendicular to the street. The shared court takes the place of a private rear yard and is an important community-enhancing element. This blend of having a private space, but communal outdoors generates a micro-community.



Source: www.city-data.com

As smaller one-story homes, bungalows allow older adults to maintain their own home while providing a safe environment for living. As long as the bungalow court design is compatible with the standards and guidelines set by the Planning Commission, this provides additional variety and charm in the City's housing.

Independent Senior Living Apartments

Independent senior living apartments are designed for adults 55 and older. Services may include recreational programs, transportation, and meals. These facilities are for residents who would not need daily assistance but would enjoy organized daily activities and transportation.



Source: Elkton Senior Housing, MD

Housing Locations

Through community engagement and the consideration of community character the following locations were identified as possible locations for future senior housing. See Senior Housing Map on page 26 for specific locations.

Perimeter of the City: Eleven Mile, Woodward, and Coolidge

Reviewing the public input collected so far, residents felt larger structures with multiple stories including independent senior living apartments, stacked flats, and attached two-family/triplexes/multiplexes would be most appropriate along the perimeter of the City. Buildings should be two to three stories to allow a gradual buffer to single-family homes in the interior of the City to address compatibility concerns. In addition to apartments, mixed-use housing along Woodward may provide access to commercial businesses and services for adults living nearby. Another idea borne from the visioning session was to consider smaller types of housing such as duplexes along Wales adjacent to 10 Mile / I-696.

City Hall Campus

One option that can also be explored is providing senior housing by redeveloping the existing City Hall campus for mixed-use including municipal operations and senior housing. The 3-acre site could provide both a variety of uses and varied senior housing options, including senior apartments, stacked flats, or even assisted living. Some communities have used a public/private partnership concept in similar developments.

Creating a vision and concept plan for a campus with senior housing that still incorporates necessary governmental functions like City Hall operations and Public Safety would require significant public input. If there is public support for a development, the City could consider actively seeking a developer to refine a plan. Moving from a concept plan to a detailed plan would give residents the opportunity to weigh in on a design that is more focused than a concept plan.

South side of Wales

With the expansion of I-696, the Michigan Department of Transportation obtained the property on the south side of Wales as a right-of-way. There is a portion of this right-of-way between West Ten Mile Road and the Wales that is about 80-feet in width. While narrow, this area may provide space for attached two-family housing. A number of residents have expressed interest in senior housing at this location. We note that the City/developer would have to acquire the property from MDOT.

Perimeter of Rackham Golf Course

There is interest in senior housing along the periphery of Rackham Golf Course - mostly located along the northern and western property boundaries. Development on the golf course property is not permitted due to deed restrictions requiring the land to remain a golf course in perpetuity. Housing options across from the golf course along Scotia Road and Ludlow included duplexes and bungalow courts. Bungalow courts may not be an option due to the limited property depth of those lots that abut the golf course. Duplex housing is a more viable option for this location.

Integrated into Neighborhoods

Accessory dwelling units are the least intrusive housing option and could be integrated into the community most easily. Placing an accessory dwelling unit in the backyard allows for neighborhoods to retain their single-family home character but still provides options for seniors. The Zoning Ordinance would need to be amended to permit accessory dwelling structures in specific areas of the community. Well-crafted regulations would be required to protect the character of the existing residential neighborhoods.

Public Input Concerns

As expressed in the public outreach initiatives, there are serious challenges and considerations with regards to development of senior housing.

1. Location and character of potential senior housing

First and foremost, it is important that any redevelopment respect the single-family character of the community and fit within the context of the surrounding area. Interior development will have a much greater impact than development along perimeter. The community has expressed a desire to consider senior housing, but has also expressed a desire to maintain the existing community character and feel of a single-family community.

Due to the limited size of parcels in the City, most development, save for a few larger parcels along Woodward or Coolidge, will require lot consolidation through property assemblage. From a developer's standpoint, property assemblage can make development

more lengthy, unpredictable, and expensive. Adequate parking is also a concern for denser development.

To meet this concern, the Planning Commission would need to identify if there are locations for private development of senior housing within the City that are compatible and complementary to its neighborhood context. The Planning Commission should take into consideration all variables such as density, architectural style, and parking needs.

2. Cost

Cost was cited as a concern from the public feedback sessions, both in terms of potential tax increases and the cost of the new housing to potential buyers. If the City follows the suggested strategies, all of the potential types of housing except for a municipal complex development would be built by the private sector so would not impact the City's budget or the millage rate. The cost of a municipal complex development would be thoroughly examined and vetted before any decision was reached so the City and residents would be fully informed of any potential cost to taxpayers.

From a potential purchaser's perspective the cost of housing would be controlled by the private sector with the exception of a municipal complex project. While the City cannot control the sale price of new housing units, we can expect that developers would be savvy enough to build units that were affordable in order to ensure a return on their investment. Builders understand there is an economy of scale. Realistically, there is a point in a housing development project that a minimum number of units are needed. Smaller lot sizes, particularly limited lot depth, will restrict the number of units and the scale of projects with a height limitation of two to three stories.

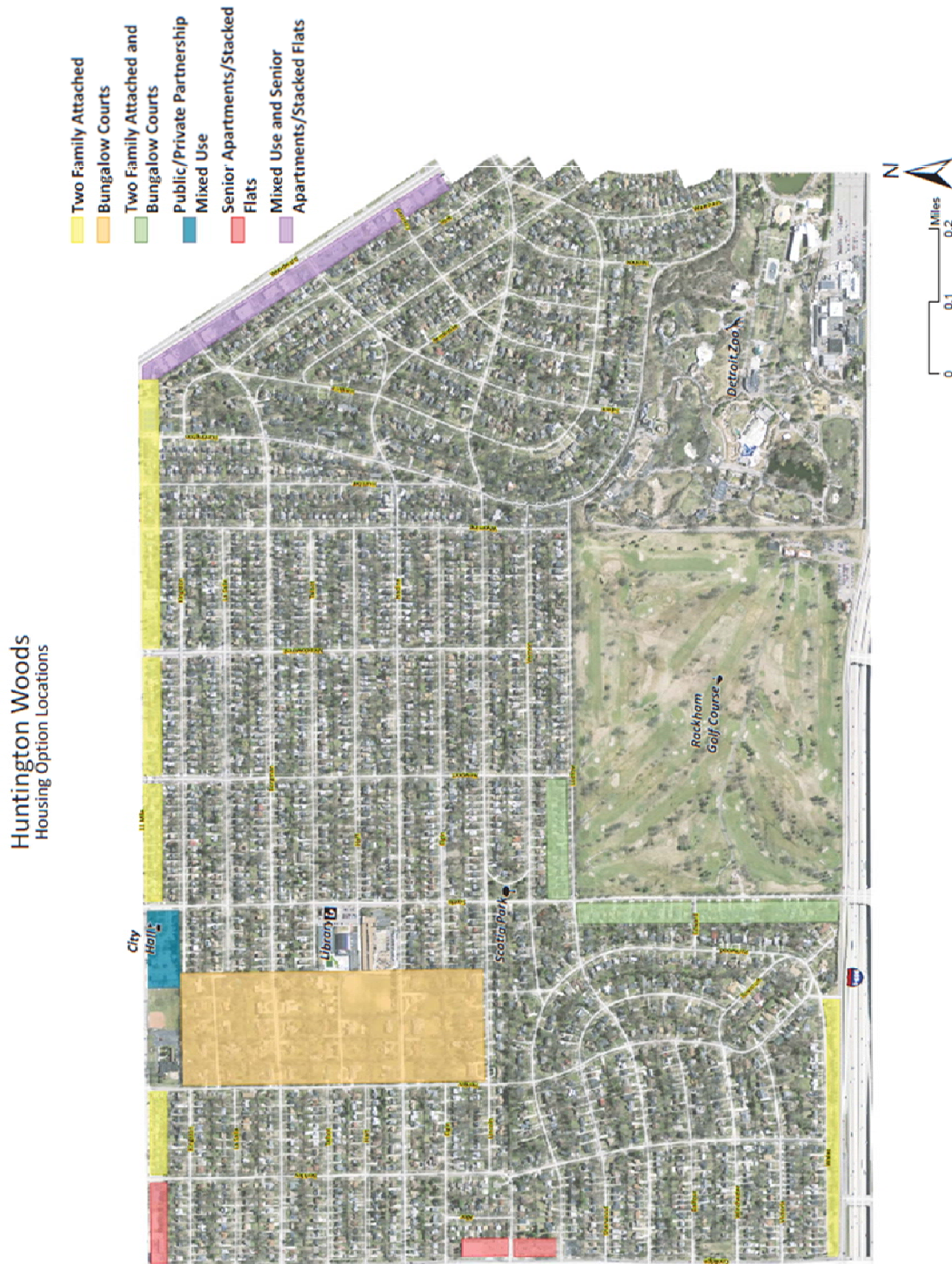
3. Zoning restrictions

Currently, 99% of the residential property in the City is zoned as single family housing. Because the senior housing options described in this report deviate from the current state, concerns have been raised about how zoning ordinances might be changed in order to accommodate new senior housing development. To address this concern, the City Commission could direct the Planning Commission to review possible amendments to the Zoning Ordinance to allow for certain small types of housing such as accessory dwelling units as a start. Gradually wading into these new types of housing models will enable the City to carefully evaluate compatibility concerns within the neighborhood before larger projects are taken on.

4. Potential competition for new housing with non-residents

Placing residency requirements on new housing is not legally permissible for private developments. If the municipal complex is supported, the City may be able to place restrictions on residency depending on how the development is financed.

One thing that is clear is that if the City Commission should decide to continue the exploration of creating housing opportunities for seniors, it is imperative that there be significant public input and feedback at every step of the review process.



Implementation Strategies for Senior Housing

The difference between this report and prior studies are suggestions for key strategies with associated actions for implementation should the City decide to continue exploring the concept of senior housing. No determination has been made at this juncture if any strategies should be studied further. While this report shows there is continued support for the concept of studying housing options for seniors, this should not be interpreted as a final decision on behalf of the HWSAC or the City Commission. The writers of this report suggest the following be considered as possible strategies should the process move forward.

Refine what new senior housing options in strategic locations in the City would look like

Recognizing that the City currently does not permit any non-single family senior housing options, further refinement of the senior housing concept is a key component to determine if this is the appropriate method to address the housing need for an aging population.

Action 1: Identify Locations for Non-Single Family Residential Development for Senior Housing Opportunities

Direct the Planning Commission to identify locations within the City for the private development of senior housing that is compatible and complementary to its neighborhood context.

Items to consider for appropriate locations may include:

- Compatibility
- Types of senior housing
- Density
- Height
- Architectural details
- ADA/ Universal Design compliance
- Zoning Ordinance amendments

In order to encourage senior housing projects, the City may want to consider offering incentives such as:

- Reduction of off-street parking requirements (design and ratios)
- Housing density bonus
- Reduced minimum floor area
- Fee waivers/reductions
- Streamlined site plan and building permit processing

There are two approaches the Planning Commission may take with regards to providing opportunities for non-single family residential development for seniors:

1. Proactively identify specific locations for senior housing development and amend the Zoning Ordinance and zoning map to permit alternative housing; or
2. Establish a Senior Housing Overlay District. Overlay districts are special zones that lie on top of an existing zone to help meet specific community goals or objectives. If a Senior Housing Overlay District is established an applicant can apply to have the Zoning map amended to build a non-single family structure at that time.

Action 2: Amend the Zoning Ordinance to allow for Accessory Dwelling Units

Direct the Planning Commission to consider whether to permit certain types of accessory dwelling units. Items to consider might be:

- Intent and Purpose Statement
- Location
- Setbacks
- Character
- Minimum lot size
- Owner occupancy of main structure
- Lease requirements

Action 3: Develop concept plan for City Hall campus for mixed-use including municipal operations and senior housing

Study the feasibility of a municipal complex that includes municipal operations and senior housing. Steps that would need to be undertaken involve a public visioning session to explore the concept and then a detailed facility design which can be used to gather public input. The City Commission might consider forming a special committee with members of the HWSAC and Planning Commission and one City Commissioner to study the concept as an alternative to making it a Planning Commission project.

V. Implementation Table

<u>STRATEGY 1: INCORPORATE UNIVERSAL DESIGN COMPONENTS INTO NEW AND RETROFITTED HOMES</u>			
Action	Steps	Time Frame	Lead
Create Universal Design educational program	<ol style="list-style-type: none"> 1. City Commission decides whether to move forward with promoting Universal Design concept. 2. If yes, the HWSAC develops educational brochure and material for the City's website 3. Plan and schedule informational session for residents and builders 	9 months	HWSAC
Amend Zoning Ordinance to allow "exemptions for accessibility improvements"	<ol style="list-style-type: none"> 1. Discuss topic with Planning Commission 2. Work with Planning Commission to draft ordinance language 3. Planning Commission to hold public hearing on text amendment 4. City Commission to consider adopting proposed text amendment 	6 months	HWSAC, Planning Commission, City Commission
City actively promotes Universal Design	1. Send appropriate City official to advanced Universal Design training.	6 months	City Staff
	2. During project design phase, encourage applicants to meet with said official.	6 months to ongoing	City Staff
	3. City adopts resolution supporting incorporation of Universal Design principals into any future City building and retrofit of any existing City building wherever feasible	6 months to ongoing	City Commission

<u>STRATEGY 2: REFINE WHAT NEW SENIOR HOUSING OPTIONS IN STRATEGIC LOCATIONS IN THE CITY WOULD LOOK LIKE</u>			
Action	Steps	Time Frame	Lead
Identify locations for non-single family residential development	<ol style="list-style-type: none"> 1. City Commission decides whether to move forward with continued housing study concept. 2. If yes, City Commission directs the Planning Commission to recommend types of housing and locations for those housing types 3. Planning Commission seeks public input on recommendation. 	1 year	HWSAC, Planning Commission, City Commission

	<ol style="list-style-type: none"> 4. Planning Commission drafts regulations for locations. 5. Planning Commission seeks public input on draft regulations. 6. Planning Commission to hold public hearing on proposed text amendment for final regulations. 7. City Commission to consider adopting recommended Zoning Ordinance amendments. 		
Amend Zoning Ordinance to allow for Accessory Dwelling Units	<ol style="list-style-type: none"> 1. City Commission decides whether to move forward with study of accessory dwelling unit concept. 2. If yes, City Commission directs the Planning Commission to recommend locations for accessory dwelling units. 3. Planning Commission seeks public input on recommendation. 4. Planning Commission drafts regulations accessory dwelling units. 5. Planning Commission seeks public input on draft regulations. 6. Planning Commission writes draft ordinance language 7. Planning Commission to hold public hearing on proposed ordinance amendment 8. City Commission considers adopting recommended Zoning Ordinance amendments 	1 year	HWSAC, Planning Commission, City Commission
Develop Concept Plan for City Hall campus	<ol style="list-style-type: none"> 1. City Commission considers whether to move forward with municipal complex concept. 2. If yes, City Commission appoints special committee to study feasibility of concept. 3. Determine spacing needs for City operations on site. 4. Create concept plan for City Hall campus with public input. 5. If City Commission approves concept plan, the subcommittee creates a detailed plan to be used to gather public input. 6. Subcommittee studies cost of project and identifies funding sources. 	2 years	Subcommittee composed of HWSAC, City Staff, Planning Commission, City Commission

	<ol style="list-style-type: none">7. City Commission considers whether to move forward with project.8. If yes, an RFP is prepared to identify a developer for the project.		
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