



HUNTINGTON WOODS

INCLUSIVE HOUSING PLAN

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EXECUTIVE SUMMARY

Context

Residents of Huntington Woods enjoy high-quality housing that covers over 66% of the City's land area, but changing demographics, incomes, lifestyles, and mobility needs are causing an increasing misalignment between residents' needs and current housing options. In 2020, the City of Huntington Woods will be updating its 2015 City Master Plan, and this represents a prime opportunity for the City to explore solutions to its housing challenges. Our team was solicited to examine current housing conditions in Huntington Woods and produce a report that offers inclusive, accessible, and affordable housing options that maintain the character and vitality of Huntington Woods.

Building on the goals of the 2008 and 2015 City Master Plans, our team assisted Huntington Woods in the 2020 update by providing an adaptive framework of options that aid the City in accomplishing its long-term housing goals. This framework includes updated demographic and economic information, research on housing alternatives and examples, and policy and ordinance recommendations for the municipal code.



Figure 1. *The Baker Farmhouse in Huntington Woods, a Michigan Historical Site. Source: <http://michiganhistory.leadr.msu.edu/>.*

Methodology

This project began with two questions:

1. To what extent does the existing housing stock and current prioritization of detached, single-family residential zones serve the changing population's housing needs?
2. What opportunities exist for development or redevelopment within Huntington Woods that better align the residents' vision of the future of the community, regional trends and demands, and access to transit and amenities?

These questions guided initial fact-finding on Huntington Woods to familiarize ourselves with the city and prepare informational and exploratory documents for our community engagement meeting with Huntington Woods residents. This engagement meeting was critical in the evolution of our research and recommendations due to the candid feedback from residents about their housing needs. Based on this meeting, we created a more extensive community engagement plan and conducted five case studies focused on specific housing types, needs, and policies.

Additionally, our team updated the Huntington Woods population and land use characteristics and performed a housing market analysis using data from the U.S. Census Bureau, Southeast Michigan Council of Governments (SEMCOG), and ESRI Geographical Information Systems (GIS). We synthesized the information and results into summaries, tables, graphs, and charts.



Figures 2 (left) and 3. *City of Huntington Woods. Source: Historic District Study Report.*

Conclusions

The 2020 City Master Plan update is a critical opportunity to address the emerging and changing housing needs of Huntington Woods residents. To fully explore the potential of this opportunity, we recommend the following:

Deploy a strategic community engagement plan that seeks to inform residents and solicit feedback to fine-tune the goals of possible housing changes.

Perform a comprehensive ordinance review to fully realize the role and place of the proposed ordinance amendments.

Increase allowable residential uses in single-family residential zones.

Use the existing design standards to include “middle housing.” We define middle housing as duplexes, triplexes and fourplexes, cottage apartments, courtyard apartments, bungalows courts, townhomes, and mixed-use developments.

Amend the municipal zoning code to allow developers to purchase multiple lots to support middle housing options.

Establish clear procedures for developers to seek and gain approval for middle housing development.

Amend the municipal zoning code to allow secondary residential structures or spaces on a primary property, known as accessory dwelling units (ADUs).

Adjust the physical requirements for buildings in Transitional Districts to allow additional floors and smaller setbacks.

Lower parking requirements in Transitional Districts to open more of the land for development.

Provide incentives to developers to encourage them to undertake more costly but more efficient site designs, like green infrastructure, underground parking, or more floors.

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INTRODUCTION

Project Background

Huntington Woods, Michigan, the City of Homes, is defined by its tree-lined streets of charming, historic, single-family homes served by the commercial corridor and front door of Woodward Avenue. The City seeks to preserve its quality and character and remain responsive to the changing demographics and needs of its residents through its ongoing 2020 Master Plan Update. This provides an opportunity to build upon previous community visioning while identifying unmet or changing resident needs.

From 2000 to 2018, Huntington Woods experienced minimal population growth, with an estimated 6,312 residents in 2018, an approximately 2% growth rate. However, the overall population has declined by 27% since a high of 8,746 in 1960. Huntington Woods has an aging population. The Southeast Michigan Council of Governments (SEMCOG) projects this number to increase, so that by 2045, 22% of Huntington Wood's residents will be 65 or older. The shifting demographic composition raises con-

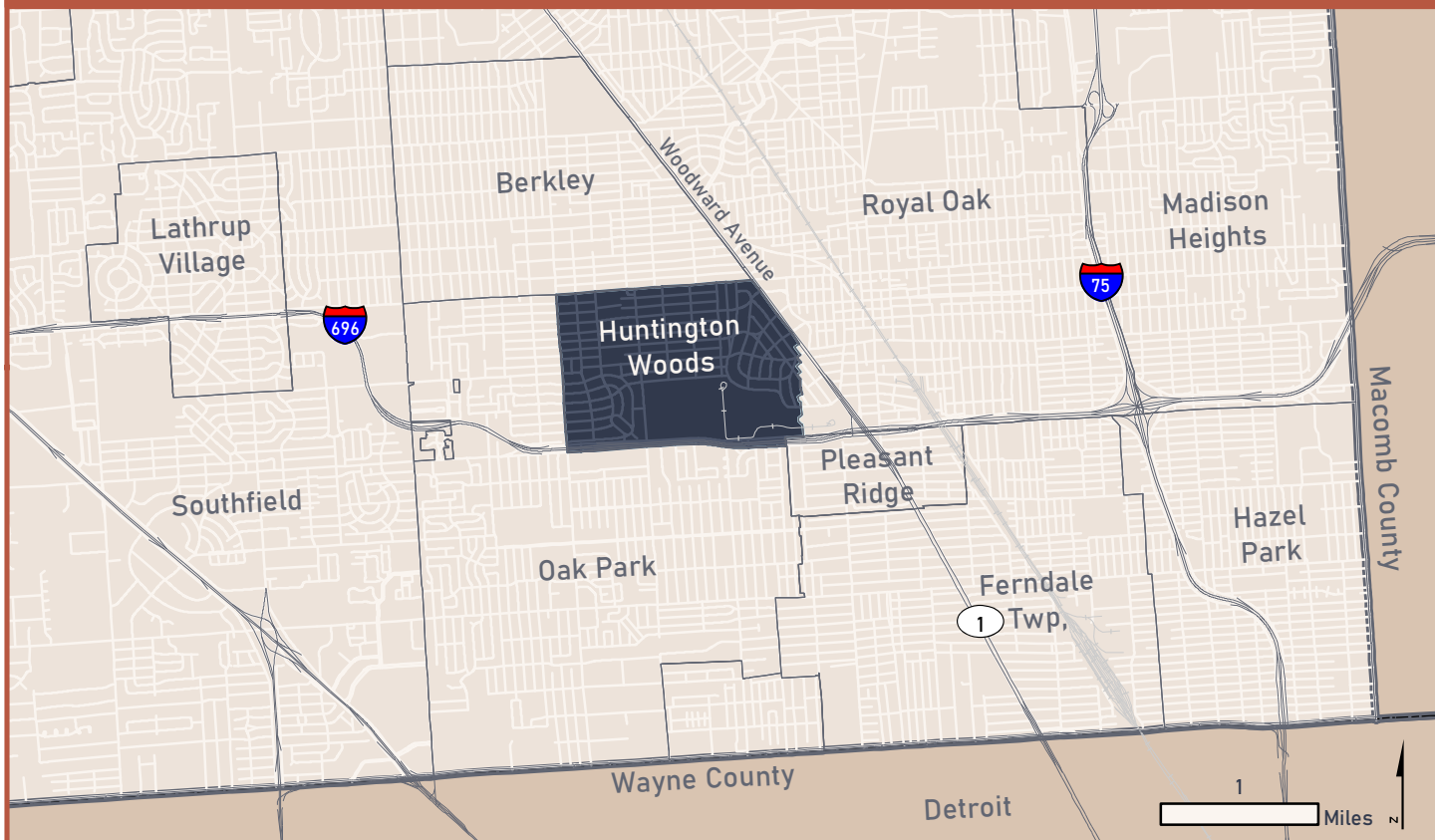
Map 1

Local Context



Map 2

Regional Context



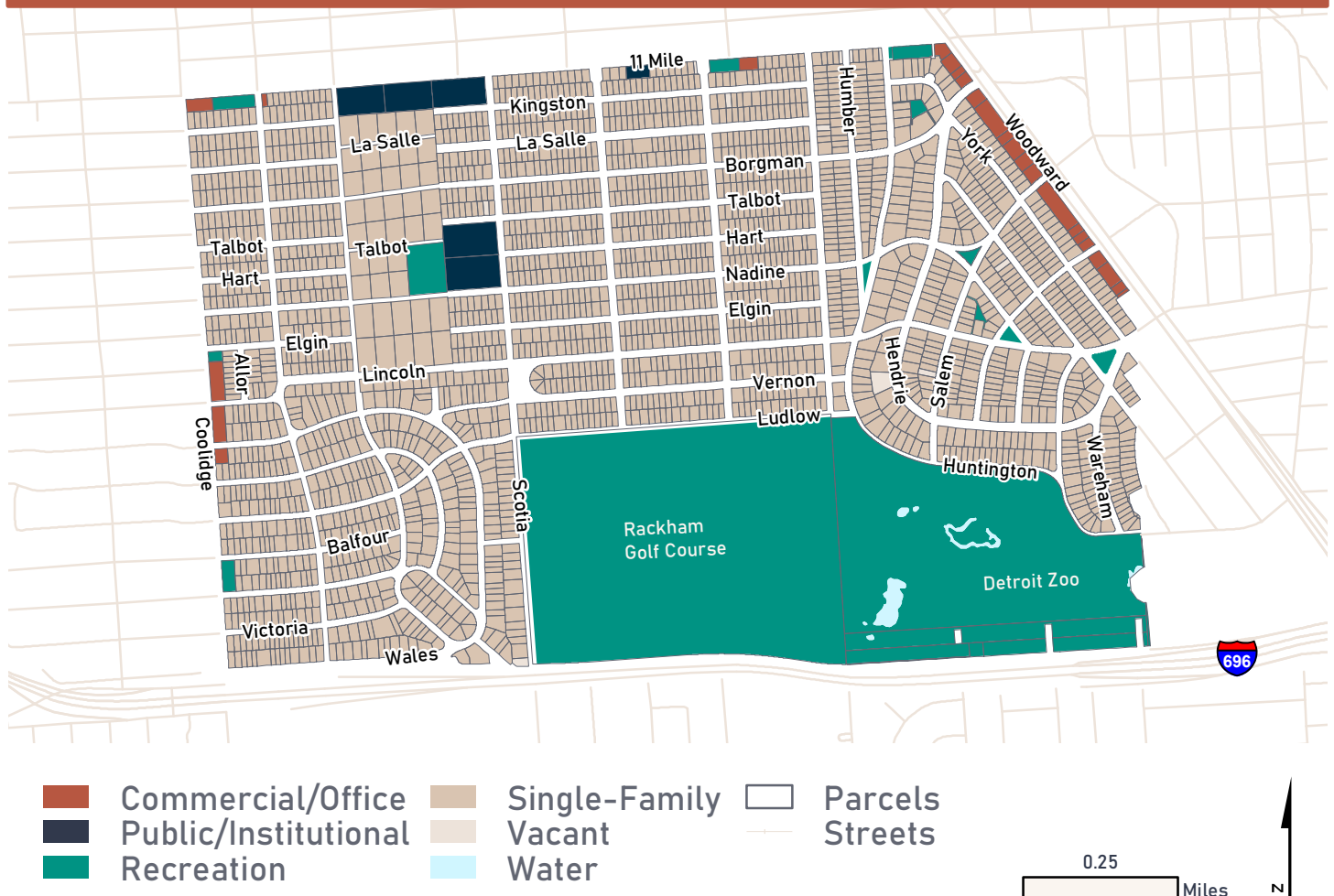
cerns about whether the existing housing stock will continue to serve the population. An aging population may require new housing that allows residents to downsize, utilize single-floor housing, or change their lifestyle.

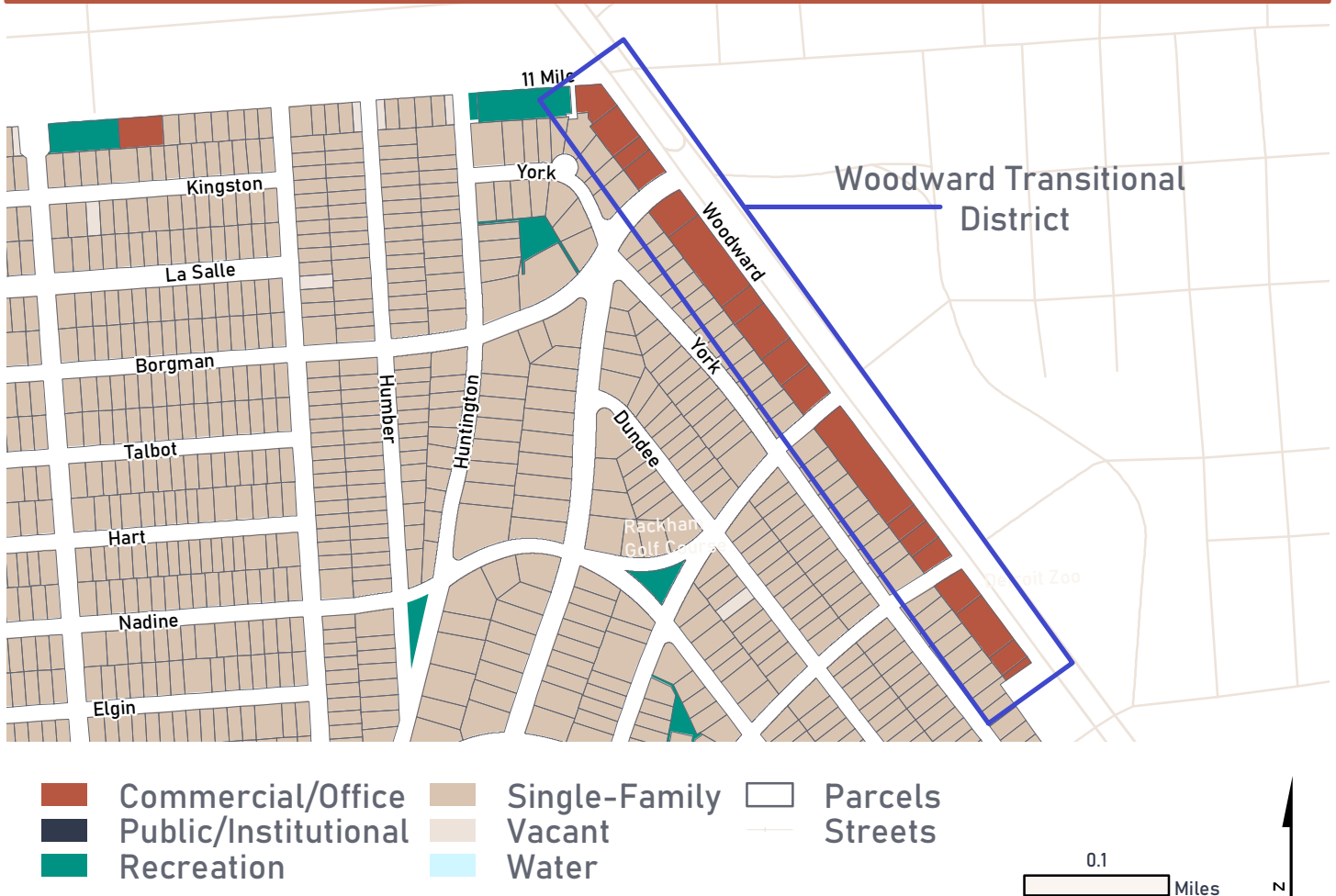
Meanwhile, from 2000 to 2018, the population in the 35-54 age group decreased by 5% while the 20-34 age group increased by 18%. This population represents young professionals who may not be served by the current single-family housing stock in Huntington Woods. More housing types, styles, and sizes may better serve these growing groups.

The City of Huntington Woods's 2015 Master Plan Update solicited feedback from citizens that showed interest in a larger variety of housing options, higher-density and mixed-use development, and walkable and diversified retail/commercial activity. However, the city has seen marginal growth or redevelopment since 2015. The lack of existing developable land has resulted in few new residential permits; new construction often requires the demolition of existing homes, netting minimal total housing unit growth. Contrary to resident feedback, the City's 2015 Master Plan Update also stated that there was no need for any changes to the predominant detached single-family home land use.

Map 3

Land Use





Spring 2020

Source: Michigan Geographic Data Library; Access Oakland Data

Planning Context

Huntington Woods is in Oakland County, one of the wealthiest counties in the United States. The city is less than 15 miles northwest of downtown Detroit, less than 15 miles north of Dearborn, and within a few miles of the small but vibrant communities of Birmingham, Ferndale, and Royal Oak. Huntington Woods is connected to these cultural, employment, and educational hubs by way of Woodward Avenue, which runs along Huntington Woods' northeast border, and Eleven Mile Road, which runs along Huntington Woods' northern border.

VISION, GOALS, & OBJECTIVES

Vision Statement

To build on the strengths of the existing built environment in order to improve the quality of life for residents, expand access to pedestrian-oriented and mixed-use development, and cultivate a cultural and commercial center in Huntington Woods.

Goals

Broad, overarching principles that inform the research and recommendations of this report.

- Create a structure for City officials and residents to clearly define housing needs and how to address them in a way that balances growth, preserves character, and meets residents' needs.
- Build on Huntington Woods' strong quality housing and community character by making its housing stock more inclusive, accessible, and affordable.
- Craft long-term policy changes that will allow Huntington Woods' physical environment to adapt with its residents over time.

Objectives

Measurable, tangible products and steps to help the City of Huntington Woods accomplish this project's goals.

- Provide the City with a framework to continue engaging residents on their housing and community needs.
- Expand the City's Transitional District of mixed-use, multi-family zoning.
- Identify alternative housing options that are compatible within the context of Huntington Woods.
- Analyze Huntington Woods' demographics and housing market in a regional context to understand its place within the larger housing market of southeast Michigan.
- Increase allowable uses available to residents on their properties.
- Diversify Huntington Woods' housing stock by increasing the number of multi-family housing units and amend the City's zoning code.

HOUSING ASSESSMENT & MARKET ANALYSIS

Huntington Woods is a desirable residential community because of its charming character, history, first-rate public education, proximity to Detroit, and access to major roadways and employment centers. However, developable land is scarce in Huntington Woods due to the City's small size and primarily single-family residential land use zoning. The small amount of developable land contributes to the community's high housing costs, while the community's expectations for high-quality municipal services necessitate higher taxes. These factors combine to make the City increasingly unaffordable for those who would like to move there.

According to City data, approximately 66% of Huntington Woods is dedicated as single-family residential use. American Community Survey (ACS) 2018 5-year estimates show there are approximately 2,450 housing units in Huntington Woods, and the Oakland County Equalization records from 2015 indicate that only one unit was not a single-family home. In addition, Huntington Woods is lacking more accessible types of housing, such as workforce housing for town employees (e.g., police, teachers, etc.), housing for downsizing seniors, and starter homes for younger families. To address these concerns, this assessment will focus on three primary concerns: 1) the average age of housing stock, 2) the affordability of housing, and 3) the diversity in the types of housing available.

What the Community Said

Preliminary Visioning Session

A session was held on February 25, 2020 at 6:30 pm at City Hall in Huntington Woods. The purpose of this meeting was to gain an initial understanding of the community perspectives on housing issues in Huntington Woods and possible solutions. The meeting also served as an information session to introduce the community to the project. Conducting the meeting before the project is fully developed allows the community to play a large role in the development of the project and its results.

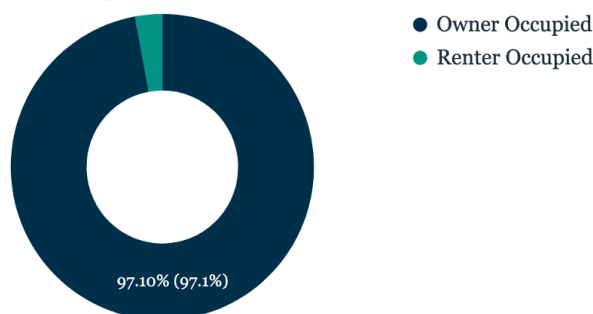
Inclusive Housing Survey Highlights

(Total of 35 respondents from February 25, 2020 Community Engagement Workshop)

- 82% of respondents say their housing needs are currently being met in Huntington Woods.
- The senior population articulated the need for resources to adapt homes to their changing needs, including accessory units, one floor occupation, and the elimination of steps.
- 38% of respondents said they knew someone who will be moving out of Huntington

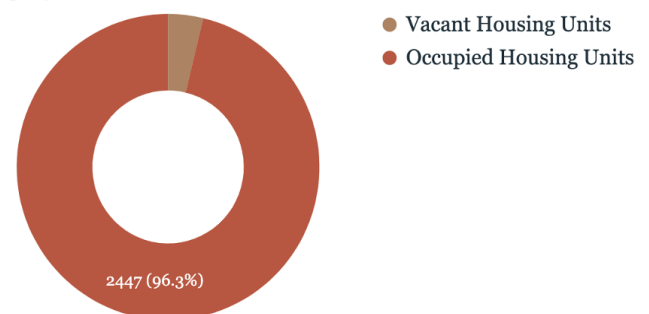
Housing Tenure 2017

Owner and Renter Occupancy Rate



Housing Occupancy 2017

Occupancy Rate

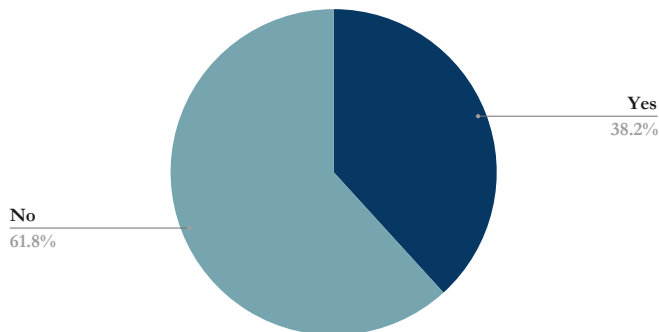


Figures 4 (left) and 5. American Community Survey.

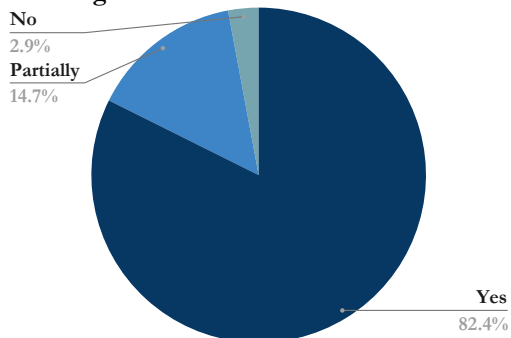
Woods because their needs are not being met.

- The need to move out of the City is primarily due to a desire to downsize to a condominium, apartment, or senior living community.
- High taxes are viewed as a reason some residents move out.
- Respondents said that if they were to move out of Huntington Woods, they would most likely move to the neighboring communities of Royal Oak, Ferndale, Troy, Bloomfield Hills, and Detroit. Other respondents showed a desire to move to more rural areas of the state to the north and west.
- Those willing to downsize viewed apartments/condominiums, smaller single-family homes, and accessory dwelling units as the most likely types of housing they would move into.

Do you know anyone who will be moving out of Huntington Woods because their needs are not being met?



Are your housing needs currently being met in Huntington Woods?



Figures 6 (top) and 7. Resident responses from the Preliminary Visioning Session Inclusive Housing Survey.

Age of Housing

The community of Huntington Woods emerged out of the vast expansion of the Detroit metropolitan area in the early 20th century. By the 1960s, the city was almost completely built out with single-family homes. This means that new construction often requires the demolition of existing houses. In the last two decades, the housing construction market reached a peak prior to the housing crisis in 2007-2008, before peaking again from 2012-2018. Since the year 2000, there has been a net increase of 26 housing units. Despite these recent construction periods, 94% of the city's housing units were built before 1970. A vast majority of homes in Huntington Woods are thus approaching or have already surpassed 50 years of age and may be in need of significant repairs or remodeling. In addition, many older homes may no longer be serving current residents because of lack of space for larger families and underused space for "empty nesters" and retirees. Other features such as raised front doors and second-floor bedrooms present problems for older residents.

Age of Homes

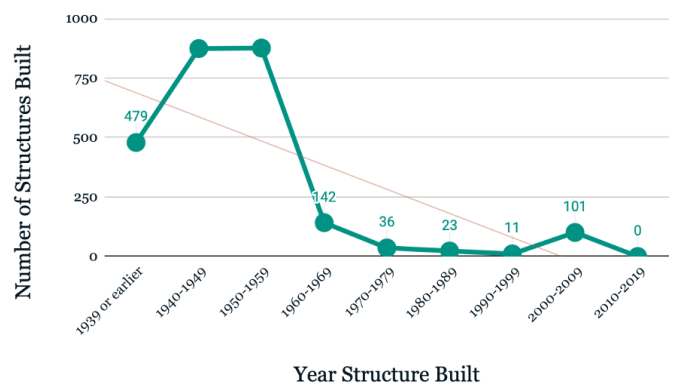


Figure 8. American Community Survey.

Affordability of Housing

Housing affordability presents a unique challenge for Huntington Woods. According to 2018 U.S. Census data, the median home value in Huntington Woods is just short of \$350,000, roughly \$120,000 more than the median home value for Oakland County and \$225,000 more than that of the state of Michigan. Concurrently, annual median household income in Huntington Woods is roughly \$130,000, compared to \$76,000 in Oakland County and \$55,000 in Michigan (Figures 9 and 10).

The high cost of buying a home in Huntington Woods is a considerable barrier to entry for potential residents looking to move into the area. In particular, there seems to be a significant negative impact on young adults and families aged 20-34, who in 2018 made up less than 10% of the total population. Community members have voiced their desire to attract younger families to the City, and indeed there are many compelling draws to the area, including family and community ties, excellent early education, access to jobs, and quality of life, but existing housing costs are a considerable hurdle.

Affordability is equally a concern for those over 65, who make up about 16% of the City's total population. The majority of Inclusive Housing Survey respondents indicate their strong desire to remain in Huntington Woods as they age, barring any serious health events. As retirement incomes change over time (perhaps especially in a post-pandemic economy), this age group may struggle to afford to age in place. The City should consider more options that enable long-time residents to remain in their community after retirement.

Median Household Income		
	2010	2018
Huntington Woods	\$104,879	\$130,417
Oakland County	\$84,783	\$76,387
Michigan	\$48,432	\$54,938

Figure 9. American Community Survey.

Median Home Value		
	2010	2018
Huntington Woods	\$310,500	\$349,500
Oakland County	\$204,300	\$228,800
Michigan	\$144,200	\$126,200

Figure 10. American Community Survey.

Mortgage Status of Housing Units

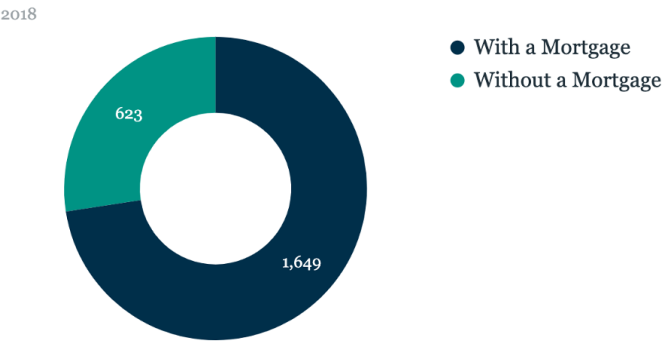


Figure 11. American Community Survey.

Selected Monthly Owner Costs

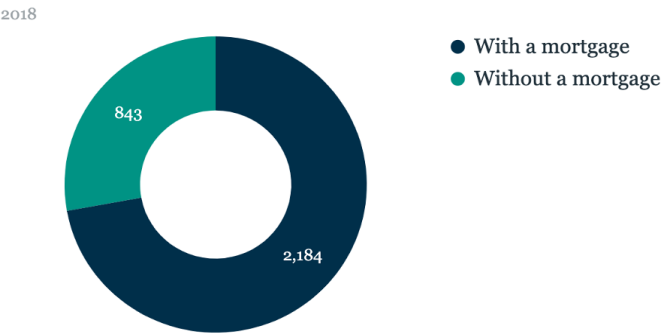


Figure 12. American Community Survey.

Diversity of Housing Types

Historically, Huntington Woods has been zoned almost exclusively for single-family residential use. According to the U.S. Census, 98% of Huntington Woods’ housing stock is detached single-family houses, with the single exception of a duplex along Coolidge Highway (Figures 13 and 14). Much like the lack of affordability, the lack of diverse housing options presents barriers to younger residents who do not want to or cannot afford to

live in large and expensive single-family homes. The lack of options also poses a challenge to existing residents, like empty-nesters and retirees, who may no longer need or have use for a larger home. Residents with ambulatory, self-care, or independent living disabilities face similar challenges within the current housing stock (Figure 15). If these residents want to remain in Huntington Woods, they have few options available to them.

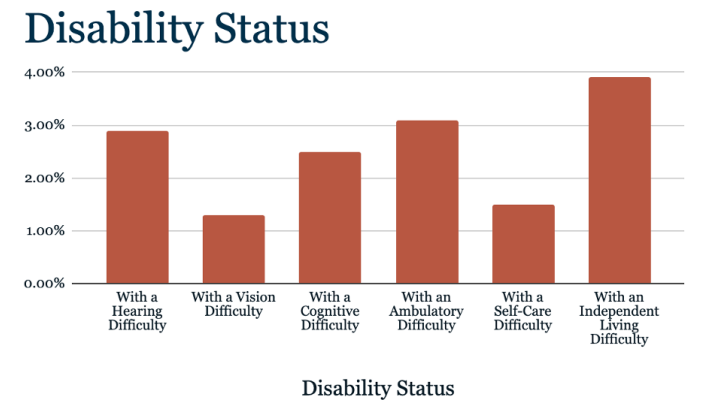
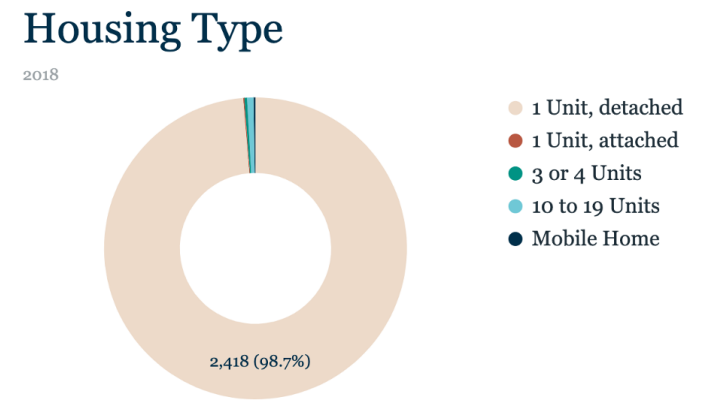
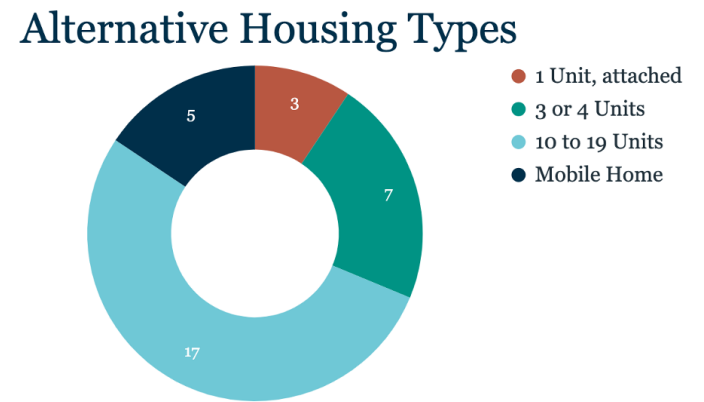


Figure 15. American Community Survey.



Figures 13 (top) and 14. American Community Survey. The City of Huntington Woods contains one duplex alongside it’s approximate 2,450 homes. Mobile and multi-family dwelling units appear in this data because of their margins of error.



Figure 16. City of Huntington Woods. Source: Historic District Study Report.

Market Analysis

During our Preliminary Visioning Meeting in February 2020, we assembled examples of different multi-family housing units in the communities surrounding Huntington Woods. These examples appear in Figure 21 and include different building types and different price points.

Community input showed a desire to add more variety to housing options within Huntington Woods, with a specific interest in senior living and condominiums. Most participants showed a stronger interest in owning a condominium, and 75% of participants expected to pay between \$1,000 and \$2,000 a month in rent for an apartment.

Most participants who were interested in downsizing from their homes were older residents who want to stay local. The James senior living facility in Ferndale drew interest because of its senior focus and overall design, but participants also viewed it as too expensive.

In general, participants were less concerned with the rental and sale prices of the precedents, but more concerned with the design and scale of each property. Examples like the Icon on Main were meant to show an example of a modern apartment complex at a reasonable price point, but residents were immediately turned off by the eight floors and large scale of the building.

Participants were more drawn to examples such as the Maryland Club and the Village Green townhouses in Royal Oak, because their townhouse design and scale were in keeping with the community character of Huntington Woods. Participants generally viewed townhouses as the most appropriate type of multi-family housing for Huntington Woods, but they also showed a strong interest in keeping the single-family character of the community that had originally drawn residents to the area.



Figure 17. 207 Pleasant, Royal Oak, Michigan. Source: Zillow.com.



Figure 18. The Maryland Club, Royal Oak, Michigan. Source: Zillow.com.



Figure 19. 610 East Eleven Mile, Royal Oak, Michigan. Source: Zillow.com.

Regional Precedents

Name of Multi-Family Housing Unit	Address	Location	Average Monthly Rent/Sq. Ft.	Rental Type
Icon on Main	480 North Main Street	Royal Oak, Michigan	\$2.34	Mid-rise Apartment
610 East Eleven Mile	610 East Eleven Mile	Royal Oak, Michigan	\$1.74	Low-rise Mixed Use
207 Pleasant	207 Pleasant	Royal Oak, Michigan	\$1.58	Duplex
The Maryland Club	1521 Chesapeake Road	Royal Oak, Michigan	\$1.42	Low-rise Condominium
The James	22111 Woodward Avenue	Ferndale, Michigan	\$4.25	Low-rise Apartment Senior Living
Versailles Biarritz	25026 West Rue Versailles Drive	Oak Park, Michigan	\$0.85	Low-rise Apartment
Village Green Townhomes	10811 West 10 Mile Road	Oak Park, Michigan	\$1.58	Low-rise Townhome
Green Hill Apartments	22225 Green Hill Road	Farmington, Michigan	\$1.04	Low-rise Apartment
The Sapphire	16500 North Park Drive	Southfield, Michigan	\$0.91	High-rise Apartment

Figure 20. Market Analysis Data. Source: Zillow.com and Apartments.com.



Figure 21. The Icon on Main, Royal Oak, Michigan. Source: Apartments.com.



Figure 22. The James, Ferndale, Michigan. Source: Apartments.com.

CASE STUDIES

Huntington Woods' housing issues are unique, but the issues of inclusive, affordable, and diverse housing are also being tackled by many cities of various sizes, locations, and means. The following case studies can help Huntington Woods develop its own comprehensive approach to its housing concerns by drawing inspiration from the success and creativity of other cities.

City of Detroit's Inclusionary Housing Plan and Market Study 17

Through its Inclusionary Housing Plan, developed in 2016, the City of Detroit has written affordable housing guidelines, adopted a new affordable housing zoning ordinance, and created the Detroit Affordable Housing Development and Preservation Fund. These policies demonstrate one path towards implementing inclusive and diverse housing measures in southeast Michigan as well as providing an example ordinance and offering flexible guidelines for enforcement.

Sakowitz Housing Development, Houston, Texas 20

The Sakowitz Development is a communal and affordable housing model, with strong design quality and tailored resident amenities. The Sakowitz model provides a supply of alternative housing units to a broad range of residents while maintaining residential character.

Boyne City, Michigan Housing Commission 24

Boyne City has a comparable size and municipal structure to Huntington Woods and is a model representation of city-driven and city-supported mechanisms for housing solutions.

Traverse City, Michigan ADU Ordinance 27

Like Huntington Woods, Traverse City grapples with honoring its character and past while addressing residents' present and future needs. In response, it has adopted an extensive Accessory Dwelling Unit zoning ordinance with detailed definitions and descriptions that is regularly reviewed and adjusted.

Networks Northwest's Framework for Housing Choices in Northwest Michigan 31

Networks Northwest is a regional council of government for northwest Michigan. Its 2014 Framework for Housing Choices in Northwest Michigan addresses the most pressing housing-related issues in the region, including high land costs, inadequate zoning and public policy, shortage of stock, and lack of diversity. The framework's proposed strategies provide a strong case for creative development on the level Huntington Woods community leaders are considering.

CASE STUDY

CITY OF DETROIT'S INCLUSIONARY HOUSING PLAN AND MARKET STUDY

Overview of Detroit's Inclusionary Housing Efforts

Huntington Woods seeks to incorporate inclusive housing into its community, a challenge that may be well-informed by the City of Detroit's Inclusionary Housing Plan and Market Study. Since the development of this Plan in 2016, the City of Detroit has written affordable housing guidelines, adopted a new affordable housing zoning ordinance, and created the Detroit Affordable Housing Development and Preservation Fund. These initiatives serve as exemplary models for Huntington Woods as they investigate residents' changing housing needs. These policies demonstrate one path towards implementing inclusive and diverse housing measures in southeast Michigan, specifically providing an example ordinance and offering flexible guidelines for enforcement.

In November of 2016, the City of Detroit's Department of Housing and Revitalization completed an Inclusionary Housing Plan and Market Study to "evaluate the citywide market for multifamily housing and the potential impacts of a proposed inclusionary housing policy, to identify best practice tools and strategies that may guide Detroit's affordable housing strategy and inclusive growth goals, and to create a comprehensive recommendation for Detroit's affordable housing strategy, considering inclusionary housing as well as other strategies."

Following the release of its Housing Plan, the City of Detroit amended its existing zoning ordinance to include and establish the Inclusionary Housing Requirements in September of 2017. Among myriad elements defined by the ordinance, this new article outlines measures to promote affordable housing, to establish general guidelines for public subsidies of new housing developments, to create the Detroit Affordable Housing Development and Preservation Fund, and to provide the administrative capacity to

accelerate inclusionary housing projects. The ordinance is supplemented by an Inclusionary Housing Guidelines document, produced in May of 2018, which details implementation strategies and instructions for enforcing the ordinance.

While the ordinance is the legal mechanism for encouraging affordable housing in Detroit, the guidelines document conveys the logic. It offers a diverse range of implementation instructions for affordable housing developers on prioritization, eligibility, and flexibility in changing neighborhoods. (A similarly flexible approach to housing diversification is necessary in Huntington Woods because of the existing single-family residential character and lack of vacant land). Meanwhile, The Detroit Affordable Housing Development and Preservation Fund is an additional component of the inclusionary zoning policy; its main purpose is to provide funding to make housing projects affordable for households at or below 30% area median income (AMI).

Demographics

The Cities of Detroit and Huntington Woods may appear to be demographically and physically quite different: Detroit residents are predominantly black or African American, while 95% of Huntington Woods residents are white. However, upon a closer examination, one thing becomes strikingly apparent: both cities are dominated by single-family home zones. While 30% of Detroit's housing stock is multi-family units, the City fails to meet the needs of many of its residents due to unaffordability. Similarly, Huntington Woods will fail to meet the diverse housing needs of its residents as the aging population in the city continues to dramatically increase (by approximately 104%). While the housing challenges of the two cities differ in detail, both

cities are struggling to provide accessible housing that meets the changing needs of their residents.

Economically, Huntington Woods tends to have wealthy residents (with a median income of approximately \$104,000), while Detroit suffers with high rates of poverty. However, this suggests that both cities have a barrier to entry for residents from various socio-economic backgrounds who seek to live there. In both cities, residents are struggling to find affordable housing that suits their lifestyle, family sizes, age, or location. As a result, an Inclusive Housing Ordinance in Huntington Woods could mitigate the impacts of inadequate, unaffordable, and exclusive housing options.

Challenges

Although the challenges faced by a small, built-out city like Huntington Woods and a large city like Detroit with a lot of vacant lots differ, they both face the primary challenge of funding. The two cities are in different economic positions municipally and amongst their residents; however, all housing developments cost money. The City of Detroit raised money to create the Development and Preservation Fund for affordable housing projects in a variety of ways. One primary mechanism was Tax Increment Financing. This method poses a problem for Huntington Woods since the City is primarily residential and does not have a commercial corridor. Known as the City of Homes, Huntington Woods will need to look to other avenues for fund-raising to develop new public housing options.

Along with public housing costs, the cost of living in a multi-family unit in Huntington Woods would differ from the current cost of living in a single-family home. This cost of living may increase in some cases and decrease in others, depending on the type of multi-family housing (e.g., accessory dwelling units versus retrofits versus new apartment complexes). Furthermore, changing residential attitudes about multi-family units is a challenge that many Detroit neighborhoods do not face. Multi-family housing is more common in Detroit than it is in Huntington Woods. Since Huntington Woods does not have any vacant property, the challenge is to convince resi-

dents to apply inclusive housing retrofits and modifications to their own existing structures. While there is a way to do this without altering community character, it will be difficult to convince many residents that there is a demonstrated need (despite evidence from public engagement sessions).

Lessons Learned

The City of Detroit Inclusive Housing Plan and Market Study is an admirable case study that demonstrates how inclusive housing policies can be implemented across a variety of neighborhoods. Detroit is a large city with residents and neighborhoods from a variety of socio-economic backgrounds; therefore, its city-wide ordinances must have the flexibility to adapt to the changing needs of residents both spatially and temporally. A flexible ordinance that encourages inclusive housing options but is implemented through a complementary guideline (as was done in Detroit) is a great option for Huntington Woods as it navigates the process of new developments, retrofits, and housing modifications.

Housing diversification in Huntington Woods, like affordability in Detroit, is a complex issue that involves the collaboration of governmental entities, private developers, and public buy-in. This case in Detroit demonstrates the importance of long-range thinking and process development during policy creation. Huntington Woods will need to incorporate its community knowledge with professional expertise to ensure that the focus on developing inclusive housing policy and diversification is not lost amongst the plurality of senior housing needs, family needs, and those who could be identified as “not-in-my-backyard-ers.” The slow process allows the community to collect background information and create a well-informed policy guide before drafting a legal code. Detroit exemplifies how the process can succeed when conducted carefully and with intent. Large-scale change, like the implementation of affordable housing policy or diversification of housing options, takes time. Huntington Woods should follow Detroit’s lead if it seeks to incorporate new housing types, including affordable, multi-family units for young and aging populations in the City.

CASE STUDY

SAKOWITZ HOUSING DEVELOPMENT, HOUSTON, TEXAS

Overview of Sakowitz

The unique challenge of developing inclusive housing in Huntington Woods calls for a creative solution. The Sakowitz Housing Development in Houston, Texas, is a potential model that would allow Huntington Woods to build upon the strengths of Sakowitz' communal and affordable housing model and tailor design and amenities to its residents' specific needs. A hybrid senior- and family-oriented housing development is utilitarian and land efficient. Furthermore, an inclusive development opens up additional funding avenues while fostering a diverse, supportive, and accessible community that meets local housing demand. The Sakowitz model provides a supply of alternative housing units to a broad range of residents while maintaining the residential character.

Sakowitz is an inclusive, community-oriented housing development. Sakowitz contains 166 single-room units, all of which are priced at either 50-60% or 30% of the Area Median Income (AMI). Sakowitz was designed to be a durable, resource- and cost-efficient development with above-average building quality. It is LEED certified green affordable housing and Houston's first green multi-family housing development. It includes a water retention system, rain tanks, sustainable landscaping and roofing, and it was built with heat island-reducing and recycled materials.

Sakowitz was built with community in mind: it features community and communal dining areas, a community kitchen, a business center, and an outdoor communal area with barbeque grills and a courtyard with horseshoe pits and a gazebo (Figures 23, 24, and 25). Additional community amenities include the Resident Services Program, which helps residents within a range of areas including access to health care, financial management, and in some

instances, rental support.

Sakowitz was sponsored by the New Hope Housing, Inc. (an affordable, supportive housing non-profit), the National Equity Fund and the Houston Area Community Development Corporation. Approximately 25% of the project was funded through tax credit equity. It created 203 jobs during construction and maintains 50 jobs for residents. The National Equity Fund estimates Sakowitz's community impact at \$4 million.



Figure 23. *Sakowitz residents chat at one of the communal barbeque grills.*



Figure 24. *A communal space in Sakowitz that could benefit seniors, school-age children, or families.*

Demographics

Sakowitz is an affordable and supportive rental housing development, markedly distinguishing it from the existing housing stock and demographics of Huntington Woods. Huntington Woods has an owner-occupancy rate of 96% and an average home cost in 2013 of \$285,000. The Sakowitz model is not a representative case of what currently exists in Huntington Woods, but is a potential model of an inclusive, communal, and supportive housing development that appeals to surveyed Huntington Woods residents.

Sakowitz and Huntington Woods do find common ground in what residents want and need from their

community. During the community engagement session on February 25, 2020, Huntington Woods residents expressly stated the need for and appeal of housing outside of the existing single-family detached housing stock. Their stated needs include homes with no stairs, a variety of price ranges, a social living environment, walkability to surrounding commercial activities, and the possibility of assisted living.

In addition, Huntington Woods has a growing number of young families who may not be served by the existing housing stock. While Sakowitz is solely comprised of single-bedroom units, a similar development in Huntington Woods could feature a range of housing units for different resident needs. The amenities of Sakowitz would also appeal to both young families as well as seniors.

A range of other Sakowitz features make it an ideal potential model for Huntington Woods. Like much of Huntington Woods, Sakowitz is located in a residential area and reflects that neighborhood character in its design (Figure 26).

Challenges

The biggest challenge to any new development in Huntington Woods is where to put it. A mere 0.3 percent of land in Huntington Woods is vacant, and the non-residential development that does exist is clustered along the commercial corridors that also mark the city's border. Sakowitz is approximately 254' by 218;' by comparison, that area covers about one-third of the City's municipal land along Eleven Mile Road (Figures 27 and 28). A development of similar scale to Sakowitz would require redeveloping existing land. In addition, more than half of the costs for Sakowitz were donated or subsidized. The total project costs were \$11.1 million. The scale of services, units, communal space, and costs required for a similar project in Huntington Woods would be high; the potential income to a developer may not be. Another challenge may be the limits of Sakowitz design of only single-person units. To accommodate both seniors and families, a similar development in Huntington Woods would need a variety of unit sizes, layouts, and prices.



Figure 25. Residents enjoy a nice day in the Sakowitz courtyard, which features a gazebo, bike racks, covered patios, and a horseshoe pit.



Figure 26. The exterior of Sakowitz fits within the residential character of the surrounding community, much in the spirit of the 'City of Homes' character of Huntington Woods.

Lessons Learned

The Sakowitz model is an aspirational case study of inclusive multifamily housing for Huntington Woods. A hybrid version of the Sakowitz model would serve growing groups of Huntington Woods residents whose needs lie outside of what the City currently offers: seniors, young families, and young singles. Each group would be well-served by the amenities and services Sakowitz provides its residents; services could be further tailored to these groups.

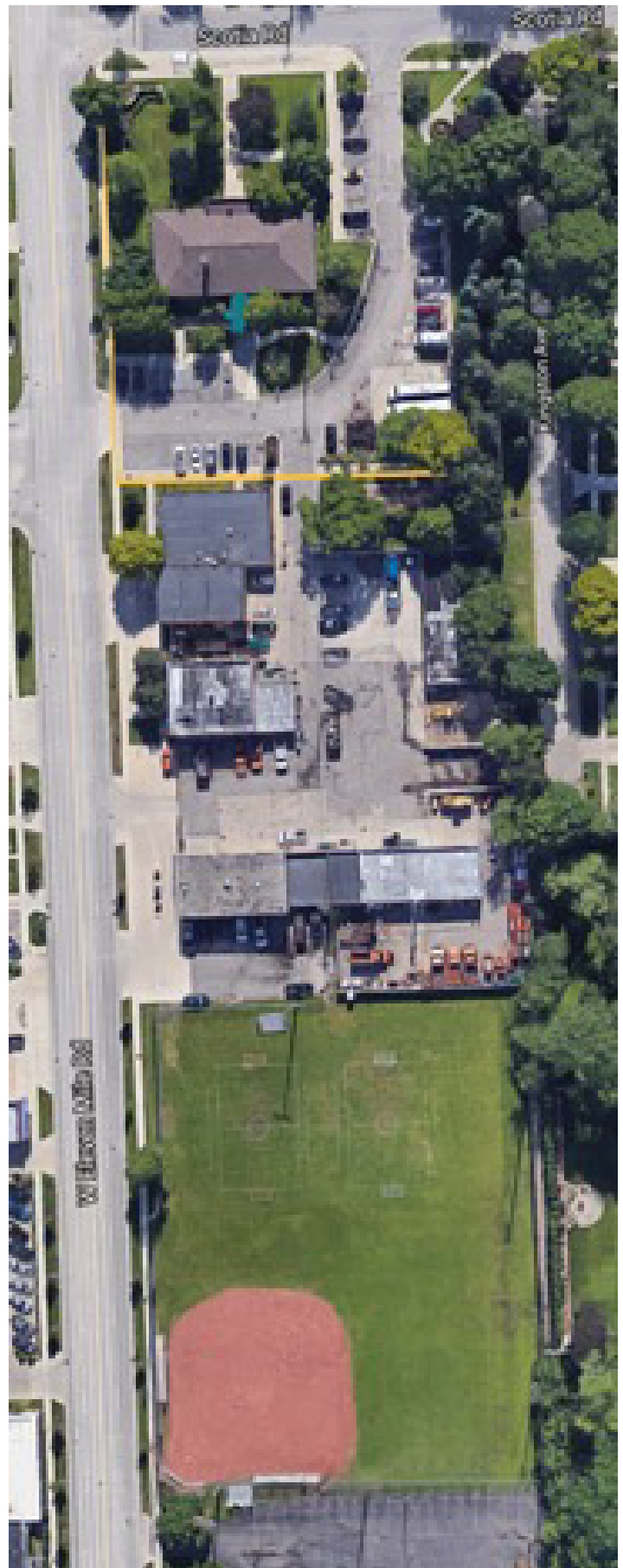
Sakowitz's design is high-quality, sustainable, and durable; its character feels residential. These qualities would fit in well within Huntington Woods. Its focus on social living also aligns with Huntington Woods residents' priorities when it comes to alternative housing, and its support services could be tailored to a range of residents' needs. Furthermore, with the limited developable land in Huntington Woods, a hybrid solution to inclusive housing would be the most utilitarian and land efficient.

Sakowitz provides a model for funding a similar project in Huntington Woods. The National Equity Fund invests in affordable housing developments across the nation that serve families, seniors, and veterans. By codifying affordable, inclusive housing in a Huntington Woods development, developers and the City could tap into similar non-profit or federal funds, possibly incentivizing redeveloping land. This approach would provide market-rate housing for those who can afford it while offering a portion of units at a certain level below the Area Median Income. This type of funding mechanism would create a housing model in Huntington Woods that answers the demand for local alternative housing needs while fostering a diverse, inclusive, and accessible community.



Figure 27 (above). The Sakowitz Development is approximately 218' X 254.' Source: Google Earth.

Figure 28 (right). City Hall site in Huntington Woods with a 218' X 254' yellow box for comparison to Figure 29. Source: Google Earth.



CASE STUDY

BOYNE CITY, MICHIGAN HOUSING COMMISSION

Overview of Boyne City

This case study evaluates measures taken by Boyne City, Michigan to address shifting housing demands within the community. It serves to inform the City of Huntington Woods' planning process as residents and elected officials evaluate possible solutions to the community's housing needs. Boyne City was chosen for this case study because it is located in the state of Michigan, has a comparable size and municipal structure, and is a model representation of city-driven and city-supported mechanisms for housing solutions.

City officials in Boyne City have highlighted the need for expanded housing options in the community because of the pressures from a growing and aging population. To address these concerns, the City is encouraging affordable and workforce housing in mixed-use developments in its downtown, as well as exploring the conversion of underutilized properties to affordable housing. The City views multi-family housing, including condominiums, apartment complexes, and assisted senior living facilities as necessary additions to the existing community. These concerns were articulated in the City's last master plan in 2015, when the City began to monitor shifting housing demands. Affordable housing has become a key concern for the community, especially because of the limited affordable workplace housing for its large seasonal workforce.



Figure 29. The approved 'Lofts on Lake Street' development in Boyne City, MI. Source: Petoskey News-Review.

Demographics

Boyne City's population is estimated at 3,750, according to ACS 2018 5-year estimates. The median age is 43.6 years, and 20.9% of residents have a bachelor's degree or higher. The racial make-up is 95% white, with Native American and Black residents both making up 1% of the total population. Huntington Woods shares a similarly large white population (93%) but has a significantly more educated population, with 76% having a bachelor's degree or higher. Boyne City's median household income is \$50,956 and is in line with many other Northern Michigan communities. Huntington Woods' median household income is significantly higher at \$130,417, making it one of the wealthiest communities in Michigan. Whereas Huntington Woods is largely a residential suburb, Boyne City is a quiet lake town with vacationers coming in for skiing in the winter and vacationing on Lake Charlevoix in the summer. According to the 2010 Census, the number of seasonal homes in Charlevoix County, where Boyne City is located, increased from 4,391 units in 2000 to 5,156 units in 2010, and seasonal homes make up 30% of county housing units. According to the City, around 1,154 seasonal residents live in the community, increasing the population by roughly 31%.



Figure 30. The Parkview Apartments in Boyne City, MI. Source: Boyne City Gazette.

Challenges

In its 2015 Master Plan, Boyne City viewed “Housing for All” as one of its four key goals. Within this goal, it focused on five key objectives quoted below:

1. Recognize the changing demographics, and explore options to address the shifting housing demands, such as downtown housing opportunities, accessory dwelling units, townhouses, apartments, etc.
2. Review the types of housing available to identify any gaps and opportunities.
3. Encourage affordable and workforce housing in mixed use developments downtown, such as exploring the conversion of underutilized properties to affordable housing.
4. Identify affordable housing obstacles and work to address them.
5. Encourage housing which includes accessibility features for all, to facilitate aging in place.

To address these objectives, Boyne City welcomed both public solutions through the City’s Housing Commission and market solutions through mixed-use private development. The remainder of this case study will describe these two strategies and their cooperative relationship.

Formed in 1933, the Boyne City Housing Commission has the power to issue bonds and oversee the approval of all deeds, mortgages, leases, purchases, and other real estate contracts. However, the Commission also has broader power to “own, lease, operate, maintain or administer” housing facilities in the City. With this power, the Commission develops and operates multi-family affordable housing and senior living facilities, including 142 units across the Litzenburger Place, Deer Meadows, and Parkview apartment complexes. The Commission also operates a senior living facility and senior center together with the Charlevoix County Commission on Aging. The Commission’s rental units accept Section

8 housing choice vouchers (HCV) and were partly funded through the Low Income Housing Tax Credit (LIHTC). Rents are capped at “a maximum of 30% of the set-aside area median income (adjusted for unit size),” and households must make less than 50% to 60% of the area median income to qualify. Despite these successes, the Commission was thwarted in its attempt to build a 64-unit multi-family housing development in 2017. Although the development was similar to the Housing Commission’s previous projects, neighborhood pushback on increased congestion and loss of neighborhood character killed the project.

In 2019, Boyne City approved the Lofts on Lake Street development, a three-story building with ground floor retail and 42 apartment units in the City’s Central Business District. The project is led by the Lansing-based nonprofit Michigan Community Capital (MCC), which works with communities across the state to pursue complex development projects using public and private funding methods. Despite the high demand for housing, Boyne City faces a weak private multi-family housing development market. This allowed MCC to enter the market, backed by \$1.5 million in funding from the Michigan Economic Development Corp. MCC also secured a 10-year tax abatement from the City to make the project feasible. The savings amounted to roughly \$65,000 in property taxes in the first year. The city enthusiastically approved the project, and it is currently under construction.

Lessons Learned

The powers given to the Housing Commission allow Boyne City to actively address its housing demands without relying on the private sector. The formation of a similar Commission in Huntington Woods could centralize housing issues and put a single organizational body in charge of a unified approach. Whereas Boyne City has ample undeveloped land for new housing, Huntington Woods’ strategies would need to be focused on the purchase and possible redevelopment of existing homes. If it is financially feasible, Huntington Woods could create a housing bank of purchased homes and offer subsidized rents to priced-out groups, such as young

families, seniors, and local workers.

This case also shows that collaboration between public, private, and non-profit organizations is often needed to successfully address a community's housing needs. Boyne City encouraged high-density mixed-use development in its Central Business District in its most recent Master Plan. That need garnered the attention of Michigan Community Capital, which in turn gained the approval of the Lofts on Lake Street project through active dialogue with the City. The approval process for the Lofts on Lake Street even led Boyne City to reevaluate its zoning ordinances to further promote private development, including eliminating setback requirements for apartment buildings in the Central Business District, allowing first-floor apartments in mixed-use buildings on the back side of the building, and trimming future parking requirements. In Huntington Woods, the Woodward Avenue Corridor is reflective of Boyne City's central business district in both its lack of density and its need for improvement. Despite Huntington Woods' efforts to bring mixed-use developments to Woodward Avenue, the City has been met with a lack of interest from the private market. Boyne City shows that an active city government and a willingness to adapt its local ordinances can help address changing community housing needs. Huntington Woods could take similar steps by expanding municipal responsibility into the housing space and creating a more welcoming climate for developers along the Woodward Avenue Corridor.

CASE STUDY

TRAVERSE CITY, MICHIGAN ADU ORDINANCE

Overview of Traverse City

This case study will help the City of Huntington Woods in assessing the benefits and suitability of Accessory Dwelling Units using Traverse City, Michigan as a representative case. Like Huntington Woods, Traverse City grapples with maintaining its character by honoring the past while addressing residents' present and future needs. In response, it has adopted an extensive Accessory Dwelling Unit zoning ordinance with detailed definitions and descriptions that is regularly reviewed and adjusted.

Demographics

Traverse City, Michigan covers 8.33 square miles in the northeast portion of the state (Figure 31). The 2017 American Community Survey (ACS) estimates that Traverse City had 15,550 residents living in approximately 7,500 housing units. The population is primarily white (93.4%), followed by African American (1.8%) and Native American (1.2%). Other races account for less than 3.6 percent of the population. The average age of the community is 40.9 years, and approximately 80.7% of the residents are over the age of 18. Approximately 19% of residents are over the age of 65.

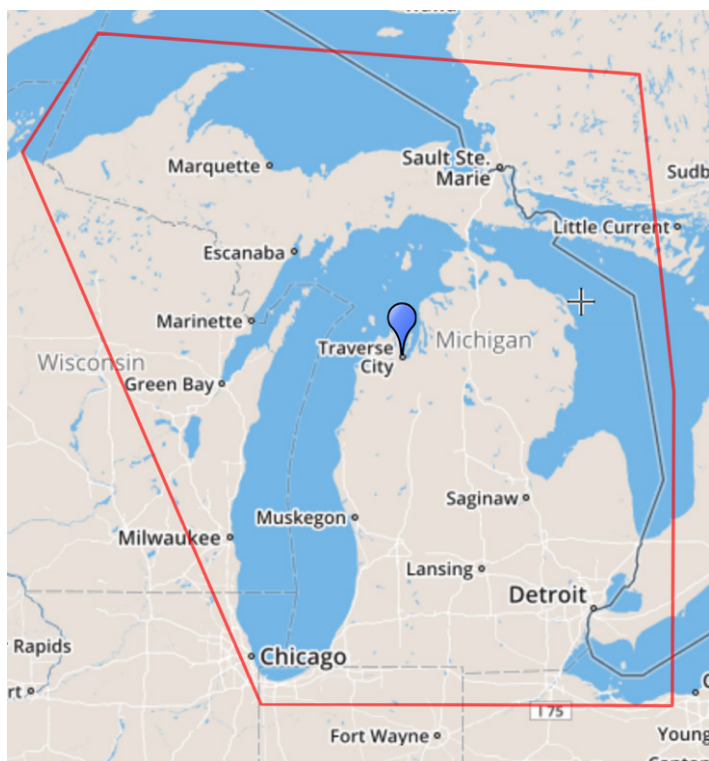


Figure 31. Traverse City, Michigan. Source: Google Maps.

Traverse City is on Lake Michigan and near Sleeping Bear Dunes National Lakeshore, surrounded by hundreds of acres of some of Michigan's most breathtaking natural beauty. Its proximity to these natural wonders has allowed Traverse City to develop a robust tourist economy. In 2012, an economic impact report stated that over 3 million tourists visited Traverse City and contributed over a billion dollars to the local economy. Thirty percent of the workforce is created and sustained by tourism to the area. It is the largest producer of Michigan tart cherries, and the National Cherry Festival during the summer draws over 500,000 visitors.

As a result of the large amount of tourism and its impact on the local economy, Traverse City has an average household income higher than the national average at \$78,497, and poverty levels for families are nearly half the national average at 4.6 percent. Additionally, the City's daytime population can double, and seasonal populations fluctuate largely throughout the year, with the most activity in warmer spring months through the warmer fall days before the winter limits many types of outdoor activities. These ebbs and flows of the population numbers are stressors on the housing markets and conditions in Traverse City.

Challenges

The vision set forth in the Traverse City Master Plan is to maintain the character and spirit of the area while addressing evolving needs. In 2015, Traverse City officials wrote internal, detached, and attached accessory dwelling units (Figure 32) into the City's zoning ordinance to add housing space, create new use on residential properties, and address the unique demands on dwelling space.

Accessory Dwelling Units have a long history in the United States. Prior to the intense and deliberate development of the suburbs after World War II, ADUs were a common presence in single-family homes. Post-World War II, the Federal Housing Authority (FHA), developers, popular culture, and Euclidean style zoning encouraged large parcel lots with large single-family homes and no accessory dwelling units. In the decades since, housing needs have changed in ways that require conceiving new housing options, as well as revisiting housing options of the past.

Accessory dwelling units are a useful tool that aligned well with Traverse City's vision. The first line of the Traverse City municipal code for ADUs states, "the intent of the allowed use of accessory dwelling units is to preserve and maintain the character of predominantly single-family residential neighborhoods while broadening housing choices." With the City's main vision in mind, the remaining lines are dedicated to the building and safety codes, square footage, entrance and unit component requirements, city procedures for permits and registration, and allowable and unallowable uses of the ADU.

But evolving needs challenged the characteristics and use of ADUs. In 2015, concerned with unchecked growth, city officials incorporated a cap to the number of ADUs built in the city. They allowed only ten units per year, and in the following three years (2015-2018), permits for ADUs were gone within the first week or two of availability. Residents lobbied for the cap to be removed altogether, but worries of AirBnB rentals and unintended increases in density led to a compromise of an additional five ADUs to be built per year, increasing the yearly cap to fifteen. To further limit temporary rentals like AirBnBs, the

ordinance includes a restriction on the length of leases for registered ADUs. Accessory dwelling units cannot have leases of less than three months, and the City may ask property owners to produce leases proving the length of the rental.

Many residents were also dissatisfied with the proposed size restrictions on accessory dwelling units, stating that 65% of the primary structure or 484 square feet (whichever is greater) did not allow enough space to meet the needs of ADUs for family members. The City ultimately compromised in the municipal code by allowing internal, detached or attached accessory dwellings not to exceed the size of the primary dwelling or 800 square feet (whichever was greater) while meeting all setback, entrance, parking, and building code requirements. The City also expanded the residential districts where ADUs were allowed, giving the opportunity for more residents to build accessory dwelling units.

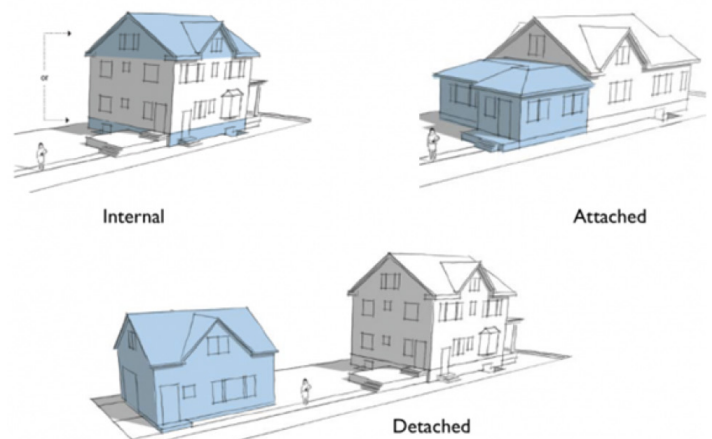


Figure 32. Types of ADUs. Source: Washington County, Oregon.

Lessons Learned

There are three main takeaways from examining Traverse City and its experience in allowing accessory dwelling units:

1. Traverse City's zoning ordinance is detailed and addresses key concerns that Huntington Woods' residents have, like ADU size and non-relative rental use.
2. Traverse City takes great care in maintaining the established character of the area, something of critical importance to Huntington Woods' residents.
3. Traverse City has also continually and deliberately engaged with the community and grappled with the municipal code to ensure that the City's vision remains uncompromised, but the code still addresses the community's evolving needs.

Of course, it is also necessary to also acknowledge how Traverse City and Huntington Woods differ:

1. Traverse City is significantly larger both in population and area. It has double the population and eight times the area of Huntington Woods. The land available for development in Huntington Woods is limited, and the overall demand for accessory dwelling units after an ordinance change could be very low. It could take several years to see the effectiveness of an ADU ordinance in Huntington Woods.
2. Traverse City's economy centers on robust tourist activity. It has many inbound commuters and various types of businesses to support its tourists. Huntington Woods is primarily residential with very few commercial properties within city limits. Most workers commute out of Huntington Woods to their places of employment. The lack of an employment center in Huntington Woods means that ADU rentals will have lower demand than in Traverse City, and an ordinance

in Huntington Woods will need to be adapted with this consideration.

3. Although Traverse City is affluent, Huntington Woods has an average household income that is over \$30,000 more than Traverse City's average household income. This means that concerns regarding accessory dwelling unit costs will need to be addressed differently in Huntington Woods. The types of ADUs attractive to Huntington Woods could be markedly different than those popular in Traverse City. Therefore, setbacks, aesthetic requirements, building heights, and maximum square footage restrictions will need to be adjusted to Huntington Woods' goals and resident preferences.

CASE STUDY

NETWORKS NORTHWEST'S FRAMEWORK FOR HOUSING CHOICES IN NORTHWEST MICHIGAN

Overview

Networks Northwest, a regional council of government for northwest Michigan, provides a representative case for Huntington Woods in their recent Framework for Housing Choices in Northwest Michigan. This framework, published in 2014, is one component of a larger planning effort led by the council (Framework for Our Future) and is the council's effort to address what they see as the most pressing housing-related issues in the region, including high land costs, inadequate zoning and public policy, shortage of stock, and lack of housing diversity. Comprehensive in scope, the framework outlines solution strategies for ten separate counties in northwest Michigan — however, the core issues identified are highly similar to what has been observed in the smaller area of Huntington Woods. Likewise, the framework's proposed strategies provide a strong case for creative development (both in northwest Michigan and by extension Huntington Woods) on the level Huntington Woods community leaders are considering.

The Framework for Housing Choices is organized into five sections on different challenges (housing diversity, housing affordability, energy and transportation cost, vacancies and seasonal homes, and homelessness) and two sections on implementation strategies. These implementation strategies are generalized for the region but nevertheless provide a solid foundation for future work. References to other key resources are also included in the framework, which could lead to opportunities for additional case studies in other, more specific areas of Michigan also representative of Huntington Woods.

Demographics

The Framework for Housing Choices opens by identifying a general pattern of slight population decline in northwest Michigan over the last several decades, with the greatest decline among younger adults aged 25-34 (which the framework attributes to the 2008 recession). As a result, a disproportionate (and growing) number of individuals and families left in the region are themselves retired and/or elderly, and also tend to live in older single-family homes. These trends accurately mirror the demographic shifts identified in Huntington Woods over approximately the same time period, with the comparison of seniors living in single-family homes being especially relevant. In response to these demographic changes — and to the finding that a full 50% of adults aged 75 and up in the region have a disability — the framework identifies senior and supportive housing as a primary priority for northwest Michigan developers.

Other housing priorities identified by the framework include the creation of increased housing for migrants, as well as a more general focus on repair and renovation for older, deteriorating homes. Given the age of the Huntington Woods neighborhood and the increasing status of the surrounding Detroit area as an immigrant hub, these issues also seem applicable to the Huntington Woods area. One notable difference, however, is that the Networks Northwest framework explicitly identifies deteriorating housing as a disproportionate concern for low-income and minority residents; in Huntington Woods, the population is both racially and financially homogeneous enough that this differentiation is likely not present.

Economically speaking, the framework places a heavy emphasis on creating more rental opportu-

nities and affordable housing in the region. Many of the underlying reasons the framework provides for this attention are similar to what occurs in the Huntington Woods area: younger individuals and families want to move into the region, but “experience difficulties with heavy student loan debt or a tight job market, impacting their ability to afford or purchase a home.” Economic factors in both regions appear to play a large role in keeping out this key demographic, and should be addressed with increased housing diversity according to the framework.

Challenges

Perhaps owing to the nature of the Framework for Housing Choices being applied at a wide regional scale, little direct analysis of its impact appears to exist, making it difficult to judge this particular case’s challenges. However, the framework itself includes a list of anticipated challenges as well as general implementation strategies that provide some insight for the types of issues which are likely to arise in Huntington Woods. These challenges include:

1. *Education, Data, & Outreach.* This concern deals with two distinct but related issues—effectively communicating both needs and proposals to the community and building communal consensus, and gathering the appropriate data/conducting appropriate analyses in order to make such communication well-informed.
2. *Planning & Policy.* The framework recognizes that most of the changes needed to adequately address gaps in housing diversity and affordability will need to take place on (or at least begin at) an institutional level. Therefore, one major challenge becomes navigating the bureaucracy that can be master plans and zoning regulations, and reforming these guidelines as appropriate.
3. *Financing & Incentives.* Because so many of the needed changes will require cooperation from developers and the real estate mar-

ket, it’s critical to address proper incentives for building affordable and/or multi-family housing instead of traditional single-family homes. Financing can be an especially large holdup and must be considered thoroughly and communicated clearly to avoid deadlock.

4. *Development & Implementation.* Finally, the framework includes advice about just what exactly needs to be developed, as well as how to develop it, recognizing that there is inherent difficulty even in the base level of figuring out the “brick-and-mortar” design of physical structures as well as community programming that may accompany new development.

Lessons Learned

Each of these four core challenges offers valuable perspective on the types of issues Huntington Woods is most likely to encounter. While not every solution strategy presented in the framework will map onto Huntington Woods perfectly, the framework includes a myriad of ideas that could potentially be repurposed or modified to fit the needs of the Huntington Woods community.

The most interesting of these ideas are in response to Challenges 3 & 4. In terms of physical development, the framework recommends looking into new types of senior and supportive housing such as co-habitation and the village or network models. The framework also highlights the importance of placemaking efforts in new development, which could be key in a city like Huntington Woods where the populace appears to have a good sense of community, yet doesn’t take much advantage of public communal resources (according to interviews from the February community engagement meeting). And in terms of financing these developments, the framework includes a list of recommendations ranging from public-private partnerships and housing trust funds to enterprise zones and payment-in-lieu-of-taxes (PILOT) programs.

The framework’s recommendations for Challenge 2 also play a fairly significant role in what kind of

physical developments can be built: as the document notes, zoning changes are most often necessary in order to allow cottages, accessory dwelling units, and mixed-use development, all of which are suggested approaches. Smaller lot sizes are also suggested, though this technique might not get as far in Huntington Woods considering the area is already almost fully developed. One unique facet of all of these recommendations is that the framework suggests they be implemented procedurally over a period of time, scheduling minor updates to code over time so that no sudden sweeping change ever takes a community by surprise. For a city like Huntington Woods, this approach could be extremely valuable given the community's sensitivity to change.

As a final note, Northwest Networks' framework also includes a wealth of information on outside resources, pointing to land banks, federal programs, and a bevy of local municipal plans. Further investigation of these sources may provide opportunities for additional case studies.

ANALYSIS & FINDINGS

As the Housing Assessment shows, Huntington Woods' housing stock is primarily single-family residences with a median home value well-above Oakland County and Michigan. To strengthen its housing stock, the City must diversify the type of housing available and make it more accessible and affordable to residents.

The 2020 Master Plan Update is an opportunity for Huntington Woods to expand what housing options are available to residents, create procedures to ensure that the options align with the City's character, and control how the options are developed. Our research and findings support three frameworks for Huntington Woods to adapt and incorporate into the 2020 City Master Plan. Each framework has targeted goals and specific recommendations.

Developing housing alternatives in Huntington Woods does not, on its face, require an overhaul of zoning ordinance language on design, character, and quality of housing. In fact, all of the suggested housing types, examples, and precedents in this report meet the existing Huntington Woods zoning code expectations of the following subsections of its Specific Use Provisions: Single-family Architectural Design Standards (Article 5, Section 5.14), including:

- Community expectations
- Exterior finishes
- Elevations
- Form, scale, and massing
- Roofs
- Windows and Doors
- Yard and Landscape

Instead, these recommendations focus on amending specific provisions in the Huntington Woods zoning code to facilitate alternative housing types. Policy recommendations will relax restrictive language, add diverse and inclusive housing types into existing residential uses, and gently intensify density in the City's Transitional District.

In addition, precedents in this section include language and renderings of a range of housing types from zoning codes throughout Michigan, as well as examples of several high-quality existing developments at a variety of price points. Additional photos throughout show a variety of alternative housing types that are contextually appropriate to the quality and character of housing in Huntington Woods. Collectively, these precedents, renderings, and images can serve as inspiration for the City of Huntington Woods to incorporate into its zoning code.



Figure 33. City of Huntington Woods. Source: Historic District Study Report.

FRAMEWORK 1: INCREASE HOUSING OPTIONS THROUGH MIDDLE HOUSING

Middle housing is defined as diverse, affordable housing choices in sustainable, walkable places. Middle housing accommodates denser living arrangements than traditional single-family homes but remains on a much smaller scale than mid- or high-rise developments.

The types of middle housing that are most appropriate and complementary to the existing physical environment and character of Huntington Woods include cottage or bungalow courts and small multi-family units, which can include duplexes, triplexes, or fourplexes.

Goals

- Increase housing capacity and diversity with very little overall impact to surrounding lots.
- Create beautiful streetscapes.
- Conform with existing design standards to ensure compatibility.
- Provide rental and lower-cost housing amenable to under-served population groups.

Policy Recommendations

- Amend Article 4, Section 4.04 (District RT one- and two-family attached) to include triplexes, fourplexes, and cottage courts.
- Amend all or select districts in Article 4 to include two-family attached, duplexes, triplexes, fourplexes, and cottage courts, and amend the corresponding district section. In the selected amended district sections, include the following dimensional requirement language as needed:
 - » Increase max percentage of lot coverage up to 50%.
 - » Reduce minimum yard setback.
- Amend Article 4, Section 4.05 (Transitional District) to expand the Transitional District.
- Amend Article 4, Section 4.05 to increase the maximum height of building.
- Amend Article 4, Section 4.06 (Business District) to increase the maximum height of building.
- Amend Article 4, Section 4.08 (Schedule of Use Regulations) to allow for more permitted residential uses across all or select districts.
- Amend Article 6, Section 6.02 to allow for multiple single-family dwelling unit or one multi-family dwelling unit per lot.

FRAMEWORK 2: INCREASE HOUSING OPTIONS THROUGH ACCESSORY DWELLING UNITS

Policy Recommendations

Accessory dwelling units are secondary residential structures or spaces in a primary residence or on a primary property. They can be attached above a garage or onto the home, internal in a basement or attic, or detached like a tiny home or granny flat.

Goals

- Increase density in single-family districts without drastically impacting the character of Huntington Woods.
- Increase allowable uses available to residents on their properties.
- Create space for Huntington Woods' government and residents to clearly define procedures on how housing options will change and balance growth, preserve character, and address residents' needs.

- Amend Article 2, Chapter 40, Section 2.01 of the Municipal Code to include a definition of accessory dwellings units and its three main manifestations (attached, detached, internal). The definition will be labeled DWELLING, ACCESSORY and grouped with other dwelling types.
- Clearly define BUILDING, ACCESSORY and accessory dwellings units to distinguish other accessory buildings from residential use accessory units.
- Amend Article 2, Chapter 40, Section 4.03 to allow the construction and use of accessory dwelling units in R1A to R1E Single Family Districts.
- Amend and add ordinance language in Article 2, Chapter 40, Section 4.03 to accommodate accessory dwelling units by addressing setbacks, accessory building square footage, parking requirements, allowable uses, and character requirements. This is not an exhaustive list, and not all types listed will be appropriate for Huntington Woods.
- Update Chapter 6 of the Municipal Code to include accessory dwelling units and adjust building codes, safety measures, recommendations for historic districts, and other sections as appropriate.
- Add square footage requirements for ADUs to the zoning ordinance. Suggested minimum is 250 square feet and suggested maximum is 800 square feet. Building restrictions for a detached ADUs should not exceed the height of the primary structure.

FRAMEWORK 3: INCREASE HOUSING OPTIONS THROUGH THE CITY'S TRANSITIONAL DISTRICT

Policy Recommendations

Huntington Woods recently rezoned all parcels adjacent to Woodward Avenue as a Transitional District (TD). As articulated in the 2015 Master Plan Update, the entire Woodward Avenue corridor of Metro Detroit is in “transition” due to plans for multimodal transportation expansion links, as well as a desire by the surrounding communities to increase density along the corridor. Huntington Woods has acknowledged and welcomed this vision by establishing the Transitional District in the City’s most recent update to the Code of Ordinance. It states that the TD is “intended to encourage a mixture of compatible uses, including multiple-family residential dwelling, retail, and office.” The TD also encourages high-density and mixed-use development as it tries to build out from “established development patterns of isolated parcels” and “single-use development.”

Goals

- Incentivize dense, mixed-use, pedestrian-oriented development in the City’s Transitional District along Woodward Avenue.
- Diversify Huntington Woods’ housing stock with increased multi-family units.
- Add small-scale retail uses, green space, and other services along Woodward Avenue.
- Ensure that new development in the Transitional District is sensitive to neighboring single-family residential uses to the west.

- Consider changing the Transitional District (TD) into a Central Business District (CBD) to promote retail, entertainment, commercial, and residential uses.
- Amend Article 4, Section 4.05 of the Huntington Woods Zoning Ordinance to increase the buildable height in the Transitional District from 3 to 4 floors.
- Amend Article 4, Section 4.05 E to allow for buildings longer than the current 200-foot allowance. The amendment could also encourage buildings with zero feet of side setbacks if they share rear access through a driveway or alleyway.
- Amend Article 10, Section 10.06 to lower parking requirements in the Transitional District, including one space for each dwelling unit in a multiple-family unit, lowering the requirements for commercial and retail businesses, and encouraging shared parking facilities.
- Provide special incentives to build below-grade garages along Woodward Avenue, which would currently be cost-prohibitive for developers.

PRECEDENT 1: MIDDLE HOUSING

Birmingham, Michigan

A cottage court is a cluster of attached or detached housing units around a common green space or "court." Cottage courts encourage community while offering multiple small single-family or senior housing units on one lot.

Strengths

The flexibility of design and layout would allow a cottage court to fit in with the architectural and design aesthetic of Huntington Woods. Shared green space and attached units allow for an efficient footprint. A cottage court can easily be developed on an infill site and can incorporate existing structures.

Challenges

A cottage court development would require the combination of two to three adjacent lots. Design can build on existing structures, but will require significant modification to the lot to create the central court. In addition, the City would need to amend its zoning code for setbacks and bulk to allow for housing units along the periphery of the lot surrounding the central court.



Figure 34. A contextually appropriate multi-family housing unit in Birmingham, Michigan. Source: Birmingham, Michigan Master Plan.

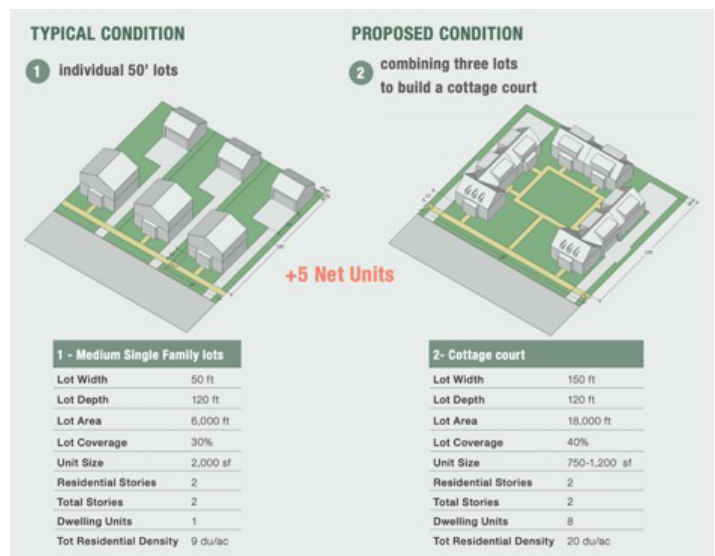


Figure 35. This concept more than doubles the total residential density from 9 to 20 dwelling units per acre. Source: Birmingham, Michigan Master Plan.

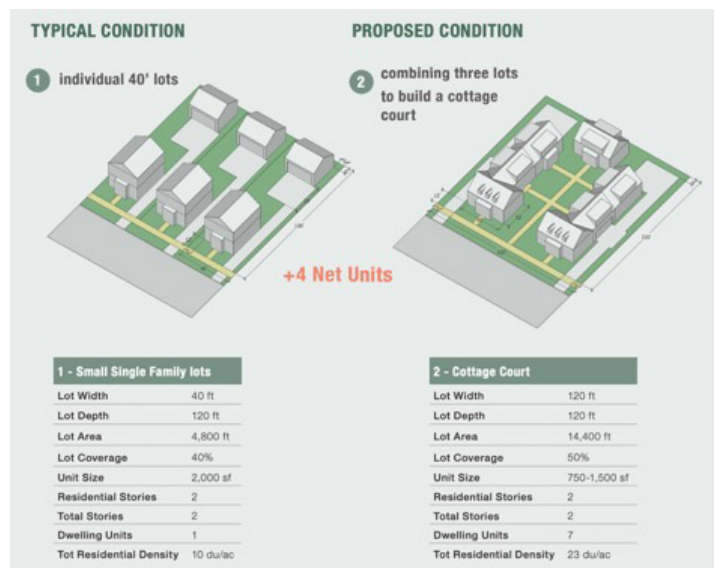


Figure 36. This concept more than doubles the total residential density from 10 to 23 dwelling units per acre. Source: Birmingham, Michigan Master Plan.

Birmingham, Michigan

Small multi-family housing units would cater to families and seniors while also maintaining the neighborhoods’ character, style, and scale. These units can be designed to be contextually appropriate to Huntington Woods, including high-quality building materials, two- or three-story maximum heights, ample treecover and vegetation, and limits of two to six units.

Strengths

Small multi-family units can be designed to fit with the character and architecture of the surrounding lots.

Challenges

Similar to a cottage court, a small multi-family unit would combine two to three adjacent lots. Redevelopment costs and construction would vary between building onto and total replacement of existing structures. The Huntington Woods zoning code would need to be amended to accommodate minor parcel and structural changes.



Figure 37. A fourplex in Style B, with multiple units in a structure that matches the proportions of single-family homes. Two main floor units would be conducive to seniors who need single-floor living. Source: Plan Design Explore.

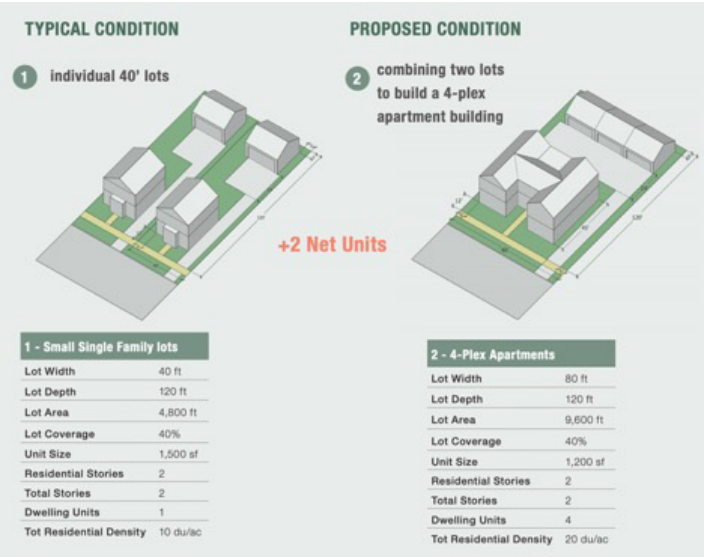


Figure 38. This concept allows for maximum redevelopment of existing homes and garages and doubles the residential density from 10 to 20 dwelling units per acre. Source: Birmingham, Michigan Master Plan.



Figure 39. This concept allows for a medium level of redevelopment, mainly in garages, but requires the replacement of homes. It doubles the residential density from 9 to 18 dwelling units per acre. Source: Birmingham, Michigan Master Plan.

Saint Joseph, Michigan: Harbor Village

Harbor Village is a neighborhood in the Marina District along the Saint Joseph River. Three-bedroom, three-bath cottage court homes in Harbor Village start at \$435,000.

Strengths

A strong design approach fosters a strong sense of community via deliberate interactions between homes and the street.

Challenges

As previously mentioned, location remains a challenge. The Huntington Woods zoning code would need to be amended to accommodate minor parcel and structure changes.



Figure 40. Site Map of Harbor Village, with cottage courts. The cottage courts (circled in red) are nestled among a variety of single-family homes and maintain the same design and community characteristics. Source: Harbor Shores Resort.



Figure 41. Harbor Village Cottage Court Rendering. Source: Harbor Shores Resort.



Figure 42. Cottage court Floor Plan, which is amenable to seniors who may need single-floor living. This model features a garage, kitchen and living, laundry, and a master suite all on the main floor. Source: Harbor Shores Resort.

PRECEDENT 2: ACCESSORY DWELLING UNITS

Traverse City, Michigan

Accessory dwelling units are defined in Traverse City as an allowable use in Chapter 1332 - R-1a and R-1b - Single-Family Dwelling Districts of the City's Municipal Code.

Strengths

The Traverse City ordinance clearly details the intent of the use as well as the requirements that ADUs must meet to be considered allowable. It also outlines fees, permits, and registration requirements for ADUs, allowing for the nuanced control of ADUs and density occurring in the City.

Challenges

The Traverse City municipal code is significantly more encompassing than the Huntington Woods code, and including all sections, definitions, and requirements may require a significant amount of time and engagement. A large rewrite of this type could include additional monetary costs from hiring lawyers and consulting firms. Additionally, sections focusing on tourist activity do not apply to the same extent in Huntington Woods as they do in Traverse City.



Figure 43. A detached ADU (right). Source: County of Sonoma.



Figure 44. An attached ADU extension. Source: Source: Hammer & Hand Construction and Woodcraft.

Birmingham, Michigan

Accessory dwelling units are defined and described as an allowable use in Chapter 126 of the Birmingham municipal code.

Strengths

Birmingham defines both home occupation and renting/boarding as two different types of use for accessory dwellings, providing additional nuance for residents and city government. The City's code also includes detailed development standards for accessory structures, highlighting placement, setbacks, open space limitations, and other building requirements.

Challenges

Birmingham allows residential accessory structures (accessory dwelling units) only in mixed use zones. For a city the size and character of Huntington Woods, this limitation would eliminate the possibility of ADUs altogether. Birmingham's municipal code also does not define the intended use and requirements for single-family districts, putting much of that language solely in its master plan in the "Vision" section.



Figure 45. A 'tiny home' ADU, which can also be a mobile unit. Source: Business Insider.



Figure 46. An internal basement ADU. Source: Right Arm Construction.

Grand Rapids, Michigan

Accessory dwelling units are defined and described as an allowable use in Chapter 61, Article 9 of the Grand Rapids municipal code.

Strengths

Grand Rapids' municipal code describes the intent and use of buildings at the beginning of Chapter 61. It states that the goal of the code is to ensure the welfare of its residents and recognizes the positive impacts that the deliberation application of various uses can have in the City. The ADU section defines limitations and requirements, including bedroom maximums, owner occupancy, alterations, and allowable rental terms. Accessory dwelling units are allowed in all residential districts and mixed-use zones, allowing for flexible implementation across the City.

Challenges

The code states that the ADU use regulations cannot be waived or altered by the Planning Commission. Due to Huntington Woods' size, a requirement like this may not align with city process and procedure. Additionally, accessory dwelling units on a property require an enforceable deed restriction. Deed restrictions are often permanent and immovable, and Huntington Woods may not want to undertake this type of regulation for accessory dwelling units.



Figure 47. A detached ADU. Source: County of Sonoma.



Figure 48. An internal attic ADU. Source: Living Room Realty.

PRECEDENT 3: TRANSITIONAL DISTRICT

Ferndale, Michigan

Ferndale's downtown is zoned as a Central Business District designed to provide a variety of office, business, service, entertainment, and retail uses along the city's major arterial roadways. The CBD is designed to promote pedestrian activity, higher density development, and continuous retail frontage.

Strengths

The CBD has helped Ferndale concentrate resources on its downtown and make many pedestrian improvements to Woodward Avenue. The CBD has also allowed Ferndale to craft specific visions for development that are now reflected in their Code of Ordinance, including an emphasis on the physical characteristics of new construction projects and promoting an attractive and walkable streetscape.

Challenges

A change to a CBD might not drastically alter what currently exists in Huntington Woods' Transitional District, but it could help solidify the community's vision for the area and be a more welcoming environment for developers. However, the creation of a CBD cannot fully create a market for new development, and the City will need to further evaluate how to attract new development to the area.



Figure 49. *The Dot* development in Ferndale. The project is currently under construction and is part of a public/private partnership between the city and development group Versa Wanda. It includes a parking structure, office, residential, and retail space. Source: Versa Wanda LLC.



Figure 50. Future Land Use map from the City of Ferndale's 2017 Master Plan. The downtown area coincides with the area currently zoned as a CBD. Source: City of Ferndale HHA.

IMPLEMENTATION

As Huntington Woods looks to implement its updated housing goals and objectives, we recommend the following action steps to aid in the successful achievement of the large-scale changes.

Key

Immediate: Under 12 months

Short term: 1 - 2 years

Medium term: 3 - 5 years

Long term: 5 - 10 years

Phase I: Establish Foundation of Knowledge

Action	Lead	Partners	Resources Needed	Performance Metrics	Time Frame
Review updated demographic data and characteristics	City*	None	Census data, SEMCOG data	Time to complete	Immediate
Review 2015 City Master Plan goals and objectives and amend for the broad long-term goals of housing and character in Huntington Woods	City	None, or planning consultants	Funding, if using planning consultants	Time to complete	Immediate
Identify a priority list of 5-10 specific housing options for Huntington Woods and choose 3-5 options to initiate in the short term (1-2 years)	City	None, or planning consultants	Funding, if using planning consultants	Time to complete	Immediate
Identify Michigan cities with housing policies that align with the priority list and solicit insights on implementing and maintaining the housing policies	City	Planning consultants, Michigan cities	Funding, if using planning consultants	Quality and quantity of feedback from cities solicited	Immediate
Perform a comprehensive ordinance review to identify areas for change	City	Planning and legal consultants, lawyers	Funding for consultants and lawyers	Time to complete and number of initial policy changes	Immediate

*City refers to the City of Huntington Woods.

Phase 2: Engaging the Community

Action	Lead	Partners	Resources Needed	Performance Metrics	Time Frame
Conduct public preliminary visioning sessions to gain initial understanding of resident needs	Inclusive Housing Team	City	Meeting materials, handouts, maps, surveys	Number of residents met with	Completed (February 25, 2020)
Conduct public information sessions to present results of preliminary session and the Inclusive Housing Plan	City	None, or planning consultants	Meeting materials, handouts, copies of plan, funding, if using consultants	Number of residents met with	Immediate
Conduct informed visioning and listening sessions to update residents on implementation progress and solicit new feedback	City	None, or planning consultants	Meeting materials, handouts, funding, if using consultants	Number of residents met with	Short term
Conduct focus group sessions with community leaders and general public to solidify future action plan	City	Community leaders, representative housing authorities, transportation authorities, local minority groups, local economic development groups, planning consultants	Meeting materials, handouts, funding, if using consultants	Number of residents met with	Short term
Conduct in-person and over-the-phone resident interviews to increase community response	City	None, or planning consultants	Interview materials, funding, if using consultants	Number of residents met with	Short term
Conduct brief citywide housing survey via multiple formats	City	None, or planning consultants	Survey materials, funding, if using consultants	Number of responses recorded	Short term

Phase 3: Finalize Policy Changes and Codify in City Documents

Action	Lead	Partners	Resources Needed	Performance Metrics	Time Frame
Incorporate community feedback into master plan update and finalize	City	Planning and legal consultants, lawyers	Funding for consultants	Time to complete, legal compliance	Short Term
Approve and set effective date for the master plan update	City	Planning and legal consultants, lawyers	Funding for consultants	Time to complete	Short Term
Finalize policy and ordinance language in preparation for public hearings	City	Planning and legal consultants, lawyers	Funding for consultants	Time to complete, legal compliance	Short to medium term
Perform public hearings on proposed changes	City	Planning and legal consultants, lawyers	Funding for consultants	Amount of public engagement, time to complete	Short to medium term
Incorporate changes from the public hearings	City	Planning and legal consultants, lawyers	Funding for consultants	Time to complete, legal compliance	Short to medium term
Present final policy and ordinance changes to the Planning Commission for a vote of approval	City	Planning and legal consultants, lawyers	Funding for consultants	Number of votes for approval, legal compliance	Short to medium term
Set effective date for approved policies and ordinances	City	Planning and legal consultants, lawyers	Funding for consultants	Time to complete	Medium term

Phase 4: Encourage the Continued Development of Inclusive Housing Options

Action	Lead	Partners	Resources Needed	Performance Metrics	Time Frame
Continue public information sessions on now approved residential uses	City	None, or planning consultants	Meeting materials, handouts, copies of plan and procedures, city staff, funding if using planning consultants	Number of attendees	Long term
Solicit developer proposals that align with approved policies and inclusive housing goals	City	None, or planning consultants	Communication platform to post request for proposals, funding if using planning consultants	Number and quality of proposals	Long term

COMMUNITY ENGAGEMENT

Community engagement is an integral part of the planning process. It promotes transparency, accountability, inclusion, and equity throughout the plan development process; it also supports communication between the professional planning staff and the community. The following methods seek to gain a deeper understanding of community attitudes and residents' needs and should be implemented by the City. These efforts foster the process by which City officials, staff, and contracted professionals engage directly with community members through public meetings, focus groups, interviews, observation, and other methods.

The goal of this Community Engagement Plan is to provide recommendations for future public participation measures that the City of Huntington Woods may choose to conduct to further the development of this Inclusive Housing Plan, namely gaining insight into current and near future housing needs within the City. Figure 1 in the appendix details the values and principles of public participation that the City should strive to support and implement. This Community Engagement Plan outlines several approaches to promote active participation in Plan development. Among the elements proposed are the development of an Advisory Committee to oversee the development of the Plan and moderate public meetings, surveys, and focus groups to record public opinion.

Advisory Committee

An Advisory Committee, which can oversee all aspects of the Community Engagement Plan and can compile results in coordination with City officials, is a practical governing body to carry out the actions outlined in this Plan. The Committee will be maintained for the duration of any future Inclusive Housing Plan efforts.

Committee Members

The Huntington Woods Housing Advisory Committee should comprise five members. Committee members may be appointed by the Mayor with approval from the City Commission and serve for the duration of the Plan. If members are unable or unwilling to continue executing this Plan, they should be replaced pursuant to the same method of selection. The members of the Committee may be selected as follows:

- One City staff member
- One elected government official
- Two residents of Huntington Woods
- One community stakeholder

Huntington Woods residents who are interested in serving on the Advisory Committee should contact the City offices.

Committee Role and Responsibilities

The Committee would join City personnel, residents, and stakeholders in their mission to produce a representative and equitable Inclusive Housing Plan in Huntington Woods. It should draft and oversee the facilitation of direct public communication programming outlined in this Plan. It should also collect the results of direct public communication and compile this data into an approachable, comprehensive guide for City officials, residents, and stakeholders to understand the housing challenges, opportunities, unmet needs, and vision for Huntington Woods. The development of a Committee ensures technical and local expertise and promotes greater community understanding to create an equitable process for all residents and stakeholders of Huntington Woods.

Best Practices

Outreach and Promotion

All public meetings should be advertised in a timely and thorough manner. To reach as many participants as possible, meetings should be advertised

in a variety of mediums and locations. Relevant and active community groups can help facilitate promotion. Promotional materials can include, but aren't limited to:

- Online outreach platforms:
 - » Social media
 - » Email listserv
 - » City website
- Traditional advertisement placement:
 - » City Hall
 - » Transit hubs and stops
 - » Grocery stores
- Direct outreach to residents:
 - » Mailers or mailed flyers
 - » Canvassing
 - » Phone invitations

Meeting Materials

Meeting materials should provide information about Committee progress, the specific event, and future events. The Committee should use a variety of creative forms to convey information and solicit feedback from participants. Any digital or physical displays should be easily readable and accessible for all participants.

Reducing Barriers to Participation

Public meetings and events should be accessible to all members of the community, including the elderly, families with young children, and residents with multiple work commitments. Therefore, public meetings should be held at a variety of times and locations to meet a variety of residents' needs. These may include, but are not limited to, the following:

- Weekday evenings
- Weekend days and evenings
- Avoid weekday events during the day
- City Hall meeting spaces
- Local schools or churches
- Volunteer homes

Schools, churches, or private homes may offer some familiarity to participants, reduce the formality of the meeting, provide childcare or entertainment,

and allow more flexibility for residents with a range of mobility or transportation options. At all events, the offer of flexible childcare, transportation assistance, and food and beverage may encourage attendance and participation. The City should avoid holding weekday public events during the typical work day hours.



Figure 51. Community Engagement Meeting.



Figure 52. Community Engagement Meeting.

Direct Public Communication

Direct communication with the citizens of Huntington Woods is an essential component of the community engagement process. Ideally, this communication takes a variety of different forms to both reach the broadest audience possible and ensure citizens have a range of avenues through which to voice their hopes and concerns. Outlined below are six ways to facilitate direct communication about housing needs with the Huntington Woods community: (1) visioning sessions, (2) public

meetings, (3) informational sessions, (4) focus groups, (5) resident interviews, and (6) surveys.

Public Meetings

Public meetings are a valuable way for the Huntington Woods staff, elected officials, and consultants to engage directly with citizens. They help close the local knowledge gap between planning professionals and the community. These meetings can occur in a variety of different formats, which encourage engagement from a diverse range of residents within the community.

Goal

To build relationships between and involve community members, local leaders, and planning professionals; to understand the desires and needs of the residents; and to learn about amenity and service shortages in the community as they relate to housing needs.

Information Session

An information session should present the results of the preliminary visioning session (as noted in the Housing Analysis) and any adjusted goals for the continuation of the project. This meeting may also provide the opportunity for the planning professionals to introduce their own ideas for the Inclusive Housing Plan, as well as the ideas discussed by the community staff.

Informed Visioning & Listening Session

Mid-way through the development of the Inclusive housing plan, the Advisory Committee should hold another public meeting visioning session which allows the public to share their ideas and give their opinions on the work that the community has completed thus far.

Focus Groups

The City should hold a final public focus group session. Representatives from local housing commissions, local transportation authorities (including SMART), local minority groups, local economic development groups, and more others should receive invitations to attend the focus groups. Focus group sessions will run for a whole day, providing various stakeholders an opportunity to attend and offer input about their knowledge, needs, and challenges in the community. Morning sessions may assemble

representatives from existing services and programs while afternoon sessions may gather residents to review programs and suggest alterations, additions, or reductions. An informal evening session should be opened to all residents in the evening to allow for intergroup interaction and to include the general public in the process.

Expected Outcome

By offering several different public meetings, with different primary purposes, the community provides the opportunity for many different residents to attend at least one meeting. As a result, it is expected that these community meetings will illuminate the housing needs of Huntington Woods residents, housing cost expectations, and the expected challenges that Huntington Woods will face in housing diversification over time.

Resident Interviews

Resident interviews are an excellent way to get qualitative responses from the residents of Huntington Woods and build rapport with individuals across the City. There are five main groups that the Committee should seek to interview: residents 60 years or older (seniors), single residents under 35 years old, residents under 35 years old with no children, and families (both multi-generational and nuclear). Questions should be tailored to the person's characteristics (senior, under 35 years of age, etc).

Goal

To consult with residents and record qualitative information that would provide insights into residents' lifestyles, wants, needs, and experiences related to housing and living in Huntington Woods.

Methodology

It is recommended that the Advisory Committee conduct resident interviews with the following methodology:

- » Interviews should be done in-person, by video-call, and by phone, with preference given to in-person interviews.
- » Each interview should be done with no more than two interviewers and two interviewees, with preference given to performing interviews with a single interviewee.
- » The interviews should consist of four to eight open-ended questions and be scheduled for

no longer than 45 minutes. Sample questions include:

- Are you or anyone you know considering leaving Huntington Woods? Why?
 - Hypothetically, if you had to move to another place, where would you go and why?
 - What do you view as Huntington Woods' biggest housing challenge?
 - What missing housing type do you think Huntington Woods most needs? Why?
- » Interviews should be recorded with interviewee permission and transcribed, coded, and shared with the Committee at large.

Surveys

Surveys allow for the Committee to gather additional quantitative and qualitative information about the character of Huntington Woods and the residents' feedback on project ideas, their needs and wants, and any other feedback they want to share. Conducting a thorough survey can be costly, but may be considered as a viable form of direct public communication if the Committee believes it needs additional resident feedback. Due to the well-known issue of low response rates to surveys, surveys should be distributed via four methods: (1) mail, (2) online, (3) telephone, and (4) canvassing. Using an aggregate of these four methods may improve response rates. The survey should be no more than one page, and contain a mixture of multiple-choice, single-word or list answer, ranking options, and short answer to provided prompts about housing and demographics. There should be space for free response feedback. Multiple opportunities should be provided for residents to return the surveys (e.g. by mail, in person at public meetings, submission at City Hall, etc).

Goal

To further engage the community on guided topics and areas. Wide distribution of surveys attempt to reach more residents, especially those who have been unable to attend public meetings. The option to perform the survey at home will endeavor to make residents more comfortable in providing honest and extensive feedback.

Methodology

The Committee should use the following methodology for each distribution method:

- Mail: Surveys should be mailed to all homes within Huntington Woods with a business reply pre-paid envelope included for return responses. The USPS has business reply options for researchers seeking survey response data.
- Online: Online surveys can be distributed via email, NextDoor, and posted QR codes in community spaces. The survey may be hosted on Google Forms.
- Telephone: Through information acquired from public meetings and interviews, the Committee should consider its options for contacting Huntington Woods residents and conduct the created survey with them over the phone.
- Canvassing: The Committee should consider its options for delivering physical copies of the survey door-to-door at resident homes, outside public places like the library or grocery store, and at public events in the neighborhood. Surveys can be distributed for residents to fill out and return later or complete immediately.

Analysis & Follow Up

The results of the Community Engagement Plan are to collect quantitative and qualitative data and to evaluate shared themes. The input provided will assist in the identification of key gaps in housing provision. These gaps allow the Committee and the City to develop goals and objectives, to reassess project priorities, and to ultimately help shape the substance and strategy of the Inclusive Housing Plan.

The summary and analytical data obtained in the survey should be emailed to survey participants and incorporated into the Inclusive Housing Plan. Summaries of both the public meetings and focus groups should also be available on the City of Huntington Woods website following each event.

Community Engagement Framework

Figure 55 outlines the values, principles, and actions that will ensure Huntington Woods' Community Engagement Plan is inclusive and representative of the community.

Values	Principles and Actions
Transparency	<ul style="list-style-type: none">• Communicate clearly and honestly about decisions that need to be made and what participants should expect from the engagement process including goals, anticipated outcomes, roles and responsibilities, and key decision-makers.• Report the outcomes and process results of decisions and/or community engagement activities regularly and promptly.
Accountability	<ul style="list-style-type: none">• Start engagement early and seek to understand how the community wishes to participate in decision-making processes and/or engagement activities.• Respect participant time and investment by communicating how their involvement affects the outcome of decisions.• Monitor the effectiveness of Committee engagement and partnerships and be open to continuous improvement based on evaluation results, and customer and stakeholder feedback.
Inclusion	<ul style="list-style-type: none">• Work to remove barriers to participation in planning and decision-making for all unengaged groups and under-resourced communities by implementing multiple and various engagement methods.• Use culturally appropriate engagement tools and strategies.
Equity	<ul style="list-style-type: none">• Ensure that community participation reflects the racial, cultural, and socio-economic experiences and needs of residents.• Ensure that the methods for community engagement are inclusive of the racial, cultural, and socio-economic experiences and needs of residents.

Figure 53. *Community Engagement Values, Principles, and Actions.*

APPENDIX A

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APPENDIX B

ADDITIONAL HOUSING ASSESSMENT GRAPHICS

Bedrooms in Housing Unit

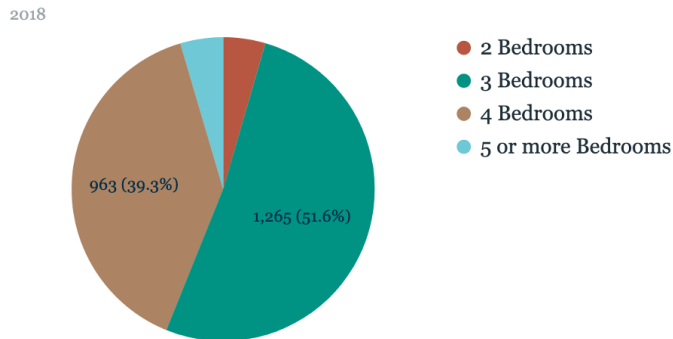


Figure 54. American Community Survey.

Year Householder Moved Into Unit

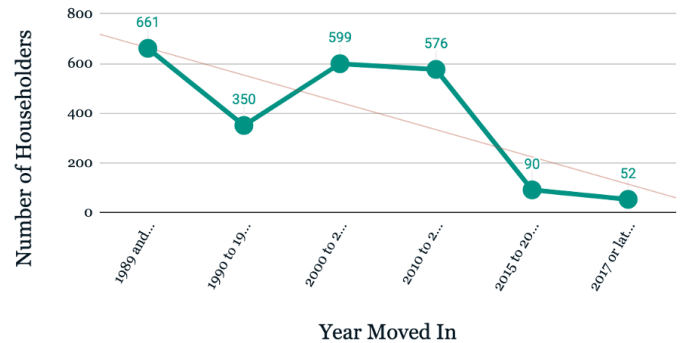


Figure 56. American Community Survey.

Racial/Ethnic Distribution

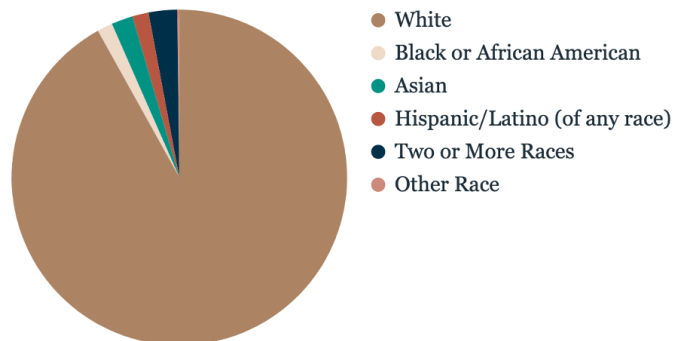


Figure 55. American Community Survey.

Age Distribution (2018)

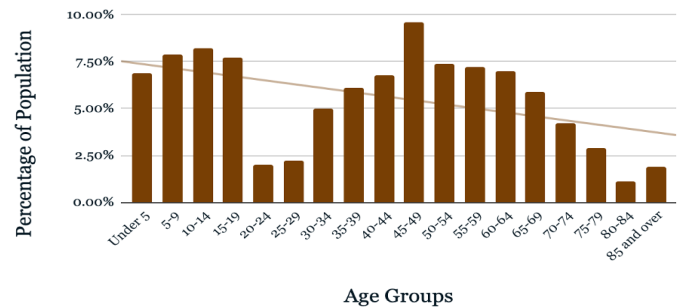


Figure 57. American Community Survey.

Percent Change in Age Groups 2000-2018

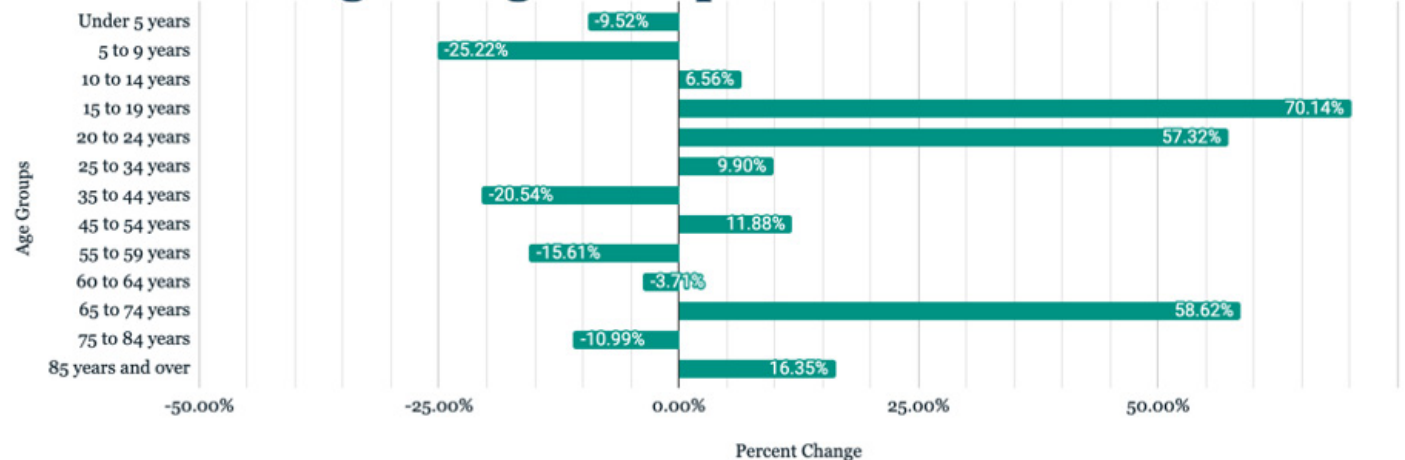


Figure 58. American Community Survey.

APPENDIX C

INCLUSIVE HOUSING SURVEY

I have lived in Huntington Woods for _ _ _ _ _
years / months.

My housing needs are currently met in Huntington Woods (including, but not limited to, size, price, style, location).

Yes _ _ _ No _ _ _ Partially _ _ _

Please elaborate on your selection.

Do you know anyone who will be moving out of Huntington Woods because their needs are not being met? Yes _ _ _ No _ _ _

Why are they moving?

If you had to move out of Huntington Woods, where would you go and why? What type of housing would you look for?

If you were to downsize, what kind of housing type would you like to live in? Please select all that apply and order your preferences:

- Accessory dwelling unit (a second, smaller dwelling unit either developed within an existing single-family house or part of an accessory structure) _ _ _
- Smaller single-family home _ _ _
- A condo or apartment building _ _ _
- Other (please specify):

If you were to downsize, how much would you be willing to pay for a smaller unit per month? Please select all that apply.

- Less than \$500
- \$500 to \$999
- \$1,000 to \$1,499
- \$1,500 to \$1,999
- \$2,000 to \$2,499
- \$2,500 or more
- Other (please specify):

What would a smaller unit need to include to make it desirable to you? This can include, but isn't limited to, factors like:

- Location - specifically I'd like it to be close to _ _ _ _ _
- Good pedestrian environment,
- ½ mile or less proximity to commercial or retail
- Access to transit.
- Other (please specify):

What would cause you to move out of your current home, if anything?

- I don't need or want as much space.
- I want to live in a different home in Huntington Woods.
- I want to live in a different city.
- Other (please specify):

Why did you select your answer?

APPENDIX D

TEAM MEMBERS

TOM BAGLEY

Tom is a first-year Master's of Urban and Regional Planning student at the University of Michigan's Taubman College. His area of specialization is urban revitalization and planning design. Previously, he worked in financial services for the State Street Corporation, as well as smaller roles in institutional advancement.

CASSIE BYERLY

Cassie is a first-year Master's of Urban and Regional Planning student at the University of Michigan's Taubman College. Previously, she was the Press Secretary of the Senate Veterans' Affairs Committee where she was Senator Jon Tester's primary liaison to national and state stakeholders, veterans, press, and constituents. She received her undergraduate degrees in English and International Studies from the University of North Carolina at Chapel Hill.

CARLY KEOUGH

Carly is a first-year Master's of Urban and Regional Planning Student in Taubman College at the University of Michigan. She received her undergraduate degree in Environmental Studies with a concentration in Urban and Environmental Planning from the University of Michigan's School for Environment and Sustainability. Carly works as a community planner for Wade Trim where she contributes to the development of consolidated plans, analysis of impediments to fair housing, and other community development-related projects.

AARON KRUSNIAK

Aaron is a first-year Master's of Urban and Regional Planning student at the University of Michigan. He previously received his undergraduate degree in Computer Science from the University of Tulsa, with a focus in cybersecurity and business administration. Aaron currently works as a graduate assistant for UM's Urban Collaboratory lab researching smart mobility solutions in Benton Harbor, MI, and has previously worked for the City of Tulsa Mayor's Office and the Oklahoma Policy Institute. His specialty is responsible data analytics and visualization for urban decision-making.

MICHELLE LINCOLN

Michelle is a first-year dual-degree Master's student at the University of Michigan in Urban and Regional Planning in Taubman College and Environmental Science in the School for Environment and Sustainability. Prior to starting her Master's degrees in Michigan, she worked for the World Wildlife Fund for the President and CEO in Washington, DC.