

# CITY OF KEEGO HARBOR MICHIGAN

## COMPREHENSIVE MASTER PLAN

### UPDATE



*"NEIGHBORHOOD; The fundamental human habitat; a community sustaining a full range of ordinary human needs. In its ideal form, the neighborhood is a compact urban pattern with a balanced range of living, working, shopping, recreational, and educational accommodation. There exists a variety of models, some old, and some relatively recent derivations that incorporate the attributes of the neighborhood."*

# CITY OF KEEGO HARBOR MICHIGAN

## COMPREHENSIVE MASTER PLAN



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August 2018

CITY COUNCIL RESOLUTION OF ADOPTION:  
KEEGO HARBOR MASTER PLAN

Resolution: 18-18

The following Resolution was offered by Council Member Meabrod and seconded by Council Member Newberry

WHEREAS, The City Planning Commission is required by Section 31 of the Michigan Planning Enabling Act, State Public Act 33 of 2008, as amended, to prepare and adopt a master plan as a guide for the physical development of the city; and,

WHEREAS, The City Planning Commission has worked with the consultants at Wade Trhn to oversee a planning process that included significant public input, as well as investigations and surveys of the existing resources; and,

WHEREAS, The plan was presented to the public at a hearing held on August 2, 2018, before the Planning Commission, with notice of the hearing being provided in accordance with Section 43 of Public Act 33 of 2008, as amended; and,

WHEREAS, The City Planning Commission did review the proposed plan, consider public comment, and recommend adoption of the Master Plan on August 2, 2018, and,

WHEREAS, The City Council of Keego Harbor concurs with the recommendations and proposals contained in the plan pertinent to the future development of the City;

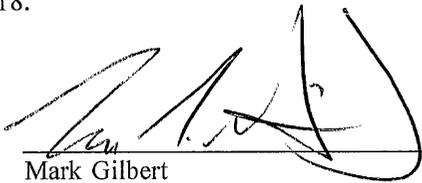
THEREFORE BE IT RESOLVED THAT, The Keego Harbor City Council does hereby adopt the Keego Harbor Master Plan by means of the passing of this resolution hereby adopted this 16th day of August 2018.

AYES: 4

NAYS: 0

ABSENT: 1

I, Mark Gilbert, Acting City Manager of the City of Keego Harbor, do hereby certify the foregoing to be a true and correct copy of a resolution that was adopted by the Keego Harbor City Council at their regular meeting held on August 16, 2018.

  
\_\_\_\_\_  
Mark Gilbert  
Acting City Manager

## ACKNOWLEDGMENTS

The following individuals played an important role in the development of this plan. Gratitude is also extended to the citizens who participated in the public hearing and other special meetings along the way.

The participation and cooperation of community leaders, residents and members of civic organizations in the preparation of the Keego Harbor Master Plan is greatly appreciated. In particular, we acknowledge the efforts of the following individuals:

### *City Planning Commission*

Gino Santia, Chairperson  
Theresa Shimansky, Vice Chairperson  
Brian Lampl  
Lisa McCarthy  
Sherry Ash  
Kevin Reising  
Joel Yoder, City Council Liason

### *City Council*

Joel Yoder, Mayor  
John Fletcher, Mayor Pro-Tem  
John Newberry  
Rob Kalman  
Karen Meabrod

### *City Administration*

Linda Voll, Interim City Manager  
Curtis Stowe, Building Official  
Lori Gilman, Deputy Clerk

### *Additional Acknowledgments*

Sarah Plummer  
Leslie Clark  
Sue Williams

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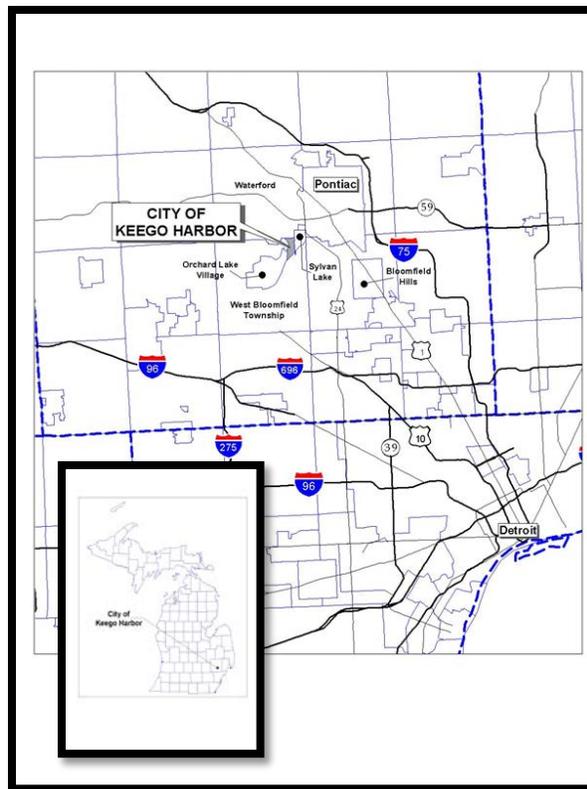
## Chapter 1: Introduction

The City of Keego Harbor is centrally located in Oakland County, Michigan, and is approximately 25 miles northwest of the City of Detroit.

The City is bordered to the north by Waterford Township, to the south by greater West Bloomfield Township, to the west by the City of Orchard Lake Village, and to the east by the City of Sylvan Lake.

Before the community now known as Keego Harbor became a city, it was part of West Bloomfield Township. It is bordered by the City of Sylvan Lake to the east, City of Orchard Lake Village to the west, West Bloomfield Township to the south, and Waterford Township to the north. The city's motto is "Heart of the Lakes" due to its proximity to area lakes: shorelines along Dollar, Cass, and Sylvan Lakes, and short distances to Orchard, Otter, and Pine Lakes in neighboring communities.

Keego Harbor is the most densely populated city in Oakland County and one of the five most densely populated cities in the State of Michigan. According to SEMCOG, July 1, 2016, estimates, Keego Harbor's population is 3,177, and the City is .54 square miles in total land area. Orchard Lake and Cass Lake Roads are the two principal arterial roads that provide access to, from, and through the City.



Map 1: Regional Location

## History

Keego Harbor is on land located along the many shoreline trails where Native Americans, attracted to the natural beauty and bountiful lakes, enjoyed hunting and fishing. The first non-native residents came to the area around 1825 – 1830. These brave settlers, along with their families, were farmers, tradesmen, fishermen, domestic workers, and merchants. Prominent people from Pontiac also bought up large parcels of land along Cass Lake to farm and use for vacation homes.



Mass Transit

In the 1890s the Detroit Urban Railway built a trolley line that ran from the City of Detroit to Pontiac, then to Farmington – all by way of the cities of Sylvan Lake and Keego Harbor. With a trolley stop located within the community, opportunities opened for Keego Harbor - allowed local merchants to provide transportation of goods and services, brought vacationers to enjoy the lakes, and helped grow the community from summer cottages to permanent homes. The trolley operated for many years, with Keego Harbor benefiting from its newfound accessibility, local commercial businesses and the residential community began to proliferate.

Joseph E. Sawyer, a Pontiac lawyer and real estate tycoon, had his eye on the area for residential development as early as 1899. He bought and platted property on both sides of Orchard Lake and, by 1912, had dredged a canal from Dollar Lake to Cass Lake and declared that Dollar Lake was the harbor. Sawyer used the word “keego”, (meaning “fish” in Ojibwa) from the Longfellow Poem, Song of *Hiawatha*, and named the area, Keego Harbor.

In 1914, Keego Harbor's first school was built, with Sawyer donating the land and the new school board funding the building. Then in 1926, the first Fire Department was organized. Those early years saw Keego Harbor grow in population and commerce.

Before the community now known as Keego Harbor became a city, it was part of West Bloomfield Township. On March 25, 1955, a Charter was approved by Governor G. Mennen Williams, which established Keego Harbor as a city governed by a five-member council (City Council) and removed it from the jurisdiction of West Bloomfield Township.

To guide and efficiently promote growth and responsible land use development within the City, on February 21, 1961, the City Council formally established the Planning Commission with that as their primary objective.

## Local Government

Prior to 1955, the area occupied by the City of Keego Harbor received its governmental jurisdiction from the Township of West Bloomfield, in which it was then located. In the interest of the inhabitants of the City and with a concern for placing local governmental affairs more directly in the hands of residents concerned, the electors of the City decided to draft their own City Charter. This decision resulted in the adoption of a legal document authorizing the City of Keego Harbor to become a Charter City. The Charter was approved by Governor G. Mennen Williams, on March 25, 1955.

The Charter provides for the creation of a local governing body consisting of five members known as the Council. Council members are elected by the residents of the City for a term of three years, and annually, the Council selects two of its members, one to serve as the City's Mayor and one its Mayor Pro-Tem.

The Council is the legislative body responsible for overseeing the welfare of the City and its residents. Powers conferred upon the Council include the adoption of codes and ordinances; control and regulation of the use of streets and alleys; issuance of bonds to finance City improvements; maintenance of the park and recreation system; procurement of municipal water and sewer services; and the provision of police and fire protection. The Council also confirms citizen volunteers to a number of boards and commissions.

As per the City Charter, the City Council appoints the members of the City Planning Commission. Amongst their other duties, the Planning Commission acts upon problems affecting the growth and development of the community and effectuates the implementation of a Master Land Use Plan for the City once it is adopted. The citizens of Keego Harbor remain actively engaged in the planning and governing process of the city and step up to serve on this important commission.

## Purpose of the Master Plan

The purpose of the Master Plan is to establish a framework of goals and objectives that will assist the City with planning efforts in order to attain the community's overall shared vision. This document is representative of the commitment of the city and its residents to collaborate and work towards a common goal of improving the community, now and into the future.

The Master Plan includes information that is of value to the community:

- Goals, Objectives and Action.
- Existing and Future Land Use Maps
- Geographic, Demographic and Economic Data
- Inventory of public facilities

- Overview other plans, documents and initiatives in the City

The Master Plan examines issues and concerns the City currently faces and seeks solutions for the same. The plan also envisions incorporating the changes that have taken place in the past and sets new standards for upgrading the quality of housing and the business environment within the City.

### **A User's Guide**

Unless used, a plan such as this has no value. To assist the City in using the plan, we have prepared the following matrix. The matrix lists the major instances in which the plan should be used and how it may be used as a tool.

**Figure 1: A Users Guide to the City of Keego Harbor Master Plan**

<b>WHEN TO USE THE MASTER PLAN</b>	<b>HOW TO USE THE MASTER PLAN</b>				
	<b>Data reference</b>	<b>Setting budget priorities</b>	<b>Evaluating land uses</b>	<b>As design guidelines</b>	<b>Defense of zoning decisions</b>
<b>Rezoning<sup>1</sup></b>	<ul style="list-style-type: none"> <li>• Check proposed use for <b>compatibility with existing land uses</b> around site.</li> <li>• Check <b>classification of roads</b> serving site</li> <li>• Check <b>goals, objectives and actions</b> related to site or area e.g. downtown.</li> <li>• <b>Are community facilities</b> serving site <b>adequate</b>?</li> </ul>		<ul style="list-style-type: none"> <li>• Is the proposed use <b>consistent with future use of site and area</b> on future land use map?</li> </ul>		<ul style="list-style-type: none"> <li>• <b>Does data</b>, future land use map and goals, objectives and actions <b>support zoning</b> of site?</li> </ul>
<b>Zoning Ordinance Text Amendment<sup>1</sup></b>			<ul style="list-style-type: none"> <li>• What <b>implication</b> does amendment have <b>on future land use and goals</b>, objectives and actions?</li> </ul>		<ul style="list-style-type: none"> <li>• <b>Does data</b>, future land use map and goals, objectives and actions <b>support zoning text change?</b> (e.g. required site improvements or standards.)</li> </ul>
<b>Special Land Use and Site Plan Review<sup>1</sup></b>	<ul style="list-style-type: none"> <li>• Does data in plan <b>support the need for the use?</b></li> <li>• Is proposed use <b>compatible with surrounding</b> existing uses?</li> </ul>		<ul style="list-style-type: none"> <li>• Is the use <b>appropriate for the area</b> based on goals, objectives and actions in the plan?</li> </ul>	<ul style="list-style-type: none"> <li>• Check <b>standards for the proposed use</b> or surrounding area, e.g. paths, landscaping, corridor improvements that should be conditions of approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Does data, future land use map and goals, objectives and actions <b>support conditions of special approval</b> or site plan approval?</li> </ul>
<b>Capital Improvement Program</b>	<ul style="list-style-type: none"> <li>• Check <b>inventory of public facilities</b> and demographic data for support of proposed projects</li> </ul>	<ul style="list-style-type: none"> <li>• Are projects, expenditures and priorities <b>supported by goals, objectives and actions</b>, or discussed elsewhere in plan?</li> </ul>			

<sup>1</sup>While this chart provides a useful tool in using the Master Plan it is recommended that the City continue to seek the guidance of a professional planner and/or attorney in matters related to proposed zoning map or text changes or site plan and special land use approvals.

<b>WHEN TO USE THE MASTER PLAN</b>	<b>HOW TO USE THE MASTER PLAN</b>				
	<b>Data reference</b>	<b>Setting budget priorities</b>	<b>Evaluating land uses</b>	<b>As design guidelines</b>	<b>Defense of zoning decisions</b>
<b>Special programs: economic development, parks, trails, gateway improvements, etc.</b>	<ul style="list-style-type: none"> <li>• Check <b>inventory of public facilities</b>.</li> <li>• Use <b>demographic data</b>.</li> <li>• Use <b>economic data</b></li> <li>• Check description of <b>funding sources</b>.</li> </ul>		<ul style="list-style-type: none"> <li>• Are proposed improvements <b>consistent with priorities</b> in goals, objectives and actions?</li> </ul>	<ul style="list-style-type: none"> <li>• Does project design/location <b>conform to corridor, paths and gateway plan</b>?</li> </ul>	
<b>Preparing Grant Applications</b>	<ul style="list-style-type: none"> <li>• Use data and other descriptive information in preparing <b>support documentation</b> for grant request.</li> </ul>	<ul style="list-style-type: none"> <li>• Are projects, expenditures and priorities <b>supported by goals, objectives and actions</b>, or discussed elsewhere in plan?</li> </ul>			

## Chapter 2: Existing Trends and Conditions

### Demographics

As part of the planning process for the City of Keego Harbor, population characteristics and trends were analyzed. The population and demographic characteristics of the City and of the area within 1 and 5-mile radii from the center of the City were studied to gain insight into the City's past, present and future.

In this analysis, a number of different aspects of the population of Keego Harbor were examined. Population trends were compared with those of surrounding communities and Oakland County. In addition, age groups, households, income and educational attainment were evaluated. The results of this analysis portray Keego Harbor as a mature community that is experiencing some population decrease along with other older more urban communities in the area, such as Birmingham, based on reduction in household size.

The 2016 population estimate of Keego Harbor was reported to be 3,177, an increase of 207 residents, (or 7.0 percent) from the 2010 U.S. Census. Keego Harbor's rate of growth is twice that of Oakland County's growth rate of 3.5 percent for the same time period. It is also important to recognize that Keego Harbor experienced the largest rate of growth among all surrounding communities between 2010 and 2016. Growth in the City of Keego Harbor is likely due to a combination of factors, including more affordable housing options when compared to surrounding communities, and the desirable access and proximity to water. This is a positive trend that points toward continued growth into the future for Keego Harbor.

**TABLE 1: POPULATION 2000 - 2016 KEEGO HARBOR AND ENVIRONS**

GOVERNMENTAL UNIT	2000 CENSUS	2010 CENSUS	# CHANGE (00-10)	% CHANGE (00-10)	2016 SEMCOG ESTIMATE	# CHANGE (10-16)	% CHANGE (10-16)
<b>KEEGO HARBOR</b>	<b>2,769</b>	<b>2,970</b>	<b>201</b>	<b>7.26%</b>	<b>3,177</b>	<b>207</b>	<b>7.0%</b>
SYLVAN LAKE	1,735	1,720	-15	-0.86%	1,766	46	2.7%
ORCHARD LAKE VILLAGE	2,215	2,375	160	7.22%	2,421	46	1.9%
PONTIAC	66,337	59,515	-6,822	-10.28%	61,814	2,299	3.9%
BLOOMFIELD HILLS	3,940	3,869	-71	-1.80%	4,016	147	3.8%
WATERFORD TOWNSHIP	73,150	71,707	-1,443	-1.97%	73,441	1,734	2.4%
W. BLOOMFIELD TOWNSHIP	64,860	64,690	-170	-0.30%	65,144	454	0.7%
COMMERCE TOWNSHIP	34,764	35,874	1,110	3.19%	36,777	903	2.5%

BLOOMFIELD TOWNSHIP	43,023	41,070	-1,953	-4.53%	42,112	1,042	2.5%
OAKLAND COUNTY	1,194,156	1,202,362	8,206	0.68%	1,244,851	42,489	3.5%

Source: US Census of Population & SEMCOG July 1, 2016 Estimate

As seen in Table 2, the number of households in Keego Harbor has increased in recent years. There was a 5.95 percent increase, or 77 new households, added between 2010 and 2016. There was a similar growth between 2000 and 2010 of 5.64 percent increase in households. The number of households in Keego Harbor is growing faster than the rate of Oakland County. A household includes all the people who occupy a housing unit. As the number of households increase, it is important to have a housing stock that can support household growth.

An average of 2.30 residents lived in each household in Keego Harbor in 2010. By 2016, that figure increased slightly to 2.32 people in each household. Overall, the persons per household in Keego Harbor has fluctuated over the past 25 years. A decrease of 4.60 percent occurred between 1990 and 2000, but has been gradually increasing since 2000. Lower birth rates and single-parent families partially explain the decline in the number of persons per household. Oakland County has a higher rate of persons per household, but has been experiencing decline since 1990. The figures also indicate that historically Keego Harbor has had more rental properties as well, stemming from its days as a resort community. However, these conditions are changing, and the former rental properties are being converted or redeveloped for year-round family homes.

If the current trends continue, Keego Harbor will see an increased number of households combined with a low, but gradually growing, number of persons per household. Fewer persons per household can often be attributed to an aging population as children move out and single-person households increase. The recent growth in persons per household may indicate younger people are starting families or moving to the area. Combining this information, the number of housing units will need to stay constant or grow in Keego Harbor in order to keep up with population demands in the coming years.

**TABLE 2: TOTAL HOUSEHOLDS & PERSONS PER HOUSEHOLD, 1990 - 2016**

TOTAL HOUSEHOLDS					PERSONS PER HOUSEHOLD				
GOVERNMENT UNIT	1990 CENSUS	2000 CENSUS	2010 CENSUS	2016 EST.	GOVERNMENT UNIT	1990 CENSUS	2000 CENSUS	2010 CENSUS	2016 EST.
<b>KEEGO HARBOR</b>	<b>1,235</b>	<b>1,223</b>	<b>1,292</b>	<b>1,369</b>	<b>KEEGO HARBOR</b>	<b>2.37</b>	<b>2.26</b>	<b>2.30</b>	<b>2.32</b>
<b>% CHANGE</b>		<b>-0.90%</b>	<b>5.64%</b>	<b>5.95%</b>	<b>% CHANGE</b>		<b>-4.60%</b>	<b>1.77%</b>	<b>.08%</b>
OAKLAND COUNTY	410,488	471,115	483,698	507,348	OAKLAND COUNTY	2.64	2.53	2.46	2.43
<b>% CHANGE</b>		<b>14.80%</b>	<b>2.67%</b>	<b>4.9%</b>	<b>% CHANGE</b>		<b>-4.20%</b>	<b>-2.77%</b>	<b>-1.22%</b>

Source: US Census of Population, SEMCOG July 1, 2016 Estimate

To illustrate changing demographics, age distribution data between 1990 and 2015 from the U.S. Census Bureau have been compared in Table 3. The increase in population of some age groups correlates with the increase in population noted earlier in this section. Mature families and retirement age groups experienced the largest growth between 2010 and 2015 at 14.0 percent and 39.3 percent, respectively. The family forming age group decreased by 6.8 percent between 2010 and 2015, which had a similar effect on the age groups 24 years or younger. In particular, the preschool age group dropped by 47.5 percent between 2010 and 2015.

**TABLE 3: AGE GROUP COMPARISONS 1990 - 2015**

AGE GROUP		1990 CENSUS	%	2000 CENSUS	%	2010 CENSUS	%	ACS 5-YR EST. 2015	%
UNDER 5 YEARS	PRESCHOOL	207	7.0	166	6.0	242	8.1	127	4.2
5 TO 24 YEARS	EDUCATION	801	27.3	737	26.6	730	24.6	735	24.4
25 TO 44 YEARS	FAMILY FORMING	1,257	42.9	1,138	41.1	997	33.5	929	30.8
45 TO 59 YEARS	MATURE FAMILIES	327	11.2	444	16.0	643	21.6	733	24.4
60 TO 84 YEARS	RETIREMENT	313	10.7	266	9.6	333	11.2	464	15.4
85+ YEARS	LATE RETIREMENT	27	0.9	18	0.7	25	0.8	28	0.9
<b>MEDIAN AGE(YEARS)</b>				<b>33.3</b>		<b>35.6</b>		<b>38.1</b>	

Source: 1990, 2000, and 2010 US Census of Population. ACS 2011-2015 5-Year Estimate

Table 3 definitively shows that the family-forming age bracket, while still the largest demographic in the City at 30.9 percent, is losing ground. In fact, between 2000 and 2015, the three oldest age groups, mature families, retirement, and late retirement- cumulatively grew from 33.6 percent of the total population of the City of Keego Harbor, to 40.7 percent of the total population, while all younger brackets lost population. The aging population is also reflected in the median age of Keego Harbor residents, which was 38.1 years in 2015 compared to 35.6 years in 2010 and 33.3 years in 2000. Nationally and regionally, the population of most communities are becoming older as the baby boom generation is aging.

The significant increase in older age brackets support the fact that the City is rapidly maturing. An older population includes fewer people in the childbearing years that require additional City services and housing types. The decrease in number of younger residents will also have an impact on schools and future city services such as parks and recreational programming. The City must be careful to adjust programming in these areas for the needs of a smaller population and a smaller number of users.

Tables 4 and 5 study the areas within a 3-5-mile radius of the City of Keego Harbor by analyzing 12 Census Tracts adjacent to the City. Data regarding educational attainment and annual household income portray very effectively what type of consumer and resident is most likely to travel through or utilize services within the City of Keego Harbor.

Table 4 shows the distribution of median household income levels for area residents within 3-5-miles of Keego Harbor. These distances provide an excellent view of users of the City of Keego Harbor who may patronize local businesses. By using these radii as study areas, the results are not limited to residents only in Keego Harbor, nor are they as general as the entire County. Most households near Keego Harbor make between \$50,000 and \$74,999 in annual income (19.3 percent), followed by \$35,000 to \$49,999 annual income (13.6 percent). There is also a large percentage of high income earners, with 27.5 percent of the surrounding households making over \$100,000 annually.

The estimated *median* household income for Keego Harbor in 2015 was \$42,616, while the estimated *average* household income in the City was \$55,420. Both figures saw decreases since 2010 when the City's median household income was \$54,099 and the average household income was \$63,679 (both 2010 figures are adjusted to 2015 dollars). This decrease in income can likely be attributed to a variety of factors, including an aging population, a lower cost housing market, and ongoing recovery from the 2008 national recession. While household incomes have experienced some decline, there are many mature and established families that reside in the community and lend support to the local economy.

**TABLE 4: ESTIMATED ANNUAL HOUSEHOLD INCOME – 2015**  
**KEEGO HARBOR AND ADJACENT CENSUS TRACTS\***

<b>INCOME RANGE</b>	<b>3-5 MILE RADIUS (PERCENT OF AREA WHOLE)</b>	<b>KEEGO HARBOR HOUSEHOLD INCOME</b>
LESS THAN \$10,000	6.4 %	10.14 %
\$5,000 TO \$14,999	3.4 %	4.8 %
\$15,000 TO \$24,999	10.3 %	16.5 %
\$25,000 TO \$34,999	9.8 %	9.1 %
\$35,000 TO \$49,999	13.6 %	17.2 %
\$50,000 TO \$74,999	19.3 %	18.9 %
\$75,000 TO \$99,999	9.9 %	11.6 %
\$100,000 TO \$149,999	12.0 %	4.5 %
\$150,000 TO \$199,999	6.6 %	4.8 %
\$200,000 OR MORE	8.9 %	2.4 %

Source: 2011-2015 American Community Survey 5-Year Estimates

\*Household Income in the past 12 months (In 2015 Inflation-Adjusted Dollars), Keego Harbor and 12 adjacent Census Tracts, approximately 3-5 mile radius, estimated 16,367 households

Table 5 shows the distribution of educational attainment of the population 25 years and older for area residents within 3-5-miles of Keego Harbor. Of this population group, 92.5 percent of the population above 25 years old have completed high school and 69.9 percent have had some college education. Table 5 provides a more complete view of the educational attainment levels for residents within 3-5 miles of Keego Harbor. The observation can be made that the area benefits from a well-educated workforce that will continue to attract white-collar professional jobs.

**TABLE 5: ESTIMATED EDUCATIONAL ATTAINMENT – 2015**  
**KEEGO HARBOR AND ADJACENT CENSUS TRACTS\***

<b>EDUCATIONAL ATTAINMENT</b>	<b>3-5 MILE RADIUS (PERCENT OF AREA WHOLE)</b>	<b>KEEGO HARBOR EDUCATIONAL ATTAINMENT</b>
LESS THAN 9 <sup>TH</sup> GRADE	2.7 %	4.4 %
SOME HIGH SCHOOL	4.8 %	5.8 %
HIGH SCHOOL GRADUATE	22.6 %	29.2 %
SOME COLLEGE	22.8 %	24.2 %
ASSOCIATE DEGREE	8.1 %	7.3 %
BACHELOR'S DEGREE	21.2 %	16.6 %

GRADUATE DEGREE	17.8 %	12.5 %
HIGH SCHOOL GRADUATE OR GREATER	92.5 %	89.9 %
BACHELOR'S DEGREE OR GREATER	39.0 %	39.2 %

*Source: 2011-2015 American Community Survey 5-Year Estimates  
\*Estimated Educational Attainment of Population 25 years and older, Keego Harbor and 12 adjacent Census Tracts, approximately 3-5 mile radius, estimated 28,028 persons*

### Conclusions:

- The population of Keego Harbor is growing faster than surrounding communities in Oakland County.
- The total number of households has been increasing. The number of persons per household is low but is growing gradually. These two pieces of information imply that the number of housing units will need to remain stable or grow to accommodate the population.
- The population of Keego Harbor is aging, with growth in all age groups 45 years and older.
- Median family income in Keego Harbor has experienced decline in the past decade. Most residents in the City and the surrounding area have an estimated annual household income between \$50,000 and \$74,999.
- Keego Harbor and the surrounding area includes a well-educated population that contributes to the economy.

### PHYSICAL ANALYSIS

A fundamental procedure to the formulation of a Master Plan is the analysis of the existing land uses and physical conditions. This analysis not only identifies what and where particular uses are, but also highlights where future development might occur and where land use conflicts may exist or develop.

The City of Keego Harbor is a unique community in many ways. The City's small size, large lakes, and existing residential development patterns limit its ability to grow. However, relatively affordable land values coupled with an aging Oakland County population has led to increased redevelopment around the lakes and to the interior neighborhoods as well. Increased land values and an increasing demand for homes has also led to the conversion and redevelopment of many rental properties.

Considering the issues and concerns facing the City, it would be appropriate to classify the discussion on existing land uses into three distinct categories and discuss the trends for each of them. The categories are: Housing and Neighborhoods, Commercial Areas, and Environmental Resources.

## Housing and Neighborhood Analysis

About 58.3 percent of the total land area in the City, occupying 177.1 acres of land, is developed as single-family residential use, with an additional 8.3 percent, or 25.2 acres of land, being occupied by multiple family Residential uses.

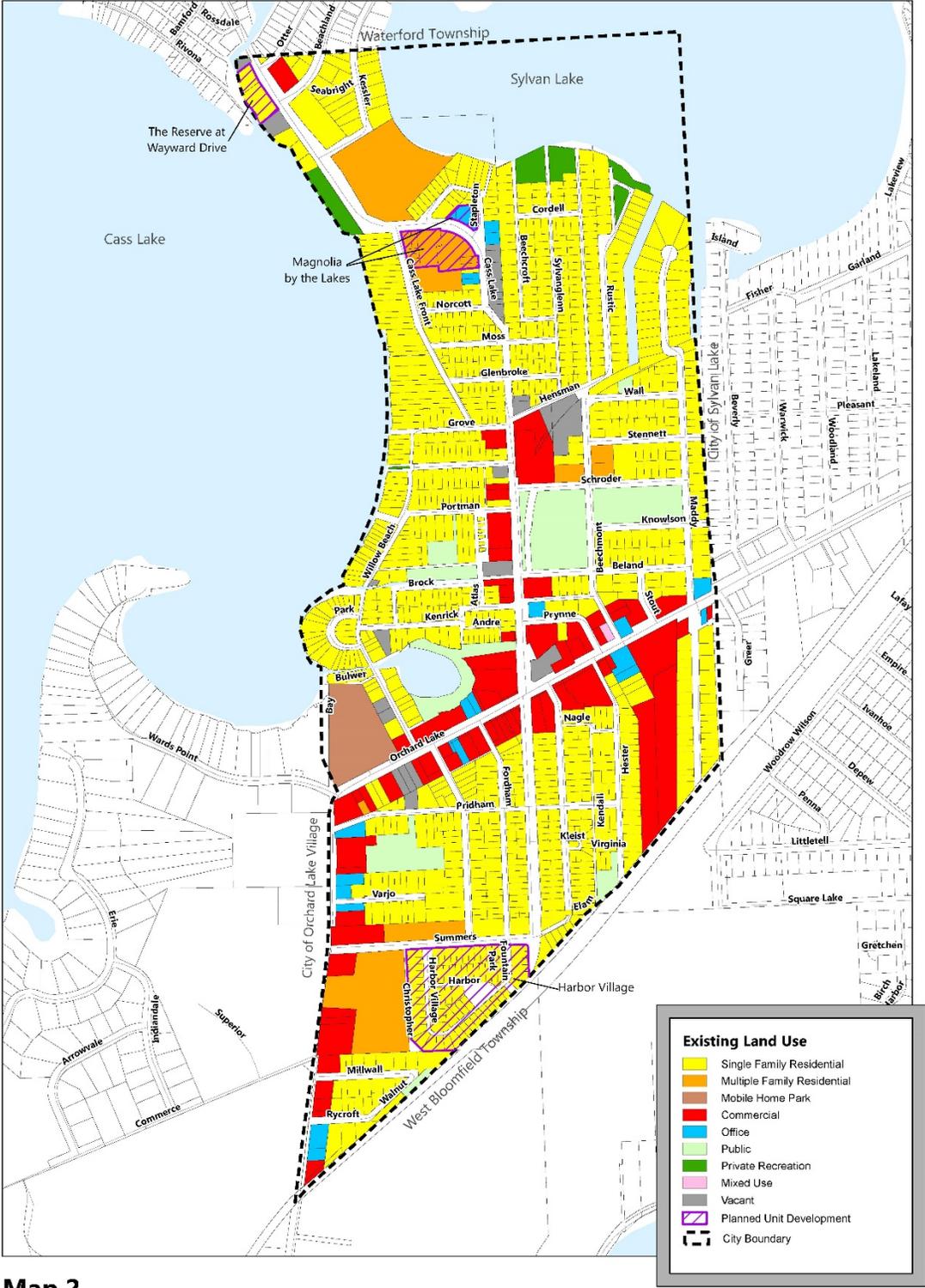
The tight-knit residential neighborhoods were platted in the early 1900s as cottages and summer retreat homes for people who worked in Detroit and Pontiac. This pattern of development has become popular again as people are looking for communities that are more personal, where they can walk between neighborhoods and to neighborhood businesses.

Keego Harbor is divided into several neighborhoods. These neighborhoods are defined largely by Cass Lake Road and Orchard Lake Road and the lakes to which they have access. These neighborhoods are bonded together by the activity located in the central business district, civic functions near the City Hall and Roosevelt Elementary School, and the parks throughout the City. Map 2 illustrates the existing land uses throughout the City. Map 3 illustrates some of the physical opportunities and constraints presented by the existing land uses and conditions within the city.

**TABLE 6: EXISTING LAND USE**

<b>LAND USE TYPE</b>	<b>ACRES</b>	<b>PERCENT</b>
SINGLE-FAMILY RESIDENTIAL	177.1	58.3%
MULTIPLE FAMILY RESIDENTIAL	25.2	8.3%
MOBILE HOME PARK	5.1	1.7%
COMMERCIAL	38.1	12.5%
OFFICE	5.6	1.8%
PUBLIC	13.7	4.5%
PRIVATE RECREATION	26.4	8.7%
MIXED-USE	0.2	0.0%
VACANT	12.3	4.1%
<b>TOTAL</b>	<b>303.6</b>	<b>100.0%</b>

# City of Keego Harbor, Michigan



**Map 2**  
**Existing Land Use**



0 300 600 Feet August 2018



## Residential Development Analysis

The City's Zoning Ordinance includes classifications for two types of single-family districts. However, due to the presence of the Lakes and the original intent for most of the platted lots to serve as cottage building sites, the range of sizes and shapes of the residential parcels within the City is highly diverse. Within the community, lots range from parcels with very narrow frontage and large depths along Cass Lake Front Street, to narrow and small lots along Park Circle and Willow Beach Avenue, to regular shaped lots near Rustic and Maddy Lanes. The existing zoning classification is inadequate to serve the diversity of lot sizes and types available within the community.

A previous Master Plan (1986) identified one of the Objectives to increase lot sizes by requiring the combination of lots under single ownership. However, escalating property values led to increased pressure to allow the lots to develop as they were originally platted. The result has been that very few lots have been combined and majority of the vacant platted lots are being built upon.

An evaluation of the existing lot sizes (Map 4), lot widths, number of stories and sizes of residential units indicate the presence of five (5) distinct categories of single-family development, as illustrated in Map 5.

**TABLE 7: HOUSING TENURE 2010 - 2015**

HOUSING TENURE	ACS 5-YEAR 2010	% OF TOTAL	ACS 5-YEAR 2015	% OF TOTAL	% POINTS CHANGE
OWNER-OCCUPIED	906	57.9%	784	50.5%	-12.4%
RENTER-OCCUPIED	427	27.3%	625	40.3%	+12.4%
VACANT	232	14.8%	142	9.2%	-5.6%
TOTAL HOUSING UNITS	1565	100.0%	1551	100.0%	-0.9%
MEDIAN VALUE	\$156,900		\$104,500		
MEDIAN RENT	\$818		\$851		

*Source: 2006-2010, 2011-2015 American Community Survey 5-Year Estimates*

Between 2010 and 2015, the number of owner-occupied units decreased, and now just over half of the housing stock in Keego Harbor is owner-occupied. The number of renter-occupied units in Keego Harbor increased, but the number of vacant properties fell. Over the five-year period, the number of housing units in the City did not experience much change. There were 14 fewer units in 2015 than 2010, which amounts to a net loss of less than 1 percent.

The high percentage of rental housing might indicate a more transient population or younger age groups that are saving for a down payment on a mortgage. Owner and renter occupancy

rates can also reveal whether the housing stock in the community is affordable. Lower income citizens, who may include single persons, young families, and the elderly, require more affordable housing options, including rental housing.

Vacancy rates can be helpful in predicting future growth and housing needs. Generally, a five-percent vacancy rate is considered necessary to provide an adequate housing selection and to keep home prices from rising faster than inflation. The vacancy trend in Keego Harbor is moving towards that ideal 5-percent rate. Following the number of foreclosures that affected the area after the 2007-2008 recession, a number of homes converted to a vacant status or became rentals. Data from 2015 shows that the vacancy rate has largely recovered, but many rental options remain.

There are not many vacant parcels within the City for development of new single-family homes. New development, however, continues as property owners tear down existing homes and rebuild.

Addressing the issue of poor property maintenance and control of blight of older residential and renter-occupied units is also a concern, which the City is actively addressing through code enforcement efforts.

### *Threat to Neighborhood Character*

The life styles of today’s families are drastically different from the families who have historically lived in Keego Harbor. The houses were designed without consideration for cars. Now families commonly have two or more cars. In 2015, 44.3 percent of households had two or more cars. Additionally, 11.0 percent of households had three vehicles, which requires storage in addition to a typical 2-car garage. The streets were designed to handle very minimal traffic. Now, with nearly ten trips per house daily, the roads are overburdened. However, the minimal presence of garages facing the streets and the narrow tree-lined streets are some of the most prominent elements that give Keego Harbor its distinct character.

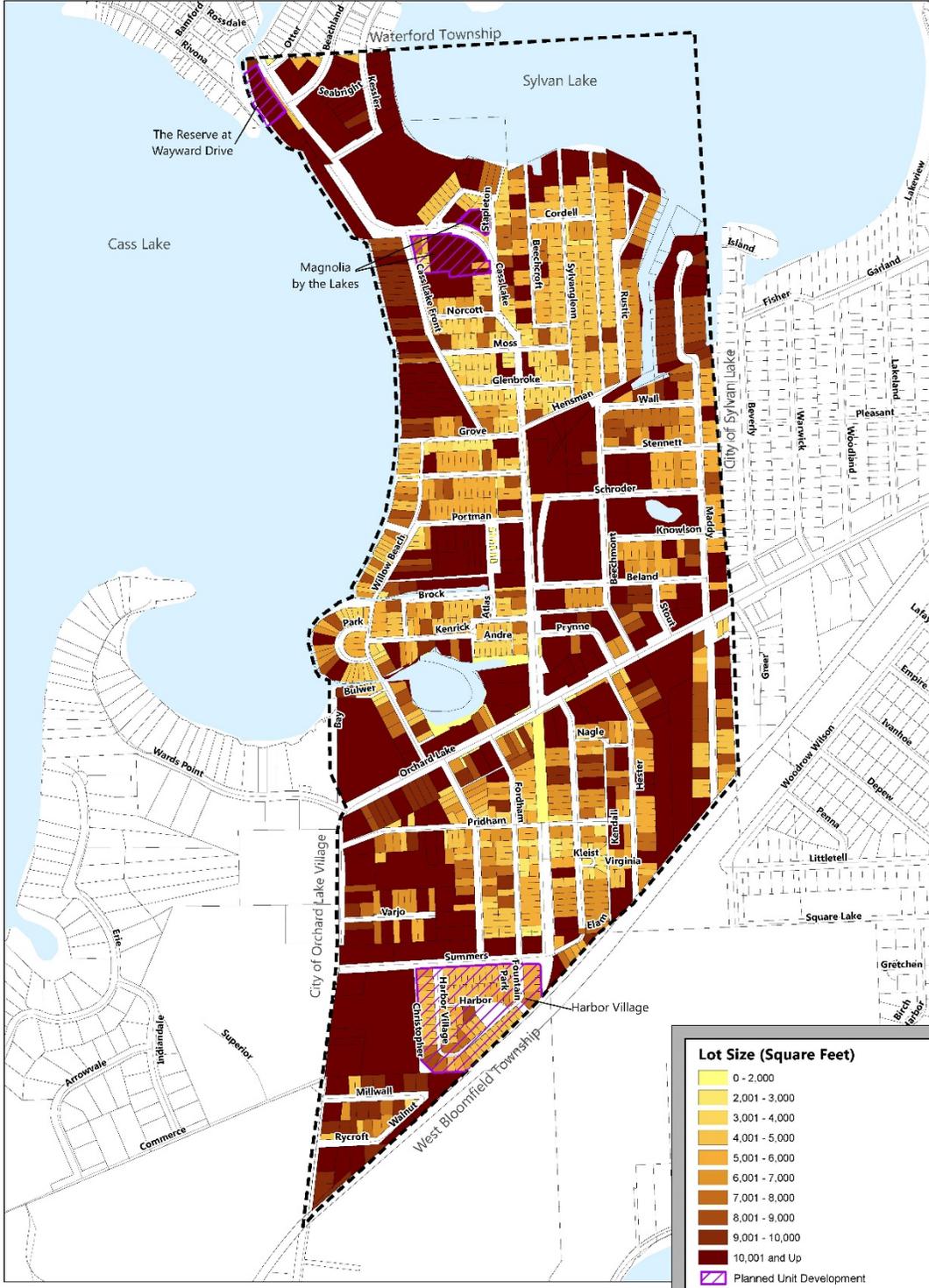
**TABLE 8: VEHICLES PER HOUSEHOLD 2010 - 2015**

<b>VEHICLES PER HOUSEHOLD</b>	<b>ACS 5-YEAR 2010</b>	<b>% OF HOUSEHOLDS</b>	<b>ACS 5-YEAR 2015</b>	<b>% OF HOUSEHOLDS</b>
NO VEHICLE AVAILABLE	86	6.7%	38	2.7%
1 VEHICLE AVAILABLE	514	39.8%	747	53.0%
2 VEHICLES AVAILABLE	585	45.3%	469	33.3%
3 VEHICLES AVAILABLE	107	8.3%	155	11.0%

*Source: 2006-2010, 2011-2015 American Community Survey 5-Year Estimates*

Many of the residential neighborhoods, especially along the lakes, have lots which have multiple frontages. This condition results in a disjointed streetscape where some of the houses have a front street view of the back of the neighbor's house. This detracts from the pedestrian environment of the neighborhood and ultimately from the property value of the house construed as facing an alley.

# City of Keego Harbor, Michigan



**Map 4**  
**Lot Size Inventory**

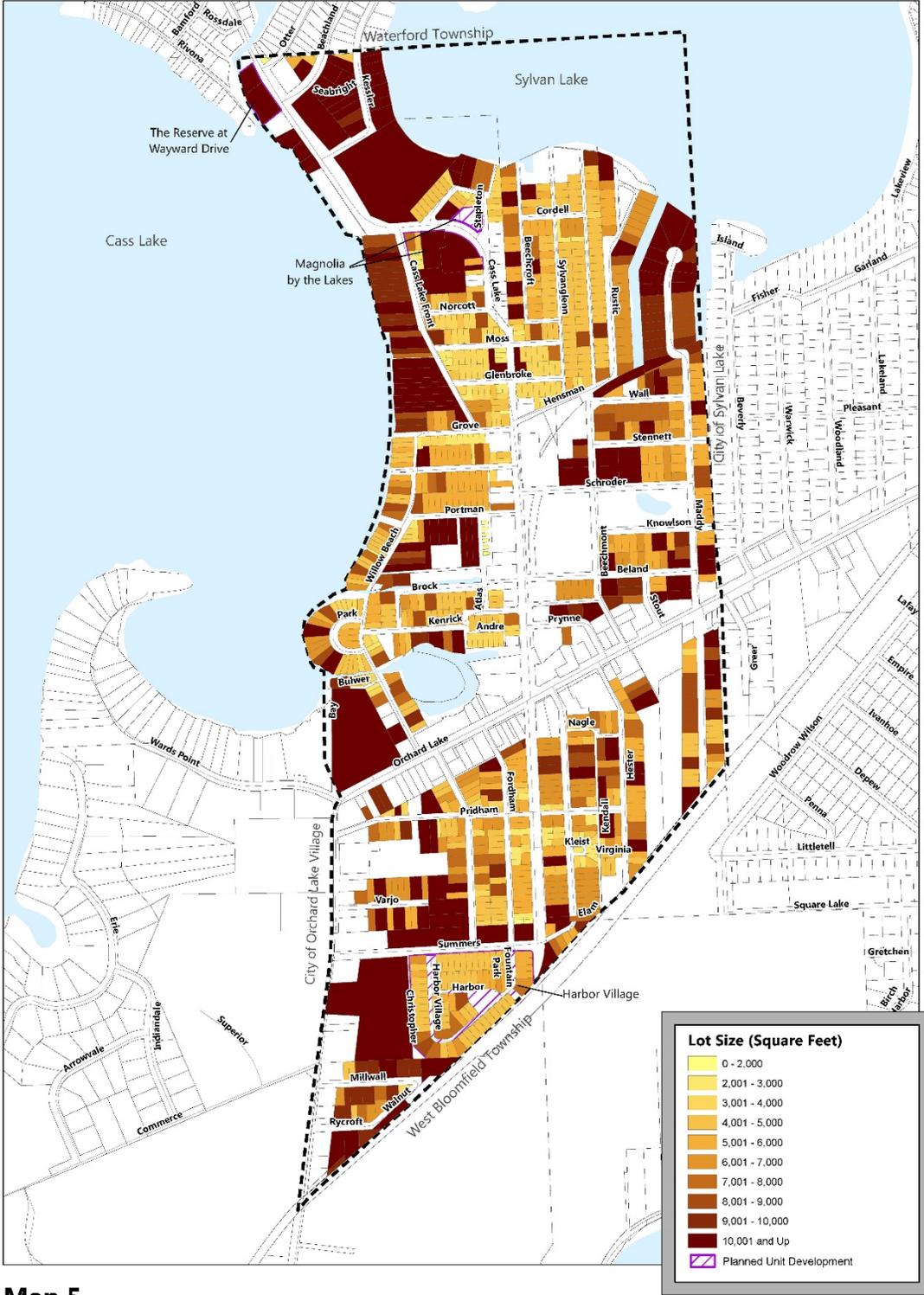


0 300 600 Feet



August 2018

# City of Keego Harbor, Michigan



**Map 5**  
**Existing Residential Lot Characteristics**



0 300 600 Feet



August 2018

## *Commercial Development Analysis*

Approximately 14.3 percent or 43.7 acres of total land area within the City is occupied by commercial/office uses and property, which include retail, service and office type uses. Although the City has limited land area, there are distinct areas of commercial development within the City. In many cases, the commercial development is adjacent to residentially developed property giving rise to conflicts regarding screening, landscape, site maintenance and other site improvements. The commercial areas within the City serve as neighborhood centers for shopping and services for the adjacent communities of Orchard Lake Village to the south and Waterford Township to the north, both having very limited land area designated for commercial uses.

Since the completion of the 2002 Master Plan, the City has seen an increase in redevelopment of existing commercially zoned property. Some of the example indicating the above trend are:

- The former PNC Bank on Orchard Lake Road has been converted to a Dunkin Donuts/Baskin Robins.
- The former Bachelor One Bar has been redeveloped.
- The former auto-oriented (Brake Shop) use at the west corner of Orchard Lake Road has been converted to a landscape company.
- A new mixed-use development incorporating a retail store and residential dwelling units on Orchard Lake Road has been completed.
- A new medical office building has been constructed on Orchard Lake Road, north of Summers Road.
- Harbor Pines Shopping Center on Orchard Lake Road has been improved (facade, signage, and landscaping improvements).
- The Rite Aid store at the north-west corner of Cass Lake Road and Orchard Lake Road intersection has integrated itself into the existing commercial development.
- A new office building has been built on Orchard Lake Road, west of Rite Aid.
- Magnolia by the Lakes (Assisted Living Facility), a planned unit development, was recently completed on Cass Lake Road.

Commercial development within the City is primarily along Orchard Lake and Cass Lake Roads. Within these areas there are four distinct commercial areas. Due to the unique nature of the commercial development, the area's development potential, possible limitations and design trends, it is essential to discuss each of the categories individually.

### Central Business District

Orchard Lake Road serves as the main east-west commercial corridor within the City, with a variety of business uses. The City's Central Business District extends from the north side of Pridham Road at the west end of Orchard Lake Road, to the east property line of the homes on Maddy Lane, on the City's east side. The area is occupied primarily by small scale (15,000 square feet or less) single tenant commercial uses and two strip centers at the intersection of Cass and Orchard Lake Road.



*Multi-Use Commercial Development*

The widening of Orchard Lake Road to a five-lane cross section has resulted in diminished capacity for on-street parking and increased challenges for streetscape improvements in this area. With the completion of improvements to Orchard Lake Road and Cass Lake Road, the potential for redevelopment of existing sites is an important aspect in the future of this area.



*Neighborhood Commercial/Office Space*



*Neighborhood Commercial Building*

One of the key properties within this area is a former gas station site at the northeast corner of Orchard Lake Road and Cass Lake Road intersection. The site is identified as one of the key redevelopment areas within the City. Due to its irregular shape and dimension, developing this property will be a challenge and will impact the image of the Central Business District.

### *Neighborhood Business Area*

The neighborhood business area extends from Orchard Lake Road, north on Cass Lake Road, encompassing areas occupied by businesses such as Lakewood Plaza, south of Portman, to Gino's Restaurant. The area includes a variety of small retail establishments and services that serve the needs of the neighborhood. Additionally, some offices and residences front on Cass Lake Road.

With the widening of Cass Lake Road, accessibility from neighborhood areas to these businesses has improved and may provide the required basis for the successful operation of these ventures. New commercial development within this area will be the result of the redevelopment of existing, marginal uses, such as the former "Hub Cap City" property, and the development of existing sites, such as the area east of Gino's Restaurant south of Hensman, west of Beechmont. With the redevelopment of these sites, the image of this area can be upgraded to highlight it as a compatible neighborhood commercial area.

### *Specialty Commercial Areas*

Specialty commercial areas within the City are located in distinct pockets. The specialty commercial areas act as landmark or destination businesses which attract potential customers from nearby communities. While specialty commercial areas are an important part of the character of Keego Harbor, every effort needs to be made to ensure that uses are compatible with surrounding residential areas and that the appearance of the site and building is constantly improved and maintained.

### *Orchard Lake Road Corridor*

All portions of Orchard Lake Road Corridor that do not lie within the Central Business District area are included within this category, encompassing businesses such as the commercial strip center on Orchard Lake Road and Commerce Road intersection, Harbor Steak Restaurant, and various other office and commercial establishments. Of all the commercial areas within the City, this area has the most potential for redevelopment. The Orchard Lake Corridor acts as a gateway into the City and is the nearest commercial and business area for several adjacent communities. Currently, there are two gateway features in the form of signage into Keego Harbor along Orchard Lake Road. Improved gateway features should be explored.

Some of the existing businesses in the area are not well maintained and lack adequate sidewalks and landscaping. The area has tremendous potential for redevelopment with improved building design, streetscape improvements, sidewalks, crosswalks, and other features that would encourage pedestrian access to this area and connect to the Central Business District.

## *Environmental Features Analysis*

The natural environment and the presence of lakes which drew the cottage residents to the area long ago remains a key factor and ingredient in the image, attraction and beauty of the City of Keego Harbor.

The City has two major lakes: Cass Lake and Sylvan Lake, both ringed by residential development and roadways on all sides. Another significant lake area within the city is Dollar Lake. The lakes are a part of the Clinton River Watershed area. Every watershed area is comprised of a critical network of wetlands, lakes, streams and canals, that contribute to maintaining a delicate ecological balance. The lake areas have over the decades experienced a steady increase in recreational use and development pressures. While some of the other communities around the lakes area have made efforts to preserve the delicate ecological balance, Keego Harbor has not adopted any measures to address environmental concerns.

The area is characterized by a high water table level, which has implications for development patterns within the City. Over the past several years, owing to the price of land, proposals to build new homes have often included full basements. With a high water table level, the basements are being designed in a manner where less than half of the basement is actually below grade. As a result, many of the new homes constructed effectively have three stories, which requires a variance from the requirements of the Zoning Ordinance and is out of scale and character with existing residential development patterns.

The high water table and lack of overall stormwater drainage system create serious flooding and water quality concerns. The City has attempted to address this issue with grading regulations in the Zoning Ordinance. However, other measures such as a City-wide or regional drainage system may need to be considered as a long-term capital improvement.



## Utilities

### Water

Keego Harbor is served by the City of Detroit water through a system of pipes that are maintained by Oakland County Water Resource Commissioner (WRC) Water and Sewer Department. Conversations with representatives of the WRC indicate that the water quality continues to be acceptable. In addition, Oakland County has indicated that they are on a revolving maintenance schedule of cleaning the system of pipes on an average of every five years and replacing damaged or broken pipes on an as-needed basis.

Keego Harbor purchases treated surface water from the Great Lakes Water Authority. The Oakland County Water Resources Commissioner's (WRC) office operates and maintains (O&M) the water system which consists of 12 miles of water main. Valve turning, hydrant inspections, water main break repair, cross connection inspections, meter maintenance, billing services, regulatory compliance, etc. is completed as part of WRC's O&M of the water system. Distribution system sampling of the excellent water quality provided by GLWA is completed by WRC and GLWA.

### Sanitary Sewer

A sanitary sewer system was added to the City of Keego Harbor in 1962. All areas of the City currently have access to the system that is tributary to the Great Lakes Water Authority Recovery Facility in the City of Detroit. Because the number of households has not increased significantly since the inception of the sanitary system, there continues to be adequate capacity for the residents and businesses of Keego Harbor.

There is currently over 55,000 lineal feet of sanitary sewer in the City. As with the water system, the sanitary system is largely operated and maintained by the Oakland County Water Resources

Commissioner's Office. Most of the water and sewer system is located under the road network making maintenance more difficult, but allowing for the narrow road rights-of-way. The system is on an average seven-year cleaning schedule and repairs to pipes and manholes are performed as needed. In 2018, approximately 95% of the sanitary system was cleaned and inspected utilizing grant funds distributed by the State of Michigan.

### *Storm Drainage*

The last comprehensive stormwater management plan was conducted in 1978 by Rowe Engineering. Because of the on-going trend toward redevelopment within the City in recent years, and due to the fact that the City is primarily built out, compact, and low with minimal topography, stormwater management continues to be a concern.

A new storm sewer was placed in the reconstructed Cass Lake Road right-of-way. As the trend toward larger homes, bigger driveways, and commercial redevelopment occurs, the City should consider updating the stormwater management plan and developing specific neighborhood/residential development standards for grading.

The City is currently participating in the Voluntary Stormwater Management Program, which is a regional effort to control and manage water quality and stormwater.

### *Gas and Electric*

Consumers Power Company supplies natural gas for home heating and cooking. DTE Energy is the sole electricity provider and Ameritech provides basic telephone service.

### *Other Utilities*

In the coming years, American cities will likely see the provision of electricity, local telephone and cable television opening up to competition among several providers. Local communities may not have significant regulatory authority in this emerging marketplace, but should cautiously exercise all governing authority that is provided to maintain service quality, avoid facility conflicts and obtain franchising fees.

Cable television and internet connections are available from Comcast and AT&T. The City itself has access to high-speed internet via fiber optic cables provided by Oakland County. Digital subscriber line and high-speed internet access are currently available in Keego Harbor for businesses or citizens through a number of sources.

The City of Keego Harbor residents rely on several public and private entities, including the City government, for the provision of their community, educational and recreational facilities, and public services.

The community facilities, considered Public land uses, comprise approximately 13.7

acres within the City, approximately 4.5 percent of the City's total area. The purpose of this section is to identify public service needs that have an impact on land use. This analysis is not intended to address the full scope or delivery of such services.



*Keego Harbor City Hall was built in 2008*

## **Public Services**

### *City Administration and Services*

The City government provides a number of essential services, including administration and maintenance of City-owned property and roads. The City, including the Department of Public Works (DPW), employs two (2) full-time workers. The City contracts with private companies for trash pick-up and disposal. City Hall and the DPW buildings are centrally located within the City, east of Roosevelt Elementary School.

The City Hall site currently contains City Hall and the Department of Public Works building located at 2025 Beechmont. The City Hall was reconstructed in 2008.

### *Police Services*

The City operates its own Police Department, which provides police protection and services within the City boundaries. The department is located in City Hall and includes four (4) full-time and seven (7) part-time police officers, including the Police Chief.

### *Fire Protection*

The West Bloomfield Fire Department provides services to the citizens of West Bloomfield, Keego Harbor, Orchard Lake Village and Sylvan Lake. The department is staffed with full-time

firefighter / paramedics who provide services from six fire stations which are strategically located throughout its 36-square mile protection district.

Tri-City Fire Station Number 9, which was constructed in 1996, is located in the City of Orchard Lake Village, on Orchard Lake Road near Pridham Road. The station houses four trucks, including three "Class A" pumpers and one emergency medical service truck, and provides fire and EMS services to Keego Harbor.

The present workforce consists of the Fire Chief, 1 Assistant Chief, 1 Fire Marshal, 1 Deputy Fire Marshal, 5 Captains, 12 Lieutenants, 12 Sergeants, 61 firefighters, 1 fire inspector, 1 executive assistant and 2 clerks.

### *Post Office*

The U.S. Post Office branch is located in the Harbor Pines Shopping Strip on Orchard Lake Road. A small unmanned U.S. Post Office containing only automated postal facilities, mailboxes and Post Office boxes is located in Orchard Lake Village on Commerce Road between Orchard Lake Road and Indian Trail. The West Bloomfield Township Post Office operates and maintains the unmanned facility.

### *Library*

The City of Keego Harbor does not have its own library but contracts with and contributes to the West Bloomfield Township library system so that residents can use the nearby West Bloomfield facilities. City residents contribute 0.3 of 1 mill in tax revenues to the West Bloomfield library system.

### *Education*

The City of Keego Harbor is within the West Bloomfield School District. Roosevelt Elementary School, one of the premier elementary schools, is centrally located on Cass Lake Road north of Beland. Middle school students in Keego Harbor attend Abbott Middle School located in Orchard Lake Village on Orchard Lake Road near Commerce Road. High School students attend West Bloomfield High School located on Orchard Lake Road near 15 Mile Road. Private schools located near the City include S.S. Cyril and Methodist Seminary, St. Mary's College, St. Mary's Preparatory School, Our



*West Bloomfield Township Library*

Lady of Refuge School, and Whitney Bloomfield Nursery School.



*Abbott Middle School*



*West Bloomfield High School*

## Recreation

The major public recreational facilities in Keego Harbor include:

- Baxter-Morgan Park
- Fran Leaf Park
- Grove St. Lake Access
- Hester Court Memorial Park
- Rose Sortor Park
- Tate-Optimist Park
- Willow Beach Dr. Lake Access



*Roosevelt Elementary School*

As part of this master planning process, the City has undertaken a park and recreation plan. That plan, submitted as a separate document, will contain a detailed inventory of the City's existing recreational resources.

The lakes provide recreational opportunities for water enthusiasts. However, there is very limited public access to the lakes from within the City. Many City residents live on the shores of Dollar, Sylvan, or Cass Lakes. There is access to Dollar Lake through a boat ramp located on the south side of the lake. Residents access Cass Lake through the two waterfront parks owned and maintained by the City at Willow Beach and Grove Road Access. Access to Sylvan Lake is limited to the homeowners of Cunningham Park and Rustic Lane.

Contributing to the recreational opportunities and open space of the community is the seven (7) mile hiking and biking trail that is a part of the West Bloomfield Trail system that runs along the southern edge of the City between West Bloomfield Township and City of Sylvan Lake.

## TRANSPORTATION/CIRCULATION

Keego Harbor is a tight-knit community of neighborhoods with narrow residential streets providing access to most of the land uses in the City. Keego Harbor also has one of the major regional connections crossing through the City.

This contrast creates a number of planning challenges to accommodate safe and efficient movement of vehicles while maintaining a pedestrian-friendly and walkable environment.

### *Functional Road Classification*

For traffic to flow safely and efficiently, there needs to be a network of roads that provide various functions. Major roads or arterials typically have limited access or driveways, higher speeds, and wider rights-of-way. In Keego Harbor, Orchard Lake and Cass Lake Roads are both arterial roadways that carry significant regional and local traffic.

The main function of collectors is to collect traffic from nearby local streets and link it with the surrounding arterial street system. Urban collectors are considered to be equivalent to major collectors, and both are eligible for federal funding. Generally, collectors are not intended for through traffic, but may be forced into this role if arterials become congested or are not available. Speed limits are usually 25-35 mph and in urban communities on-street parking may be permitted. Rights-of-way are typically less than arterials but greater than local streets. Collectors also funnel traffic from residential or rural areas to arterials.

As a result, Cass and Orchard Lake Roads function as regional arterials, minor arterials and major collectors, creating potential conflicts between pedestrians and automobiles in Keego Harbor.

### *Minor Collectors*

Minor collectors function similarly to major collectors. Their primary function is to collect traffic from nearby local streets and link them to major collectors and ultimately with the surrounding arterial street system. Speed limits are usually 25-35 mph and on-street parking may be permitted in urban areas. Rights-of-way, once again, are typically less than arterials but greater than local streets. The distinction between minor collectors and major collectors is that major collectors are eligible for state and county funding, and minor collectors are not. Keego Harbor does not contain any minor collectors.

### *Local Roads*

Local roads primarily provide access to property, but also provide residents access to neighboring residential and non-residential land uses in the immediate area and to collector roads.

Local Roads in Keego Harbor have either a 25 or 50-foot right-of-way, which is substandard from the conventional 60 feet right of way required by most communities. Within the right-of-

way, the roads are typically 18 feet of asphalt pavement with no curb or gutter. The lack of concrete curb and gutters has presented an ongoing challenge to maintaining City roads.

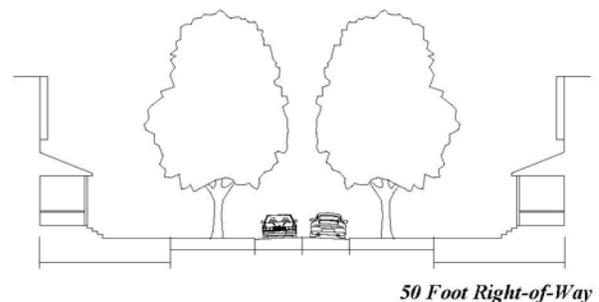
In addition to the typical local roads that serve most of the residential neighborhoods, the City also has a significant amount of roadway that can be classified as lanes. Lanes are narrow roads that primarily serve to provide access to the rear or garages of homes. Most of the homes on Cass Lake are served by lanes such as Cass Lake Front and portions of Willow Beach Road. The challenge in these areas is to maintain an attractive pedestrian friendly streetscape environment.

### *Orchard Lake Road Joint Plan*

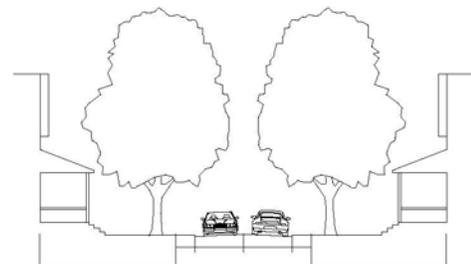
The City of Keego Harbor participated in a 2002 regional corridor study for Orchard Lake Road along with Sylvan Lake, Orchard Lake Village, Bloomfield Hills, West Bloomfield Township, Farmington Hills, and Oakland County. The scope of the Orchard Lake Road Corridor study was primarily for physical improvements both within the right-of-way, such as street trees, street lighting, and sidewalks, and adjacent to the right-of-way, such as private landscape screening and architectural design guidelines for buildings along the corridor. These planned improvements were intended to enhance the image of the entire corridor and to promote the individual character of the communities along the corridor. The Orchard Lake Road Concept Design was a result of the Orchard Lake Road Study Group efforts. This group has since disbanded.

Keego Harbor is one of the few communities along the Orchard Lake Road Corridor that has maintained a pedestrian-oriented downtown area where the buildings are close to and front the road. In essence, Keego Harbor is the only Downtown for the entire corridor.

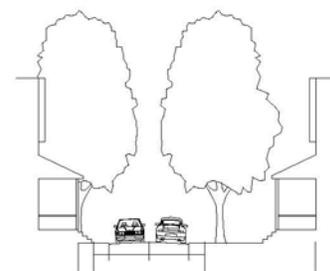
The Orchard Lake Road Concept Design divided the City of Keego Harbor into two districts: Scenic Lakes (Near Commerce Road) and North Lakes Center.



*50 Foot Right-of-Way*



*25 Foot Right-of-Way*



*18 Foot Right-of-Way*

The Scenic Lake District is predominantly a meandering scenic drive along the shores of Orchard Lake and Pine Lake. The Scenic Lakes District is viewed as an important amenity to all six Orchard Lake communities. The goal is to enhance the corridor in this area by linking the natural and scenic amenities, creating accessibility for pedestrians while maintaining traffic flow for automobiles.

The North Lakes Center District is the northernmost portion of Orchard Lake Road and is characterized by small-scale commercial. Keego Harbor’s downtown extends the length of Orchard Lake Road within the city limits. The goal for this district is to emphasize the “Main Street” character while linking the corridor with adjacent neighborhoods.

### *Pedestrian Circulation*

One of the elements that makes Keego a desirable community is the close-knit neighborhoods. While there are currently very few areas within the City that are served with sidewalks, the small-scale streets make walking through the neighborhoods safe and inviting for pedestrians. Sidewalks have recently been installed along the entire length of Cass Lake Road. In addition, there are sidewalks along most of Orchard Lake Road.

In addition to connecting neighborhoods, sidewalks connect residents to commercial areas and provide an area for pedestrians to linger and enjoy the shops within the commercial areas. Due in large part to the recent road widening of Orchard Lake Road and the elimination of on-street parking, the existing sidewalks no longer provide a safe and comfortable space for pedestrians. Sidewalks in these areas range from five to twelve feet wide.

### *Regional Trail System*

Keego Harbor is also fortunate to have a regional, multi-purpose trail system that runs along the south edge of the City. This trail system connects to other regional recreational facilities. Currently there are two (2) parks: Tate Optimist Park and Hester Court Memorial Park, that front directly on the trail system along West Bloomfield Property.



## Chapter 3: Community Policies

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A statement of general goals and objectives will help guide the City through the planning and implementation process. It is important to set goals and objectives because they: 1) help achieve consensus on the purpose of the Master Plan and desired outcome; 2) provide a guide for zoning and capital improvement decisions; and 3) provide a framework for evaluating current and future planning and development issues.

### GOALS AND OBJECTIVES

Goals are general in nature and are statements of ideals toward which the City wishes to strive. They represent the ultimate purpose of the planning effort, stated in a way that is broad and immeasurable.

Objectives are more specific and present a means of attaining the stated goals. Objectives take the form of more measurable standards, or they specify the way in which the goals can be achieved. Objectives are often specific statements which can be readily translated into recommendations.

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

#### *Community Development Goal*

The City of Keego Harbor will continue to evolve as a compact collection of neighborhoods with a balance of residential, office, commercial, and public uses connected by a series of pedestrian-friendly roads, sidewalks and paths.

#### *Residential Goals*

The City's neighborhoods will continue to be dominated by quality traditional style single-family homes designed to fit on the range of existing platted lots within the City.

The City's waterfront residential lots will be developed in a manner that ensures adequate light and ventilation while recognizing the value of waterfront real estate.

The City will continue to develop and maintain a range of housing types including townhomes and apartments that are designed to be compatible with the predominant single-family character of the community.

#### Objectives:

- Protect and strengthen the viability of existing neighborhoods by controlling the expansion of businesses which are adjacent to residential areas. Use setback

requirements, transitional land uses, and other buffers and screening to separate residential areas from commercial uses.

- Improve living amenities in all residential neighborhoods through high standards of housing design construction and access to usable and convenient parks. Continue to decrease the amount of visual clutter in front yards and encourage city-wide residential street tree plantings.
- Develop clear and reasonable zoning standards to ensure that residential redevelopment occurs in a manner that is consistent with the platted lots sizes within the City and the traditional character of the existing homes within the City.
- Minimize the negative impacts that today's trends in housing development, such as three-car garages, will have on the existing residential character of neighborhoods by developing appropriate zoning standards.
- Continually monitor and encourage reinvestment in single-family homes, especially in blighted and lower income owner-occupied areas.
- Continue to administer housing stock maintenance programs including a property maintenance code, code enforcement upon transfer or sale, landlord licensing, and assisted housing rehabilitation.
- Locate multiple-family housing only on major thoroughfares or on streets which may be accessed without cutting through single-family housing areas.
- Protect all neighborhood areas from disruptive through traffic that should be directed onto collector and arterial roads.
- Support affordable housing opportunities that are consistent with market conditions.
- Limit mixed-unit and higher density residential development to areas supported by existing public infrastructure and services.
- Promote single-family residential developments that preserve scenic views and vistas.
- Encourage infill residential development that is architecturally compatible with existing residential structures.

### *Commercial Development Goals*

Keego Harbor will continue to preserve and enhance the Central Business District as the center of neighborhood commercial and entertainment activities.

The City will establish and maintain appropriate areas for small-scale neighborhood commercial uses that serve the needs of surrounding residential areas.

#### Objectives:

- Encourage a variety of mixed-use development and redevelopment in the Central Business District that is consistent with the scale and character of surrounding uses.

- Encourage quality office development along Orchard Lake Road at the southern entrance to the City and along Cass Lake Road to Stapleton.
- Enhance the appearance of the entire Orchard Lake Road corridor through development of unified streetscape improvements and site improvement standards.
- Direct incompatible vehicular-intensive commercial uses to appropriate areas outside of the historic Central Business District.
- Assure comprehensive control over the location of commercial/office land uses through the use of zoning regulations and site plan review requirements.
- Maintain high standards of site design for all commercial and office uses, including frontage beautification, buffering devices, landscaping, walkway linkages, controlled vehicular access, stormwater management and attractive signage – all of which will promote long-term commercial stability.
- Provide sufficient land for commercial and office uses, including adequate site depth for off-street parking and landscaping.
- Provide incentives and flexible mechanisms for commercial tenants and owners to upgrade existing commercial sites.
- Support the development of public parking on publicly owned property.
- Design and construct gateways (i.e., signs, monuments, landscaping) at strategic locations to mark the arrival into the City and planned business districts.
- Remove incompatible heavy commercial land uses from the Central Business District.

### *Community Facility Goals*

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

#### Objectives:

- Maintain and, where possible, improve community services, including police and fire protection, regularly scheduled maintenance of street and utility systems, snow removal, senior citizen services, and other municipal activities.
- Continue to maintain and improve the municipal building to adequately accommodate various civic functions.
- Maximize the efficient use of all existing public facilities, through cooperative development and joint agreements with public providers such as the school district and other government entities.
- Continue to seek opportunities for expanding public waterfront and park access for the residents of Keego Harbor.
- Place emphasis on the development of attractive, high quality parks and recreation facilities in order to enhance local identity, image and property values.

### *Transportation and Circulation Goals*

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

#### Objectives:

- Develop a circulation plan for the Central Business District including adequate parking, pedestrian circulation, loading areas, traffic directional signs and controlled access.
- Reduce the negative physical and psychological impacts of major thoroughfares cutting through the community through unified streetscapes, adequate street crossings and smooth traffic flow.
- Reduce the number of site access drives along major roadways by encouraging the use of common entrances and shared parking facilities.
- Utilize and maintain safe pedestrian walkways, where possible, to link various land use types such as shopping and offices to residential areas, parks and community activity centers.
- Carefully use the site plan provisions of the zoning ordinance during the review of development plans to assure minimum traffic conflicts, adequate parking and loading areas, adequate on-site pedestrian circulation, proper signage and reduced motorist confusion resulting from clutter.
- Limit residential streets to local traffic, excluding through traffic as much as possible.
- Assure that any expansion of major thoroughfares includes adequate buffering and landscaping for affected single-family residential and commercial areas.
- If appropriate, implement complete streets ideals into street improvement projects to make City streets more accommodating for all types of users.

### *Environmental Protection Goals*

Preserve and enhance the natural environment and water quality.

#### Objectives:

- Encourage the preservation of existing woodlands and wetlands. Promote street tree planting to help preserve the natural setting for residential areas.
- Maintain the trees and vegetation around the City's lakes, and prevent encroachment of housing and other development closer to the lake edge.
- Provide for the protection of the lakes from the dangers of pollution, run-off, overuse and misuse.
- Protect the vistas and overlooks provided to the residents and the public from vantage points along the lakes.

- Allow and encourage low impact development within the City, including the development of stormwater best management practices to minimize the negative impacts development can have on runoff and water quality.

### *Planning and Community Development Goals*

Ensure ongoing community planning and the implementation of Master Plan recommendations.

#### Objectives:

- Review, update and amend the zoning and subdivision regulations to address the goals and objectives of the Master Plan.
- Update the Master Plan on a regular basis to address changing conditions, redevelopment proposals, and the development of new needs by residents.
- Cooperate with nearby communities through the exchange of information on development and redevelopment issues, and other shared interests, such as community facilities and services, and development along shared boundaries.
- Continue public capital improvement efforts in the City, including street and sidewalk repair and placement, provision of needed street lights and street trees.
- Continue to involve the public in the decision-making process.
- Implement measures to streamline the development review process.
- Continue to prepare and annually update a comprehensive capital improvements plan for City facilities and major equipment expenditures. Recommend priorities for long-range capital improvements programming.

## Chapter 4: Future Land Use Plan

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The City of Keego Harbor is a series of neighborhoods. The Future Land Use Plan is focused on ensuring that redevelopment occurs in a manner that preserves and enhances the existing character of these neighborhoods, both in the residential areas and in the commercial areas.

The Future Land Use Plan for the City indicates 11 different categories of land use, namely: Waterfront Residential, Neighborhood Residential, Multiple Family Residential, Townhouses, Neighborhood Commercial/Mixed-Use, Central Business District, General Commercial, and Planned Unit Development (PUD) areas.

### WATERFRONT RESIDENTIAL

Waterfront areas are those that have property lines adjacent to one of the lakes, canals, or rivers within the City. The following standards are intended to maintain the character and value of these lots, recognizing that property owners wish to maximize the development on these lots while over developing these lots or incompatible development of these lots will have an adverse impact on property values, the character of the community and consequently, the health, safety and welfare of the community.

#### *Use*

Waterfront residential areas are limited to single-family residential uses and customary accessory uses.

#### *Lot Size*

Lot sizes in these areas vary dramatically. Previous policies have attempted to consolidate these lots based on minimum lot widths. Based on past development trends and in the foreseeable future, the City recognizes that even the smallest, thirty-foot-wide lots have significant development value. Consequently, it is anticipated that the existing platted lots will be considered useable and that specific standards will be incorporated into the zoning ordinance to allow redevelopment on all platted lots as a matter of right.

#### *Building Size*

While there is value in the smallest lot, the City recognizes the need to manage the development of these lots in a manner that will not adversely impact the value of the lots themselves or the surrounding neighborhood. Building size also has an impact on the City's ability to manage stormwater. The City must maintain adequate open space to allow for the absorption of stormwater back into the ground.

The City currently permits a maximum building coverage of 30% for the principal building and accessory structures. Deviations from these standards, especially along the waterfront areas will have a detrimental impact on water quality and the ability to safely manage stormwater runoff.

Past efforts to control development of these lots have included the provision for a maximum floor area ratio (FAR) of 40%. However, several instances of homes being constructed with two story spaces without a second floor have illustrated how the FAR standard is not equipped to regulate building massing as much as it is total floor area. Consequently, the overall size and massing of residential buildings will be regulated by lot coverage, setbacks, and building height. These standards are based on the desire to ensure that future development occurs in a manner that is compatible with the existing desirable character of Keego Harbor and consistent with the vision for the future character of Keego Harbor.

### *Building Placement*

Building placement is critical for maintaining the pedestrian character of the City and providing adequate light and air. Building placement is how the buildings are placed on the site relative to the property lines.

Front building setbacks for new development or redevelopment should relate to desirable existing development patterns in the immediate vicinity. Waterfront residential areas have the unique distinction of facing both the water and the street. The side of the building facing the street should maintain a public facade that is not dominated by a garage door. Consequently, all attached garages should be recessed at least five feet behind the facade with the front door and the garage door should not occupy more than 50% of the building width at the front property line.



*Waterfront Residential – No Street Presence*



*Potential Waterfront Residential – Good Street Presence*

In the case of a thirty-foot-wide lot, this may require a one car garage or a tandem two car garage where one car parks behind the other. Detached garages should be setback a minimum of ten (10) feet from the road and side loaded on lots 40 feet or greater.

Waterfront setbacks are critical for maintaining views to the water which give these lots their value and for maintaining water quality. No permanent principal structures should be permitted within fifty feet of the water.

The relationship between houses is largely determined by the side yard setbacks. Many of the houses along the waterfront have historically had small to no side yard setbacks. Keego has maintained minimum side yard setbacks based on 30% lot width. However, this standard has frequently been modified through the appeal process.

Side yard setbacks should continue to be based on the lot width with smaller setback required for smaller lots. However, creative approaches including “zero lot line” development should be explored. Rather than a home having two non-useable side yards, the total side yard could be applied to one side of the house, creating a useable courtyard and still maintaining adequate separation between units.

### *Lot Coverage*

Currently, lot coverage includes all buildings, both principal and accessory. In the past the City has adopted ordinances to minimize paved surfaces on lots by minimizing driveway widths. This is important for aesthetic reasons, preventing full front yards from being paved, and to reduce the amount of impervious surface. Any future ordinance modifications to these standards must consider both of these issues. Furthermore, the City should explore alternative methods of providing for additional parking area without allowing for additional improved surface. This can be accomplished by encouraging the use of permeable paver products.

## NEIGHBORHOOD RESIDENTIAL

While waterfront residential areas are defined by their relationship to the lakes, rivers, and canals of Keego Harbor, the Neighborhood Residential areas are defined by their collective character. In order to maintain this character, standards that ensure compatibility of size and style are critical. Historically, homes in Keego Harbor have either had no garages or detached garages. This greatly defines the character of the community as a pedestrian-friendly, walkable community.

### Use

Neighborhood residential areas are limited to single-family residential uses and customary accessory uses.

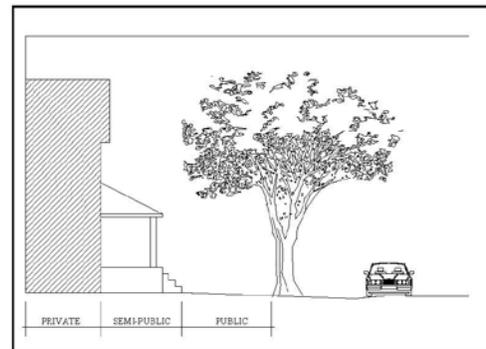
### Lot Size

Lot sizes in these areas vary dramatically. As with the Waterfront Residential areas, it is anticipated that the existing platted lots will be considered useable and that specific standards will be incorporated into the zoning ordinance to allow redevelopment on all platted lots as a matter of right.

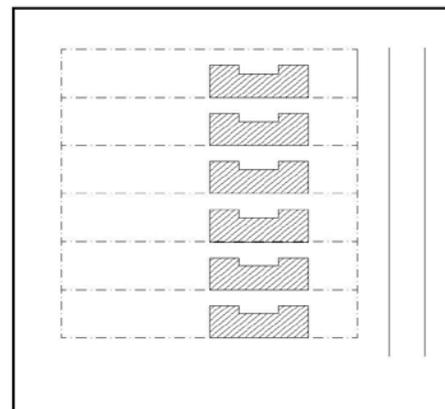
### Building Size

Most of the homes within the neighborhoods of Keego Harbor range from one to two stories. However, given the high water table in Keego Harbor, a number of recent redevelopments have sought relief from the finished first floor height standards to allow full finished basements, some of which project up to six feet above grade and are considerably out of character with the surrounding homes.

Maximum building heights have been established and consistently applied. Traditional homes, similar to those in Keego Harbor, have a finished floor elevation that is between 2.5 and 4 feet above the ground. This serves multiple purposes. First, it provides additional headroom for basement areas. Secondly, it provides a separation between the public areas of the front yard and street and the semi-public areas of the house. The element that makes this transition is typically a front porch. Front porches should be encouraged in all single-family districts by allowing them to encroach into the required front yard.



Residential Frontage



Zero Lot Line Pattern

### *Building Placement*

Front building setbacks for new development or redevelopment should relate to desirable existing development patterns in the immediate neighborhood. Like the Waterfront Residential areas, the side of the building facing the street should maintain a public facade that is not dominated by garage door. Consequently, all attached garages should be recessed at least five feet behind the facade with the front door and the garage door should not occupy more than 50% of the building width at the front property line. In the case of a thirty-foot-wide



*Existing Single-Family with Good Frontage*

lot, this may require a one car garage, or a tandem two car garage where one car parks behind the other. Detached garages located on lots with double frontages should be setback a minimum of ten feet from the road and side loaded on lots forty feet or greater.

As with the Waterfront Residential areas, side yard setbacks should continue to be based on the lot width with smaller setback required for smaller lots. However, creative approaches including “zero lot line” development should be explored. Rather than a home having two non-useable side yards, the total side yard could be applied to one side of the house creating a useable courtyard and still maintaining adequate separation between units.

## **TOWNHOUSES**

Keego Harbor contains a diverse population. As a result, it is necessary to provide a diversity of housing options. While providing for a higher density of development, well designed townhouses create an image of a walkable, pedestrian friendly community, and can act as a transitional residential use between single-family uses and a major thoroughfare such as Cass Lake Road. Townhome development has been identified along several areas of Cass Lake Road and between the commercial areas and single-family residential areas as a transition.

### *Use*

Townhouse residential areas are limited to attached single-family residential uses and customary accessory uses.

### *Density*

In large part, the density of the Townhome District will be determined by the site plan and the specific conditions contained in the Zoning Ordinance. Generally, the density of the Townhome

district will be between five and ten dwelling units per acre. Additional density may be warranted for projects that exhibit exceptional site layout and building design through the Planned Unit Development (PUD) process.

### *Building Size*

The Townhome District is intended to provide an alternative form of housing to the single-family attached homes. However, townhome developments must be compatible in scale and character to the single-family residential areas. It is anticipated that townhomes will be limited to two stories or twenty-five feet. It is also anticipated that there will be a maximum number of units that may be attached in a single building. This provision is intended to provide for separation between buildings for adequate light and air as well as views.

### *Building Placement*

Townhomes are considered a more urban form of housing. As a result, their placement can be closer to the road than single-family homes. Adequate separation between townhome buildings should be maintained to allow for window openings.

All garages and parking for townhomes should be located in the rear of the buildings leaving the front of the building facing the street. All townhome units should have a primary entrance onto a public road.

Porches or stoops are encouraged to provide the transition between the public areas of the street and the semipublic areas of the homes.

## **MULTIPLE FAMILY RESIDENTIAL**

Location of multiple family uses is determined by a number of factors, including, access to major road network, surrounding uses, and community facilities. Therefore, the areas designated for multiple family uses largely follow established development patterns. This includes the existing apartment complex parcel located on the east side of Orchard Lake Road, south of Summers Road, condominiums located at the north-west corner of Summers Road and Willow Beach Avenue, apartments located north of Schroder Blvd., east of Cass Lake Road, the apartment complex on Cass Lake Front, and the parcel occupied by the Sylvan Lake Condominiums.

### *Use*

Multiple Family residential areas include apartment-style residential uses and customary accessory uses.

### *Density*

The multiple family areas are intended to range between eight and 12 units per acre and generally represent the highest residential densities in the City.

### *Building Size*

Because multiple family developments are more dense than single-family or townhome developments, the use of open space within the development is critical. Multiple family developments should be located close to public open spaces and should include common open spaces for the residents of the development.

Building height for multiple family developments should be limited to two and one-half stories or 30 feet. Sufficient architectural detail should be provided to ensure that the development is compatible with the single-family character of the community.

### *Building Placement*

Developments within the Multiple Family areas should face the street with any parking located behind the buildings to maintain the pedestrian orientation of the community. Adequate spacing should be provided between buildings for open space and to allow window openings.

## **NEIGHBORHOOD COMMERCIAL/MIXED-USE**

The neighborhood commercial/mixed-use district boundaries include a very limited area on Cass Lake Road, between Kendrick Street and Norcott Drive, and mostly correspond to the boundaries of the district described in the analysis of existing land use conditions. There are several small businesses in this area that are more service oriented than of a retail character. With the widening of Cass Lake Road, accessibility from neighborhood areas to these businesses has improved and may provide the required basis for successful operation of these ventures. There is not much potential for new businesses to be generated.

This future land use category is characterized by a combination of land use types that complement each other within a specific area. This could include anything from office uses to commercial retailers/restaurants to attached residential homes. Development within this category may include a single project that features a mix of uses on the same property, or may also characterize an area of separately owned properties featuring a mix of land uses.

## **GENERAL COMMERCIAL**

All commercial use areas outside the central business district and neighborhood commercial/mixed-use area are included in this category. The stretch of commercial uses on the east side of Orchard Lake Road, bordering with the CBD on the west end, is included within the district boundary. The uses in this area typically require easy accessibility and high visibility, and experience high volumes of traffic. This area has tremendous potential for redevelopment and creates the first impression of the City, before reaching the CBD. Provision of adequate parking, addressing outdoor storage, on-site lighting, signage, architectural design, and landscaping are key components of designing a site located in this area.

## **CENTRAL BUSINESS DISTRICT**

This land use category is designed to establish a special district for retail, service, and office type uses, with more than one use occupying a building. Generally, development in this district would include specialty shops, personal service establishments, professional office type uses, small retail uses, etc. With innovative design characteristics, multi-use buildings with retail or service use on the first floor, and residential use on the second floor are encouraged.

The intent is to establish the Central Business District as a primary focal point in the City, which would contribute to a large extent to creating a unique community identity. Emphasis should be placed on encouraging commercial uses, assuring adequate parking, recommending high design standards, providing for pedestrian circulation, landscape and hardscape elements. Integrating various uses, this district should become the central point of the City, reflecting the small town recreational character of the City. Large scale or intense traffic-oriented uses or uses that require high visibility would be incompatible and should be discouraged.

## **OFFICE**

A limited amount of land area is designated for office uses. Due to the limited size of parcels, the parcels can typically accommodate doctors' offices, lawyer's offices or similar establishments. Offices would also be permitted within the CBD district as a separate building or part of a multi-use building.

## **PLANNED UNIT DEVELOPMENT (PUD)**

Five (5) areas within the City are included in this classification: the current Reserve on Wayward Drive site, the mobile home park site, the Magnolia by the Lakes on Cass Lake Road, Shecter Landscaping, and Harbor Village. PUD is a tool for development that is intended to provide flexibility in regulation of land development and the arrangement of uses. Through this option, more creative approaches to development of land can be utilized, which take better advantage of the special characteristics of the land. The sites designated in this category have landmark significance within the City. They are not only large parcels of land, but have the potential of being developed in an innovative manner that would create a unique identity for Keego Harbor. Recognizing the strategic location of the Reserve on Wayward Drive site and the mobile home park site, their importance to the City's image and viability of residential areas, these sites have been included in this category.

## **PUBLIC**

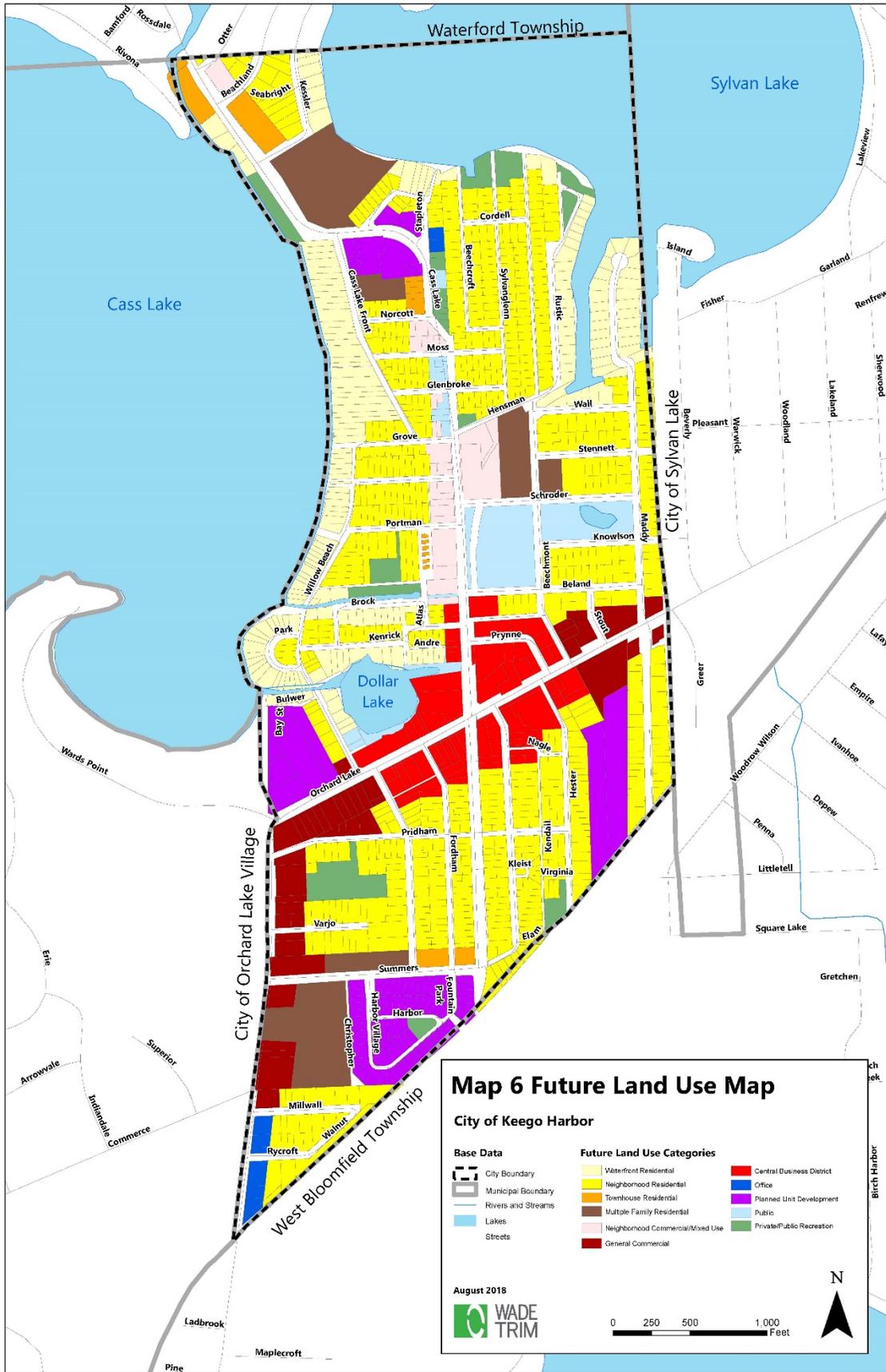
This category was established to embrace all developed or undeveloped lands owned by various governmental, public, and semi-public agencies and institutions including schools, municipal services, and religious uses.

## **PRIVATE/PUBLIC RECREATION**

The Private/Public Recreation category includes privately and publicly owned properties that are primarily used for active recreational or open space purposes. It is intended that these areas continue to serve as recreational and open space for more active and intense recreational uses. As shown on the Future Land Use Map, this category includes the areas that are generally scattered throughout the City.

## **INDUSTRIAL**

No industrial land uses were identified or designated on the future land use plan for the City. The limited availability of land and the lack of access to major freeways makes the City unsuitable for uses of an industrial nature. These uses are incompatible with the small-town pedestrian community character that is envisioned for the future of Keego Harbor. The benefits of these types of uses such as employment opportunities are available to the citizens of Keego Harbor within close proximity.



## Chapter 5: Redevelopment Sites

A number of sites in Keego Harbor have significant redevelopment potential. Redevelopment potential is established by reviewing existing land use, surrounding development trends, and location and access to the surrounding road network. Several of these sites were also discussed during the initial visioning session held early in the planning process.

Based on the planning process, ten sites were identified as having significant redevelopment potential. These sites include:

1. The Reserve at Wayward Drive site on Cass Lake Road
2. Vacant property on Cass Lake Road between Portman and Kenrick
3. Vacant property behind Gino's/Doc and June Restaurant
4. Mobile Home Park
5. Shecter Landscaping
6. Knights of Columbus Building on Orchard Lake Road
7. Former Clark Station on Cass Lake and Orchard Lake Roads
8. Office Building between Varjo Street and Summers Road
9. Single-family homes, convenient store, and vacant lot on Orchard Lake Road between Office Building between Pridham and Willow Beach
10. Vacant property on Orchard Lake Road between Pine Lake Ave and Hester Court

For each one of these sites, there have been identified the "most appropriate" uses based on the community policies contained in the Master Plan. In most cases there is a single appropriate use, however, in the case of some of the larger sites there may be an opportunity for mixed-use development consisting of complimentary uses. Also identified are some of the possible development standards for the development of these sites, again to ensure that the development of these



**Typical Live/Work Unit:** Live/work units are buildings that allow the first floor to be used for either residential living space, or small-scale office, studios, or shops while the second floor is devoted strictly to living space.

Live/work units may look the same as a traditional single family home or town home.

The live and work portions of the building are owned and occupied by the same owner/operator.

Live/work units allow fledgling business to start within the living unit and then relocated to appropriate commercial locations when they are self-sufficient.

Live/work units allow small scale neighborhood/community businesses to serve the residents of the community without changing the residential character of the area.

sites is done in a manner that is consistent with the goals and objectives contained in this document.

**1. The Reserve at Wayward Drive site on Cass Lake Road**

Potential Use(s): Completion of Townhouses – rear or garage parking

Development Standards: Parking in the rear;  
Pedestrian access facing the road;  
High-quality, traditional building materials;  
Open space for residents of the development;  
Streetscape improvements for Cass Lake Road; and,  
Stormwater management that minimizes the impact on Cass Lake.

**2. Vacant Property on Cass Lake Road Between Portman and Kenrick**

Potential Use(s): Commercial  
Two story mixed-use building (residential and commercial or office)

Development Standards: Pedestrian access facing the road;  
High-quality, traditional building materials;  
Open space for residents of the development;  
Streetscape improvements for Cass Lake Road; and,  
No more than eight (8) to twelve (12) units on the entire site.

**3. Site behind Gino’s/Doc and June**

Potential Use(s): Single-Family Residential  
Townhouses  
Multiple Family Residential

Development Standards: Single family lots face Beechmont;  
Single family lots served by an alley  
Parking for non-single family uses in the rear;  
Pedestrian access facing the road; and  
High-quality, traditional building materials;

**4. Mobile Home Park**

Potential Use(s): Commercial

Mid-rise (three to five floors) mixed-use building  
(residential and commercial or office)

Development Standards:

High density mixed-use development  
Parking in the rear (away from the street front);  
Pedestrian access facing Orchard Lake Road;  
High-quality, traditional building materials;  
Upper level setback for anything above three  
stories;

Provide improved use or views to Cass Lake  
through pedestrian improvements;  
Open space for residents of the development; and,  
Streetscape improvements for Orchard Lake Road.

A quality signature use at this site could be a  
significant asset to the City of Keego Harbor. This  
site can be seen from points south along Orchard  
Lake Road as motorists travel from the City of  
Orchard Lake Village north to Keego Harbor, and it  
could be an essential site in the development of a  
neighborhood character in the City. The site  
benefits from lake access, access to Orchard Lake  
Road, and is well-positioned to aid in the  
development of the Central Business District. A  
mixed-use development, which may include the  
development of a building three (3) to five (5)  
stories in height, could become a benefit for the  
city and become an identifying landmark for the  
City.

## 5. Shecter Landscaping

Potential Use(s):

Single-family homes  
Elderly cottage housing options (ECHO)

Development Standards:

Encourage connections to Pridham Street and  
Maddy Lane;  
Utilize traditional neighborhood design principles  
including: shallow setbacks, front porches, detached

garages, single story, and traditional style architecture;  
Design road to be “park-like” with sidewalks trees and benches;  
For ECHO homes, maintain a maximum house size of approximately 1,000 square feet.

**6. Knights of Columbus Building on Orchard Lake Road**

Potential Use(s): Commercial  
Mixed-use building (residential and commercial or office)

Development Standards: Pedestrian access facing the road;  
High-quality, traditional building materials;  
Open space for residents of the development;  
Streetscape improvements for Orchard Lake Road;

**7. Former Clark Station at Cass Lake and Orchard Lake Roads**

Potential Use(s): 2 or 3 story mixed-use building (residential and commercial or office)

Development Standards: Mixed-use development;  
Consistent with CBD design standards including high quality materials and traditional design details;  
Create a focal point at the corner;  
Streetscape improvements on Cass Lake and Orchard Lake Roads should encourage pedestrian safety and activity;  
Parking must be located in the rear of the buildings;  
Parking requirements should be based on offset parking usage; and  
Access must be from Prynne Street.

A high-quality, two (2) to three (3) story signature mixed-use building at this site would be a significant asset to the City of Keego Harbor. This site is located at the epicenter of the Central Business District along Orchard Lake Road, and it could be an essential site in the development of a

pedestrian-friendly, downtown character in the District.



*Two to Three Stories Mixed-Use Emphasis on Corner*



*Former Clark Station Site – Rear Parking*

### **8. Office Building between Varjo Street and Summers Road**

Potential Use(s): Commercial  
Two (2) to three (3) story mixed-use building (residential and commercial or office)

Development Standards: Pedestrian access facing the road;  
High-quality, traditional building materials;  
Open space for residents of the development;  
Streetscape improvements for Orchard Lake Road;

### **9. Single-family homes, convenient store, and vacant lot on Orchard Lake Road between Office Building between Pridham and Willow Beach**

Potential Use(s): Commercial  
Two (2) to three (3) story mixed-use building (residential and commercial or office)

Development Standards: Pedestrian access facing the road;  
High-quality, traditional building materials;  
Open space for residents of the development;  
Streetscape improvements for Orchard Lake Road;

**10. Vacant property on Orchard Lake Road between Pine Lake Ave and Hester Court**

Potential Use(s): Commercial  
Two (2) to three (3) story mixed-use building  
(residential and commercial or office)

Development Standards: Pedestrian access facing the road;  
High-quality, traditional building materials;

## Chapter 6: Transportation and Circulation Plan

A second key element of the future land use plan is recommendations regarding new roads, pathways and gateways linking the City to a system of regional paths and open spaces, called greenways.

### Continue the Grid Road Network

Most of the City has developed with a traditional grid system of streets and roads. This type of system functions well because the many interconnections of streets and roads allow traffic to be evenly distributed on the road network. In this way, no single street is overburdened with traffic.

The grid or connected system that exists in the City can be contrasted with a suburban arterial and dead-end cul-de-sac road network. The cul-de-sac road system has few interconnections and forces traffic onto the arterial road network in a manner that results in congestion. A system of dead-end cul-de-sacs typically lacks true collector roads and the interconnections that permit traffic to be evenly distributed onto the arterial road network. Another advantage of the grid road system is that it is more consistent with the traditional and historic character of the City.

The Policy section of this plan propose the continuance of the interconnected grid road system in future development and avoidance of a dead-end cul-de-sac road system. This approach will both ensure a superior transportation system and better reflects the City's traditional character.

**TABLE 9: TRAFFIC COUNTS**

ROAD	BETWEEN	AVERAGE DAILY TRAFFIC (ADT)	DATE
<b>CASS LAKE</b>	PONTIAC LAKE AND ORCHARD LAKE ROAD	17,487	2011
<b>ORCHARD LAKE ROAD</b>	MIDDLEBELT AND CASS LAKE ROAD	28,190	2006
<b>ORCHARD LAKE ROAD</b>	CASS LAKE ROAD AND COMMERCE ROAD	22,890	2006

Source: SEMCOG

### North/South and East/West Arterials

In evaluating the City's road network, it is evident that the entire City and several surrounding communities are dependent on a single north/south arterial and east/west arterial: Cass Lake Road to Orchard Lake Road provides the only north/south arterial while Orchard Lake Road

provides the only east/west arterial. This reliance on a single set of arterials has created a significant congestion problem at the intersection of Cass and Orchard Lake Roads and adversely impacts surrounding neighborhoods and access to the arterials for commercial uses. In addition, public safety may be threatened since emergency and security services have only one means of north/south access.

Because Keego Harbor is an isthmus- a land bridge between Waterford Township and other points north and the employment centers and highway systems of Oakland County- options for a second north/south arterial within the City are non-existent. The City and County will have to rely on physical improvements to the existing road network to ensure safe and efficient vehicular and pedestrian circulation.

### **Road Conditions**

Maintaining the condition of the local roads in Keego Harbor has been a continuous challenge for the City's DPW with its limited resources. Given the physical constraints of a generally built-out City, the likelihood of increasing the roads to meet conventional standards is minimal. In addition, it is not consistent with the overall character of the community. However, measures should be taken to ensure the long term and cost-effective maintenance of the roads.

A schedule for systematically rebuilding the roads in Keego Harbor should be developed and reviewed on an annual basis. The reconstruction should consist of demolishing the existing roads, regrading, establishing an appropriate base, and surfacing the roads. Because most of Keego Harbor will not be able to accommodate a conventional curb and gutter system, the edges of the road should be contained by the use of a flat concrete band on either side of the road pavement. This will reduce the deterioration of the pavement at the edges and still allow the existing drainage patterns to occur.

Immediately adjacent to the edge of the road pavement should be a gravel shoulder that allows for stormwater to percolate into the ground. Properly maintained, these gravel shoulders will provide a safe environment for pedestrians.

There is currently no street parking within the City because of the narrow dimensions of the roads. Because of predominance of narrow lots, the tendency will be toward front loaded attached garages. As an alternative, the City should consider allowing parking areas to be developed on residential lots utilizing permeable paver systems and like materials or, for all, the first eight feet of lots adjacent to the gravel shoulders to be surfaced with similar gravel material to allow for off-street parallel parking.

## **Intersection Improvements**

The intersection of Cass Lake and Orchard Lake Roads has been improved to facilitate the maximum amount of automobile traffic possible. Unfortunately, minimal consideration was given to providing safe and efficient pedestrian crossing opportunities. The City should continue to work with the Road Commission of Oakland County to provide a dedicated pedestrian crossing at this intersection.

Another intersection along Orchard Lake Road that presents challenges to safe and efficient traffic flow is the intersection of Commerce and Orchard Lake Roads at the south end of the City. The intersection is offset from the intersection of Millwall and Orchard Lake Road. In addition, there are several commercial access points within this offset area.

One solution to improving this intersection would be to realign Commerce so that it lines up directly with Millwall Road at a single signalized intersection. A second short term solution would be to signalize both intersections and time them so that they function as a single signalized intersection.

Either of these options should be explored further with the RCOC to determine future right-of-way needs that could be reserved during the site plan review process.

## **Access Management**

Access management is a set of proven techniques that can help reduce traffic congestion, preserve the flow of traffic, improve traffic safety, prevent crashes, preserve existing road capacity and preserve investment in roads by managing the location, design, and type of access to property. There are many elements to a complete access management program and these elements should be incorporated into the appropriate regulations, such as the zoning ordinance.

The concept of access management is minimizing the number of curb cuts on arterial roads through the use of shared access drives and access via existing side streets. The reduction in curb cuts results in a reduction of unregulated turning movements that can interrupt traffic flow and create potential conflicts. Any future development on Cass Lake Road and Orchard Lake Road should be reviewed relative to the principles of access management. In addition, access management standards should be incorporated into the City's zoning and subdivision ordinances.

## **PATHWAYS**

### *Pathways and Trails to Link Parks and Open Spaces*

One of the most exciting facilities for the City of Keego Harbor and surrounding region is the West Bloomfield trail/path which links the region's major open spaces.

Within the City, paths and sidewalks can be used to link City parks, neighborhoods and the downtown together, and to this regional system of paths. This type of system has several advantages to the future of the City. It allows the City to maximize the recreational value of existing parks and open spaces within and outside the City because access to existing parks is increased. The paths themselves also become popular recreational facilities that can be used by bikers, hikers, walkers, and inline skaters, all activities that are increasing in popularity. This type of recreational opportunity benefits the quality of life for City residents.

The pathway plan for the City includes the following:

The system includes the two major arterial roads which are designated to have complete sidewalk and/or pathways (Cass Lake Road and Orchard Lake Road) and an internal loop system that extends into the residential neighborhoods to the west of Cass Lake Road, to the Civic Center complex to the east of Cass Lake Road, and south along Cass Lake Road to the West Bloomfield Trail. These portions of the overall network will consist primarily of dedicated sidewalks and pathways.

The secondary level of the network requires the sharing of roads between vehicles and pedestrians. The residential roads in Keego Harbor are blessed with a configuration that discourages fast moving vehicular traffic. With additional modifications, including the provision of a crushed stone shoulder, these roads can be made even more pedestrian friendly and provide connections between the residential neighborhoods, the parks, and commercial uses located throughout the City.

There are a number of important design considerations in the implementation of this type of path and trail system:

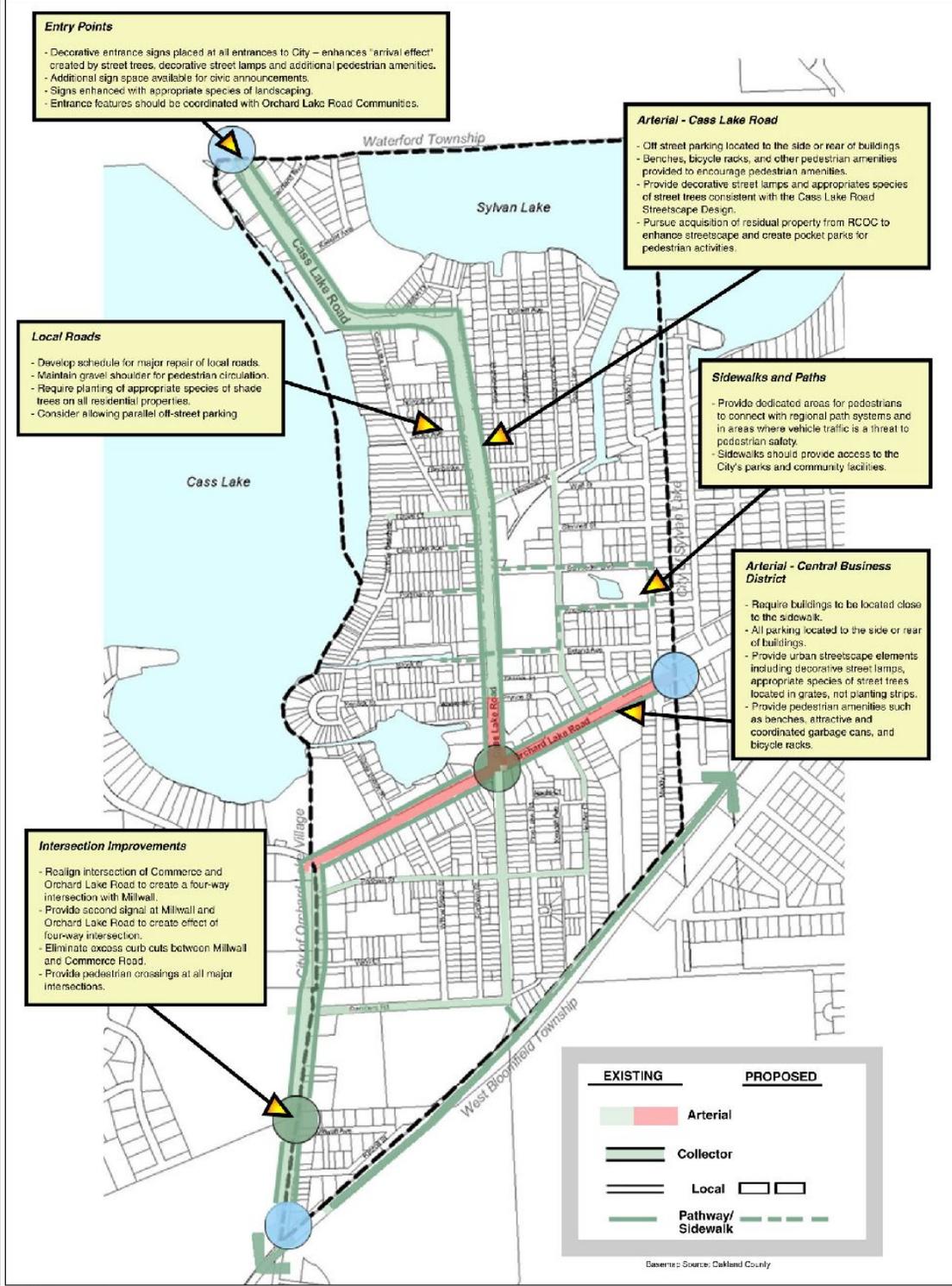
- Paths can consist of side or parallel facilities such as sidewalks or wider paved paths or paved surfaces along the edge of the road pavement that are designed for bicycles. Separate pathways are more suitable for multiple uses including biking, walking, and inline skating. However, limitations on right-of-way width in developed areas restrict opportunities for separate paved paths. In such cases, a paved sidewalk with a designated shoulder along the edge of the road should be considered.
- Multi-use paths designed for pedestrians and bicycles should have a width of at least eight feet. Sidewalks intended primarily for pedestrians should have a width of at least five feet.
- Paved shoulders for bicycles require a width of at least four feet and other special design considerations.
- Accessibility and proper drainage are essential considerations in the design of paths and trails. Too often, paths, trails, and sidewalks are designed as an afterthought, including

improper drainage and inadequate sight distance, which cause safety hazards. Also, accessibility considerations must be addressed in the design of sidewalks and paths.

## **GATEWAYS**

A final recommendation of this section is the establishment of gateways at entry points into the City. Gateway entries are intended to enhance the image of the City. Such gateway improvements can consist of signage, landscaping, and other landmark improvements. Designated gateways are located at the east and south extent of Orchard Lake Road and Cass Lake Road and at the northern entry to the City. Gateways are key to enhancing the image of Keego Harbor and serve to announce to visitors that they have entered a distinct, attractive, and proud community.

# City of Keego Harbor, Michigan



## Map 7 Transportation & Circulation Plan

0 300 FT. 600 FT.

7/8/2002

## Chapter 7: Community Facilities Plan

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Community facilities are one of the most visible signs of a community's health. The conditions and availability of parks and recreation equipment, the accessibility to services such as police and fire, availability of special programs for youth and seniors, and the maintenance of roads and public facilities all reflect on the overall quality of life within a community.

### City Hall Complex

Keego Harbor's City Hall complex is located in the heart of the City and includes the City Hall (constructed in 2008) and Department of Public Works (constructed in 1968) surrounding Rose Sortor Park. Indirectly, the Civic Center complex also includes Roosevelt Elementary School located on the west side of Beechmont Road.

City constructed a new City Hall with adequate space for the administrative functions of the City and the Police departments. The Department of Public Services will continue to be located on the east side of the Civic Center complex.

### Community Center

During the planning process, several comments were made regarding the development of a community center in Keego Harbor. A community center that provides a central gathering place for community activities could also accommodate organized activities for youth and senior groups.

A community center should only be considered as a long-term project that would contribute to the range of services currently offered through the City, schools, and adjacent communities. The most appropriate site for the development of a Community Center would be the West Bloomfield School District property, or perhaps a waterfront location on the property currently owned by Sylvan Lake Condominiums.

### Parks and Recreation

The City's existing facilities, as well as their needs, are being explored through a separate but related Parks and Recreation Master Plan. In general, the City has adequate land for parks to serve its population. However, there is a demand for improved equipment at the parks, more parks located in the northern third of the City, and more useable public lake-front access for residents of the community.

### Public Safety

The City currently supports its own Police Department and contracts with West Bloomfield Fire Department to provide fire protection.

The City should consider the following strategies in relation to community facilities:

- **Foster and maintain strong working relationships with public service providers and operators of community facilities.** The City can better achieve its long-range goals and objectives through cooperation with public and quasi-public entities. Although no organizations in the City of Keego Harbor plan to spin-off any land holdings (such as the West Bloomfield Schools District site), plans do change. By maintaining good relationships with the organizations, the City will be better able to monitor and direct any possible development on community facilities sites.
- **Involve community facilities in overall aesthetic or design plans.** The City's community facilities must set the tone for all physical improvements within the City.
- **Develop a consensus plan and implementation approach for the City Hall site.** The City should develop the site as a strong and attractive focal point for the community and provide a variety of community activities and services on the site.
- **Continually monitor and evaluate the quality of public services to residents.** The City must continually evaluate the quality of its services to residents and provide the budgetary and organizational flexibility to make improvements or changes as required.

## *Town Planning Guidelines*

### Public Facilities and Civic Institutions

#### I. Introduction

Public and civic uses, such as municipal offices, libraries, fire and police stations, schools, and churches are a primary individual component of the community land use plan. At the same time, however, their principal value to their communities is not simply in meeting narrow program requirements, but in giving visible presence and support to the broadest civic and community values.

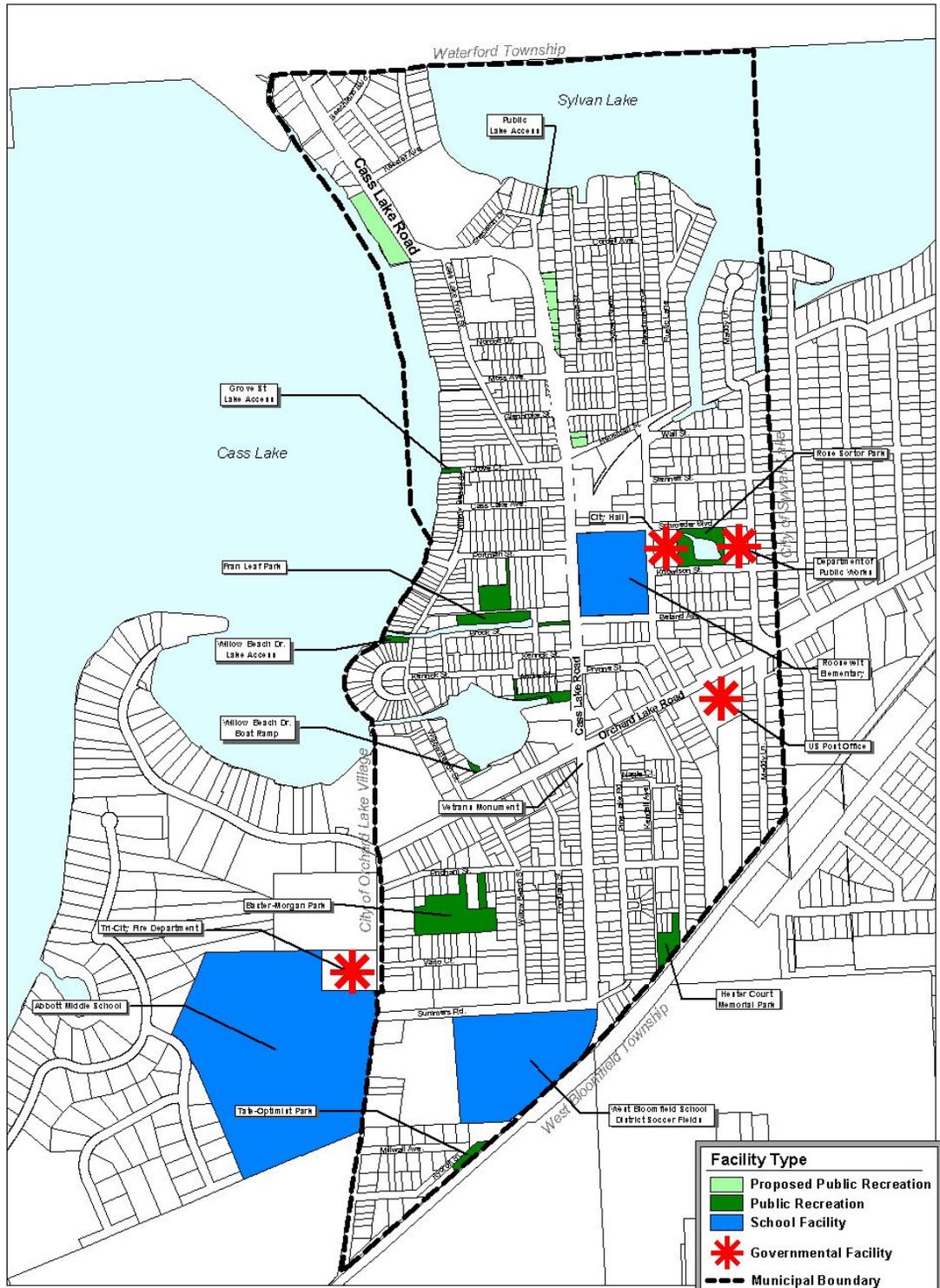
#### II. Land Use & Location Guidelines

##### A. Enhancing Symbolic Values

- • The location of public and civic buildings should express the central importance and value of community and public life. A central, prominent, or important location is symbolic of this role.
- • Public buildings should be located to become highly visible community focal points, landmarks and orienting features.
- • Public buildings should be located to emphasize, define or terminate vistas.
- • Public buildings should be located to form or enhance community or neighborhood entries, gateways or centers.
- • Public building should be located to call attention to, or reinforce, cultural and/or historic features of the community and its identity.
- • Public and civic buildings should be located to provide backdrops and venues for ceremonial, commemorative and other public events.

#### B. Supporting Functional Needs

- • Public buildings should be located to support community needs by providing proximate locations for community-wide and neighborhood meetings and events.
  - • Public buildings should be located to define the community's public spaces - town squares, plazas, greens and parks - which, in turn, can provide a memorable and significant frame for civic buildings and events.
  - • Public buildings, especially schools, should be located to provide or enhance residential neighborhoods and their individual identity and character.
  - • Public buildings should be located to complement commercial uses, both office and retail. Public uses elevate and give value to commercial areas so that they become true town centers; commercial, primarily retail, uses can provide a vitality and convenient, pedestrian-oriented environment often lacking in single use governmental areas.
- #### III. Accessibility
- • Public buildings should be located to incorporate finely grained accessibility to residents and visitors of all ages and incomes, by car, transit, bicycle or on foot. Parking lots should be placed strategically so that they do not dominate the building or site.
- #### IV. Architectural Character
- • Civic presence should be enhanced by height, mass, materials
  - • Architectural features should be designed to take advantage of vistas along streets to visually connect these civic buildings with surrounding neighborhoods.



**Map 8**  
**Community Facilities Plan**

Base Map Source: Odeon County C.E.  
Data Source: McKenna Associates, Inc.



## Chapter 8: Zoning Plan

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Zoning regulations are adopted under the local police power granted by the State for the purpose of promoting community health, safety, and general welfare. Such regulations have been strongly supported by the Michigan courts, as well as by the U.S. Supreme Court. Zoning consists of dividing the community into districts, for the purpose of establishing density of population and regulating the use of land and buildings, their height and bulk, and the proportion of a lot that may be occupied by them. The regulations with each zoning district are unique; however, regulations within the same district must be consistently applied throughout the community for that particular district.

The intent of zoning is to assure the orderly development of the community. Zoning is also employed as a means of protecting property values and other public and private investments. Because of the impact that zoning can have on the use of land and related services, it should be based on a comprehensive long-range community plan.

Zoning is an effective tool, not only for the implementation of the Plan, but also to benefit individual property owners. It protects homes and investments against the potential harmful intrusion of business and industry into residential neighborhoods; requires the spacing of buildings far enough apart to assure adequate light and air; prevents the overcrowding of land; facilitates the economical provision of essential public facilities; and aids in conservation of essential natural resources.

The City of Keego Harbor Zoning Ordinance, Ord. No. 462, as amended, is a regulatory tool that guides land use and development within the City. As stipulated by the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended, the Zoning Ordinance must be based upon a Master Plan. Therefore, this Master Plan, by setting forth the long-term vision of the City of Keego Harbor, provides the basis for the City Zoning Ordinance, which contains the rules that govern the path to that vision.

As required by the Michigan Planning Enabling Act, the following is an explanation of the relationship between the future land use classifications presented in this Master Plan and the zoning districts established in the City Zoning Ordinance. Potential revisions to the Zoning Ordinance and Zoning Map, based on the recommendations of this Master Plan, are also outlined.

### Existing Zoning Districts

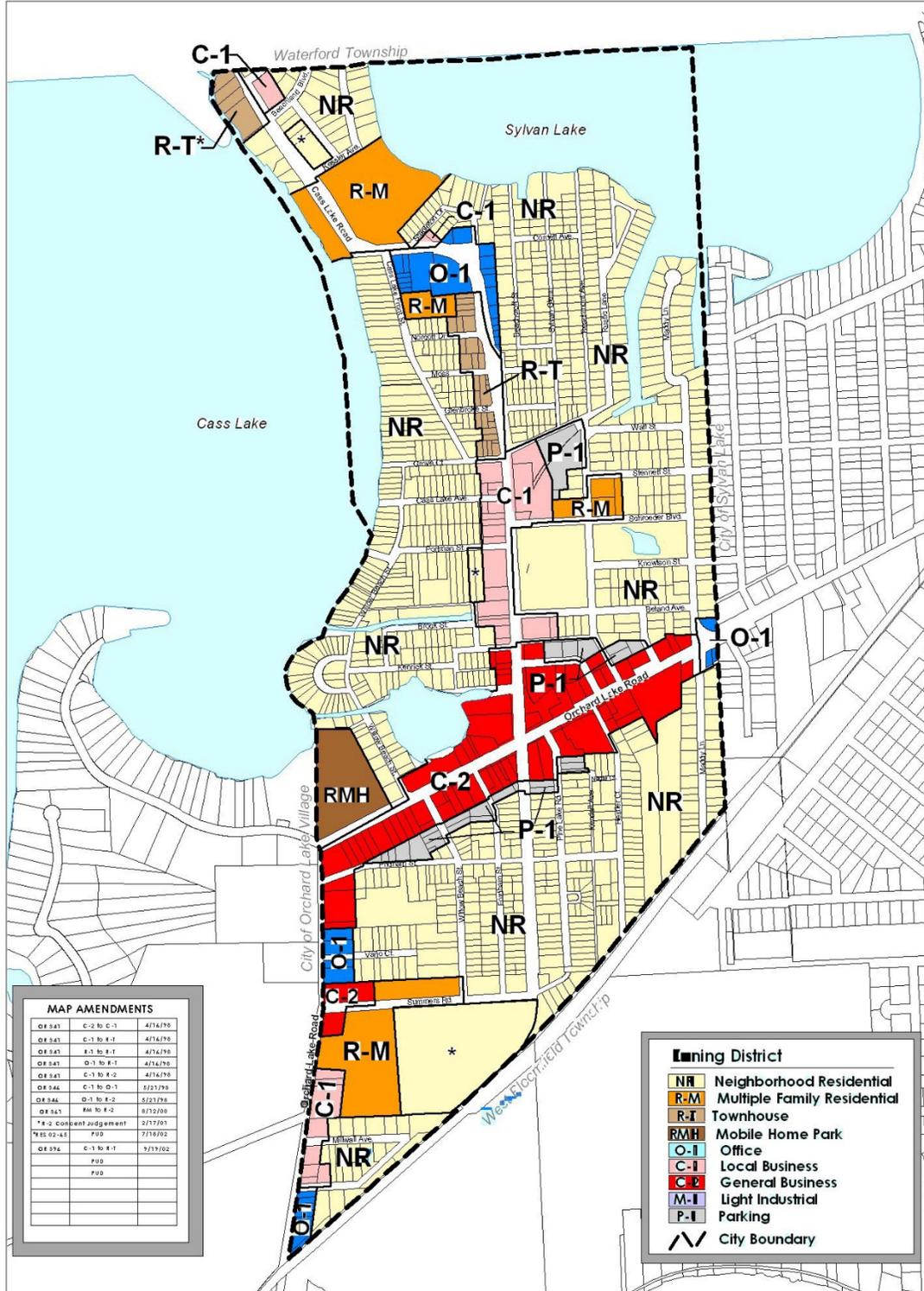
The City Zoning Ordinance and its official Zoning Map has established a total of nine (9) Zoning Districts, as follows. Taken from the Zoning Ordinance, the intent statement for each zoning district is also provided.

**NR, Neighborhood Residential.** Neighborhood Residential districts are defined by their collective character. In order to maintain this character, standards that ensure compatibility of size and style are critical. The existing character of Keego's residential neighborhoods is largely defined by the existing platted lots of record ranging in size from 30 feet to 50 feet wide. This greatly defines the character of the community as a pedestrian friendly, walkable community and the provisions of this Article are intended to preserve and enhance this character.

**R-M, Multiple Family Residential.** The R-M Multiple-Family Residential District is intended to provide a proper environment for families who live in low-rise multiple family dwellings. Such families normally are smaller in size than those living in single-family dwellings. The RM District, in addition to being designed to furnish sites for various types of multiple-family dwelling structures, (including town houses, row houses, and apartments), also generally serves as a zone of transition between non-residential districts and lower density one-family residential districts.

**R-T, Townhouse Residential.** The R-T Townhouse Residential District is intended to provide sites for single-family attached or townhouse residential structures, along with other residentially-related uses. R-T districts are generally located to serve as a buffer or zone of transition between major thoroughfares, multiple family, or nonresidential uses and single-family residential neighborhoods. Townhouse residential development is differentiated from other types of multiple family residential development because it is designed to be compatible with single-family residential neighborhoods in building design, materials and site layout.

**RMH, Mobile Home Park.** The R-MH residential Mobile Home Park District is intended to provide a suitable environment with adequate space and proper supporting facilities for families and persons living in mobile home parks. All mobile home parks shall comply with Act 419 of 1976, as amended and also meet all of the requirements contained in this Ordinance.



The parcel lines of this map are representative of the actual parcel lines and are not intended to be substituted for an official survey or used to resolve boundary or area issues. Consult official City of Keego Harbor records for dimensions and areas of parcels and boundaries.

Base map Source: Oakland County

**Zoning Districts**

**MAP 9**

0 600 FT. 300 FT. 07/08/2004

**O-1, Office.** The O-1 Office Building Districts are designed to accommodate office uses, offices sales, and basic personal services.

**C-1 Local Business.** The C-1 Local Business District is designated to meet the day-to-day convenience shopping and service needs of persons residing in adjacent residential areas. Protection of nearby residential districts is considered of importance, thus businesses which might tend to be a nuisance to immediately surrounding residential areas are excluded, even though the goods sold or services offered might fall within the convenience classification.

**C-2, General Business.** The C-2 General Business District is designed to provide for a wide diversity of business activities. In addition to retail uses, a number of other activities, usually requiring considerable land area and access to major thoroughfares are permitted. Uses in this district normally must have good automobile accessibility, but shall not cause congestion on adjacent thoroughfares.

**M-1, Light Industrial.** The M-1 Light Industrial District is intended to accommodate certain industrial activities whose external effects are minimal and in no way detrimental to surrounding districts plus certain wholesale, warehousing and intensive service activities of a nature such as not to justify their inclusion in any commercial use district, but whose external effects also are non-detrimental. All uses in the district are intended to be compatible with one another. Uses in this district shall emit a minimum of smoke, dust, dirt, odor or gases, subject to the pollution standards of the State of Michigan, County of Oakland, and City of Keego Harbor. All uses located within this district shall be so designed and operated as to produce no sound or vibration discernible at the property lines in excess of the normal intensity of street or traffic noises or vibration noticeable at such points, nor any production of heat or glare noticeable at such points. Manufacturing uses in the district normally involve the manufacturing, compounding, processing, packaging, assembly or treatment of finished or semi-finished products from previously prepared material.

**P-1, Vehicular Parking.** The P-1 Vehicular Parking District is intended to provide locations for publicly or privately owned off-street parking for passenger vehicles in areas where the public interest justifies such parking. Usually this parking is designed to serve a district which has developed without adequate off-street parking facilities. It also may serve as a transitional use buffer between residential and nonresidential uses.

### **Relationship between the Future Land Use Classifications and Zoning Districts**

This Master Plan has established a total of 11 future land use classifications, as listed below (each classification is described in detail in the Future Land Use Section of the Master Plan:

- Waterfront Residential

- Neighborhood Residential
- Townhouse Residential
- Multiple Family Residential
- Neighborhood Commercial/Mixed-Use
- General Commercial
- Central Business District
- Office
- Planned Unit Development
- Public
- Private/Public Recreation

Table 10 below summarizes how the future land use classifications in this Master Plan relate to, or can generally be accomplished, by the various zoning districts from the City Zoning Ordinance.

**TABLE 10: FUTURE LAND USE AND ZONING DISTRICT  
RELATIONSHIP SUMMARY**

<b>FUTURE LAND USE CLASSIFICATION</b>	<b>PRIMARY ZONING DISTRICT(S) WHICH ACCOMPLISHES THE RECOMMENDATIONS OF THE FUTURE LAND USE CLASSIFICATION</b>	<b>OTHER ZONING DISTRICT(S) WHICH MAY ACCOMPLISH THE RECOMMENDATIONS OF THE FUTURE LAND USE CLASSIFICATION</b>
WATERFRONT RESIDENTIAL	NR, NEIGHBORHOOD RESIDENTIAL	
NEIGHBORHOOD RESIDENTIAL	NR, NEIGHBORHOOD RESIDENTIAL	
TOWNHOUSE RESIDENTIAL	R-T, RESIDENTIAL TOWNHOUSE	
MULTIPLE FAMILY RESIDENTIAL	R-M, MULTIPLE FAMILY RESIDENTIAL	
NEIGHBORHOOD COMMERCIAL/MIXED- USE	C-1, LOCAL BUSINESS	C-2, GENERAL BUSINESS
GENERAL COMMERCIAL	C-2, GENERAL BUSINESS	C-1, LOCAL BUSINESS
CENTRAL BUSINESS DISTRICT	C-2, GENERAL BUSINESS	
OFFICE	O-1, OFFICE	C-1, LOCAL BUSINESS
PLANNED UNIT DEVELOPMENT	PLANNED UNIT DEVELOPMENT	
PUBLIC	NR, NEIGHBORHOOD RESIDENTIAL	PUBLIC USES MAY BE ALLOWED IN A VARIETY OF ZONING DISTRICTS
PRIVATE/PUBLIC RECREATION	NR, NEIGHBORHOOD RESIDENTIAL	RECREATIONAL USES MAY BE ALLOWED IN A VARIETY OF ZONING DISTRICTS

## **Potential Zoning Ordinance and Map Changes**

To effectively implement the recommendations contained within this Master Plan, various changes to the City Zoning Ordinance and Zoning Map are likely necessary. Therefore, it is recommended that the City initiate a review of the zoning ordinance after the adoption of this Master Plan. Related to the currently adopted Zoning Map, the City should consider the completion of the tasks outlined in Figure 2 of this report. (Page 71)

## Chapter 9: Implementation Plan

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As stated in the introduction, unless used, the Master Plan has no value. A “users’ guide” is included in the introduction to facilitate use of the plan and this is one way to better ensure that the plan is implemented. To reinforce the use and implementation of the plan, the following implementation techniques are provided.

### CONTINUOUS PLANNING

A role of the Planning Commission is to provide recommendations to the City Council and Administration. This planning function is a continuous process which does not terminate with the completion of the Master Plan. The various districts in the City will continue to undergo change over time. Planning is an on-going process of identification, adjustment, and response to problems or opportunities that arise. In order to sustain the planning process and generate positive results, maintain momentum, and respond to change, the Plan should be reviewed and updated every five years, at a minimum.

In addition, the Planning Commission or other designated committees, under the direction of the City Council, can prepare organizational plans for specific issues or areas of concern as specified in the Master Plan. Such plans may include a Central Business District plan, corridor plans, housing maintenance programs, or a recreation plan.

As discussed throughout this planning process, The Planning Commission’s work really ***begins*** with the completion of the Master Plan. Every year the Planning Commission should establish/update its annual work plan based on this implementation section. At a minimum, the annual work plan should include the following elements:

1. List of necessary text amendments;
2. Update Capital Improvements Plan;
3. Review list of public improvement projects
4. Identify training objectives; and,
5. Review of annual accomplishments.

Several of these items are mandated by State Law, including the development of a capital improvement plan and the review of public improvements.

These elements are intended to be suggestions for items to be included on the Planning Commission’s work plan. Other items will surface throughout the planning process.

## **CODES AND ORDINANCES**

Without reasonable, firm codes and ordinances, the City cannot carry out the best of plans. With the use of the police power, the City can guide private development, redevelopment and rehabilitation in a coordinated plan of total City effort. Among the more important codes are:

### *Zoning*

The City Zoning Ordinance is a principal tool for the implementation of the Plan.

Zoning is the regulation of the use of land and buildings, including their height and bulk, the proportion of lot that may be covered by them, and the density of population. Zoning is enacted under the police power of the State for the purpose of promoting health, safety, and general welfare and has long been supported constitutionally by the U.S. Supreme Court and the Michigan courts.

The purpose of zoning is to assist in orderly development and growth. It is also used to protect property values and investments. Because of the impact it can have on the use of land and related services, zoning regulations must be related to the Master Plan. Zoning is an instrument for effecting that part of the Plan relating to the use and development of land. Through the process of amendments, site plan review, special approval of certain land uses and administration, the City implements its zoning in conformance with the Plan.

Based on the recommendations in the Plan for the residential, commercial, and Central Business District and based on the ever-evolving zoning tools that are available, the City should consider a technical review of the zoning ordinance. A technical review will determine which provisions of the Ordinance are no longer consistent with the policies of the Master Plan and which provision can be more clearly written to withstand legal scrutiny.

The technical review will be a methodical process that results in a list of suggested text amendments necessary to update the Zoning Ordinance in accordance with the Plan.

### *Property Maintenance Codes*

The City has an effective property maintenance code that is diligently enforced by the City's Building Official and Code Enforcement Officer. Every effort must be made to continue the success of this program.

### *Landlord Licensing Code*

A landlord licensing code is also being used by the City to require upgrades and maintenance of aging properties. Accompanied by an annual fee and inspection program, a landlord licensing code has been a very effective tool to discourage conversion of units, encourage proper maintenance, and protect property values.

## **CAPITAL IMPROVEMENT PROGRAM**

A CIP is used to evaluate, prioritize and structure financing of public improvement projects. The CIP provides a basis for systematic review of proposed improvements related to the Master Plan by the Planning Commission, and creates an opportunity to coordinate timing, location and financing of those projects. To that end, three objectives can be achieved: (1) financial analysis can minimize the impact of improvement projects on the local tax rate; (2) appropriate scheduling of projects can take place given an advance picture of future need and development activities identified in the Plan; and (3) the Planning Commission can demonstrate its coordinating role in serving other elements of local government in formulating project recommendations.

In general, capital improvement programs are most often presented in terms of specific fiscal year listings, although there are some shown in terms of priority categories with a more flexible time schedule. The capital improvements process should include the following steps:

- Inventory of potential projects as related to the Master Plan, including preliminary cost estimation and initial prioritization.
- Evaluation of projects proposed, in addition to those in the Plan, by various sponsors and City departments.
- Financial analysis of the proposed projects in terms of the available community revenues.
- Project scheduling for five years.
- Recommendation of first-year projects (capital improvement-budget) to City Council.
- Formal approval of the capital improvement budget.

The role of the planning agency is primarily to identify potential projects as related to the Master Plan, coordinate material submitted by others, and work with financial officials in assembling facts for decision by the City Council.

## **COORDINATION BETWEEN BOARDS AND COMMISSIONS**

In no certain order, the Planning Commission, City Council, Zoning Board of Appeals, Tax Increment Finance Authority, Parks and Recreation Commission, and other groups are essential for the implementation of the Plan. To that end, there should be a regularly scheduled coordination session between these groups to discuss work plans and priorities for the year. Resources can be allocated and schedules developed to minimize the duplication of effort and conflicting interests.

## **PUBLIC UNDERSTANDING AND SUPPORT**

The necessity of citizen participation and understanding of the planning process and the Plan cannot be over-emphasized. A carefully organized public education program is needed to

organize and identify public support in any community development plan. The lack of citizen understanding, and support can seriously limit implementation of the planning proposals. The failure to support needed bond issues, failure to elect progressive officials, and litigation concerning taxation, special assessments, zoning, and public improvements are some of the results of public misunderstanding of long-range plans.

In order to organize public support most effectively, the City must emphasize the reasons for the planning program and encourage citizen participation in the adoption of the Plan and the continued planning process. Public education can be achieved through informational presentations at various local functions, newspaper articles, and preparation of simple summary statements on plans for distribution. Participation by residents in various civic groups is evidence of community involvement.

## **PROGRAMS AND FUNDING**

Successful implementation of projects will depend on the ability of the City to secure the necessary financing. Besides the general fund, there are several sources of revenues which the City could utilize and should investigate in more detail. The primary sources of funding are summarized below:

### *Michigan State Housing Development Authority (MSHDA)*

The MSHDA Property Improvement Program (PIP) provides low interest loans for home improvements through local lending institutions. The Property Improvement Program (PIP) is not targeted to any specific area, but can be utilized City-wide. Interest rates on loans are related to income. The loans must be utilized to correct items that are hazardous to health and safety, or for items related to energy conservation.

### *Community Development Block Grant Program (CDBG)*

The Community Development Block Grant program is an annual allocation of the U.S. Department of Housing and Urban Development to local governments for a wide range of community development activities, including housing rehabilitation, public and neighborhood improvements, and economic development activities which primarily benefit low and moderate-income persons. The City receives funds through Oakland County.

### *Tax Increment Financing (TIF)*

Tax increment financing is a popular means of financing public facilities such as roads, water and sewer, and other public facilities which are needed for development. Keego should continue to use this technique to issue bonds to pay for public improvements necessary to support the identified development projects. The bonds are paid off by capturing those increases in property taxes that flow from the private investment made possible by the public improvements.

### *Brownfield Financing Redevelopment Acts, Public Acts 381, 382, and 383 of 1996*

These acts establish a new method of utilizing the TIF financing mechanism. This new initiative can be used by a community and land owner or potential user working together to finance the cleanup and reuse of contaminated property. Costs which can be funded include the demolition of buildings if necessary to remove the hazardous substances, and new construction if it is needed to protect against exposure to hazardous substances which are to remain. An important feature of this new initiative is that it restores the ability to capture state and local school taxes but only from the taxes paid by the user of the redeveloped contaminated site.

The Brownfield Act has been amended to allow the TIF funds to be used for redeveloping obsolete buildings/uses that contribute to the negative conditions within a Brownfield Area.

### *Downtown Development Authority (DDA), Public Act 197 of 1975*

A Downtown Development Authority (DDA) is a non-profit development corporation which exists for the purpose of promoting a desirable environment for businesses and residents and implementing economic revitalization projects. Projects can be implemented by the DDA through a variety of financing techniques, including bond issues, tax increment financing, and public and private contributions.

The foregoing state enabling legislation plays an important part in expanding the capacity of the City to attract and accommodate economic development. A successful program, however, is predicated in major part on having the fiscal resources necessary to support or provide for development or redevelopment activities. Without some financial participation by the community, many projects have little chance of becoming reality.

A critical element for spurring economic development is the creation within the community of profit-making opportunities for the private sector. Without the basic profit incentive built into a project, its chances of success will be limited. Thus, if conditions appear to be shaky for a particular project the community wants to see built, the community must be prepared to advance risk capital that may not otherwise be available.

### *Special Assessment*

This technique allows for the financing of public improvements through the assessing of property taxes, on an equitable basis, to benefitting property owners in a specific district.

### *Rehabilitation Act, Public Act 344 of 1945*

Act 344 of the Public Acts of 1945 is the basic Michigan rehabilitation statute. It provides powers and procedures for local governments to acquire, assemble, and finance the redevelopment of blighted areas for general rehabilitation purposes.

### *Section 202/8*

This is a federally sponsored program which provides mortgage financing and rent subsidies for the construction and maintenance of elderly housing. Only non-profit, private organizations (such as churches, unions, fraternal and other non-profit organizations) are eligible sponsors; but local governments usually cooperate in the assembly of land, applications, public improvements and supportive actions. Such projects are tax exempt, but the State rebates an equivalent amount to local tax jurisdictions.

### *Recreation Passport Grant*

This fund is available to local communities in the form of grants on a 25 percent local matching basis. Funds are provided from the sale of the Recreation Passport which replaces the resident Motor Vehicle Permit (MVP) - or window sticker - for state park entrance. Eligible projects should have the primary purpose of providing public recreation opportunities or facilities and infrastructure to support public recreation activity.

### *Land and Water Conservation Fund*

These grants are 50/50 matching grants for land acquisition and development of outdoor recreation facilities. Eligible projects receive a reimbursement from the Federal government equal to half the total project cost. The other half may be provided in the form of cash outlay, donation of land, or by credit for certain locally assumed costs. To be eligible, the City must have an approved, up-to-date recreation plan that has been formally adopted by the City Council.

Facilities which may be developed with these funds include, but are not limited to, soccer fields, ball diamonds, tennis courts, playgrounds, fitness trails, picnic areas, archery ranges, and ice rinks.

### *Michigan Natural Resources Trust Fund*

This fund replaced the Michigan Land Trust Fund in October 1985. All proposals for local grants must include a local match of at least 25 percent of a total project cost. Projects eligible for funding include: 1) acquisition of land or rights to land for recreational uses or for protection of the land for environmental importance or scenic beauty; 2) development of public outdoor recreation or resource protection facilities (i.e., picnic areas, winter sports areas, playgrounds, ballfields, tennis courts, trails, etc.); 3) indoor facilities if their primary purpose is to support outdoor recreation. Eligible indoor facilities include nature interpretive buildings and park visitor centers. Also eligible are outdoor recreation support buildings such as restrooms, maintenance, and storage buildings. Proposed local government fund recipients must have a recreation plan no more than five years old that is approved by the Michigan Department of Natural Resources.

### *Shared Credit Rating Program - Michigan Municipal Bond Authority (MMBA)*

This program created under Act 227 of 1985 offers municipalities the opportunity to take advantage of the State's improved credit rating. Because the MMBA is authorized to issue bonds to make loans to Michigan municipalities through the purchase of municipal obligations, the Authority allows municipalities to borrow funds for their capital and operating needs without going to the expense or trouble of entering the bond market on their own. Many small communities are at a disadvantage when issuing debt in the bond market because they frequently have no bond ratings and potential investors know little about their finances or economy. In addition, small communities tend to borrow infrequently and in small amounts. Because such debt issues are not particularly attractive to the financial markets, borrowing costs for such communities can be high.

The MMBA sells tax-exempt bonds in the national municipal bond market. Proceeds from the sale are used to make loans to eligible Michigan communities by purchasing their bonds. In essence, the MMBA "bundles" smaller local debt issues into a larger, more attractive bond issue and then offers it to the national market. By consolidating numerous local bond issues, local units save on printing costs, rating agency fees, and credit enhancements. As participating communities make principal and interest payments to the Authority to repay their debt, the Authority uses these payments to repay the Authority's bond.

### *Maintenance of Shopping Areas Act, Public Act 260 of 1984*

An amendment of Act. No. 120 of 1961 now authorizes cities to establish special assessment districts to be used for the maintenance of commercial areas.

Act No. 260, Public Acts of 1984, retitles the original to read: An act to authorize the redevelopment of principal shopping areas of certain cities; to permit the creation of revenue and the bonding of certain cities for such redevelopment projects. Basically, Act 260 expands the original act to allow the use of special assessment districts to be used not only for the redevelopment project, but now, also for the continued and on-going maintenance, promotion, and security of a redevelopment project. The act also provides for the creation of a board for the management of activities within the redevelopment project and allows for the issuance of special assessment bonds in anticipation of future collections of special assessments for the redevelopment.

### *Intergovernmental Cooperation*

Act No. 425 of 1984 is an act which deals with inter-governmental land transfer for economic development projects, instead of through annexation. In the past, as many economic development project expanded beyond one governmental unit's boundaries, it required annexation of land area from the neighboring unit. Implementation of Act No. 425 will permit

this process to occur by a conditional transfer of property controlled by a written contract between affected units for renewable periods of up to 50 years.

This act will allow two or more units of government to actually share a given land area (sort of a joint custody) for purposes of economic development projects.

The sharing, under this act, may involve public services, taxes, and other general revenue, as provided by contract, rather than the all or nothing approach of annexation. In addition, there are many other Michigan laws which provide for intergovernmental cooperation on mutually beneficial projects.

### *Commercial Rehabilitation*

The successful implementation of commercial rehabilitation projects can be achieved through a working partnership between: the public sector, including the City and other public agencies, and the private sector, consisting of concerned merchants, owners, community organizations and financial institutions. The role of the City in this concerted effort includes providing or sharing the following:

- Planning and Design: Specific plans and/or design after physical inventory and analysis of existing conditions within the commercial districts, including public right-of-way and private land and buildings.
- Public Improvements: Specific projects based on planning recommendations, which can include parking, pedestrian and vehicular circulation, utilities, signage and landscaping.
- Management: Structuring the public/private partnership and over-all responsibility for a comprehensive program within the commercial districts, including the resources necessary to initiate private input, involvement and execution, and administration over the longer term.
- Financing: Facilitating methods for financing the costs of commercial rehabilitation including pursuit of grant opportunities; implementing state economic development mechanisms; assisting in establishing loan funds; establishing special assessments districts; and issuing bonds for improvements, land acquisition and/or development.

### *Transportation Alternatives Program (TAP)*

*Transportation Alternatives Program (TAP)* grants are available for improvements to the City's transportation system, including motorized and non-motorized systems. This federal program provides funding for all types of transportation-related projects and has been used throughout Michigan by communities to further a range of improvements. This funding could be useful in implementing the streetscape improvement program along Cass Lake Road and may also be a viable source of funding for improvements along Orchard Lake Road.

## National Main Street Program

The National Main Street Program is based on the concept of providing technical assistance to local communities. The assistance is in the form of a Main Street Manager who works together with a group of local representatives (DDA, TIFA, etc.) to manage the Main Street program on site. The program consists of four main points, design, organization, promotion, and economic restructuring. All of these elements are critical for enhancing and maintaining Keego Harbor's downtown area.

### THE MAIN STREET APPROACH

**THE MAIN STREET PROGRAM'S SUCCESS IS BASED ON A COMPREHENSIVE STRATEGY OF WORK, TAILORED TO LOCAL NEEDS AND OPPORTUNITIES, IN FOUR BROAD AREAS, CALLED THE *MAIN STREET FOUR POINT APPROACH*:**

*DESIGN: ENHANCING THE PHYSICAL APPEARANCE OF THE COMMERCIAL DISTRICT BY REHABILITATING HISTORIC BUILDINGS, ENCOURAGING SUPPORTIVE NEW CONSTRUCTION, DEVELOPING SENSITIVE DESIGN MANAGEMENT SYSTEMS, AND LONG-TERM PLANNING.*

*ORGANIZATION: BUILDING CONSENSUS AND COOPERATION AMONG THE MANY GROUPS AND INDIVIDUALS WHO HAVE A ROLE IN THE REVITALIZATION PROCESS.*

*PROMOTION: MARKETING THE TRADITIONAL COMMERCIAL DISTRICT'S ASSETS TO CUSTOMERS, POTENTIAL INVESTORS, NEW BUSINESSES, LOCAL CITIZENS AND VISITORS.*

*ECONOMIC RESTRUCTURING: STRENGTHENING THE DISTRICT'S EXISTING ECONOMIC BASE WHILE FINDING WAYS TO EXPAND IT TO MEET NEW OPPORTUNITIES AND CHALLENGES FROM OUTLYING DEVELOPMENT.*

## Private Grants and Contributions

Private sources for grants also exist. Foundations and utility companies are a common source for private grants for municipal projects. These grants are usually special purpose and limited to specific geographic areas.

## **PROJECTS: PRIORITY, FUNDING AND RESPONSIBILITY**

This section identifies, assigns a priority, funding source, and responsibility for projects or actions recommended in the plan. Several projects are from the vision, goal and actions section of the plan, while others are from the evaluation of public facilities and the recommendations regarding future land uses, roads, pathways and gateways. Figure 2, the Projects, Priorities, and Responsibility, shows a listing of these projects. Further evaluation is then focused on those projects which will have significant positive impact on the City of Keego Harbor and have reasonable likelihood of being implemented. To help make such determinations, each potential project was evaluated according to four general criteria:

- The extent to which the project furthers the goals and vision of the Master Plan.
- The availability and likelihood of financing for the project.
- The overall impact on improving conditions within the City.
- The feasibility of actual implementation.

The foregoing criteria are generalized and difficult to quantify. However, this evaluation will help the Planning Commission focus on those projects which warrant the greatest attention.

**Figure 2: Projects, Priorities, Funding, and Responsibility**

RECOMMENDATIONS	PRIORITY	TIME FRAME	ZONING ORD. CHANGE	CAPITAL IMPROVEMENT	FUNDING SOURCE OR RESPONSIBILITY
<b>ORDINANCE AMENDMENTS</b>					
· TECHNICAL REVIEW	HIGH	6 MONTHS	YES	NO	PLANNING COMMISSION
· SITE PLAN REVIEW PROCEDURES	HIGH	3 MONTHS	YES	NO	PLANNING COMMISSION
· RESIDENTIAL DEVELOPMENT STANDARDS	HIGH	6 MONTHS	YES	NO	PLANNING COMMISSION
· LANDSCAPE STANDARDS	HIGH	3 MONTHS	YES	NO	PLANNING COMMISSION
· SIGN ORDINANCE	HIGH	6 MONTHS	YES	NO	PLANNING COMMISSION
· SUBDIVISION REGULATIONS	MEDIUM	6 MONTHS	YES	NO	PLANNING COMMISSION
· FLOODPLAIN REGULATIONS	HIGH	3 MONTHS	YES	NO	PLANNING COMMISSION
· PARKING REGULATIONS	HIGH	3 MONTHS	YES	NO	PLANNING COMMISSION
<b>STREETSCAPE AND ROAD IMPROVEMENTS</b>					
· DEVELOP RESIDENTIAL ROAD IMPROVEMENT STANDARDS	MEDIUM	6 MONTHS	NO	YES	PLANNING COMMISSION, DPW
· DESIGNATE "GATEWAY" POINTS OF ENTRY INTO CITY	HIGH	3 MONTHS	NO	YES	PLANNING COMMISSION, CITY COUNCIL
· APPLY FOR TAP GRANT FUNDS FOR ORCHARD LAKE ROAD	MEDIUM	3 MONTHS	NO	YES	PLANNING COMMISSION
· COMPLETE ORCHARD LAKE ROAD STREETSCAPE DESIGN	MEDIUM	12 MONTHS	NO	YES	PLANNING COMMISSION, CITY COUNCIL, TIFA
· COMPLETE ORCHARD LAKE ROAD STREETSCAPE IMPROVEMENTS	MEDIUM	24 MONTHS	NO	YES	PLANNING COMMISSION, CITY COUNCIL, TIFA
· IMPROVE RESIDENTIAL ROAD ACCORDING TO RESIDENTIAL ROAD STANDARDS	MEDIUM	ONGOING	NO	YES	SPECIAL ASSESSMENT DISTRICTS
· EVALUATE AND DEVELOP CITY OWNED PROPERTIES ON CASS LAKE ROAD FOR "PUBLIC BENEFIT"	HIGH	12 MONTHS	NO	YES	PLANNING COMMISSION, CITY COUNCIL
<b>STORMWATER MANAGEMENT</b>					
· COMPLETE VOLUNTARY REGIONAL STORMWATER PERMIT	HIGH	6 MONTHS	NO	NO	PLANNING COMMISSION, CITY ENGINEER
· RECONFIRM 1978 STORMWATER DRAINAGE STUDY	MEDIUM	6 MONTHS	NO	NO	PLANNING COMMISSION, DPW, CITY ENGINEER
· DEVELOP ROADWAY IMPROVEMENT STANDARDS FOR DRAINAGE	MEDIUM	6 MONTHS	NO	NO	PLANNING COMMISSION, DPW, CITY ENGINEER

<b>RECOMMENDATIONS</b>	<b>PRIORITY</b>	<b>TIME FRAME</b>	<b>ZONING ORD. CHANGE</b>	<b>CAPITAL IMPROVEMENT</b>	<b>FUNDING SOURCE OR RESPONSIBILITY</b>
<b>COMMUNITY FACILITIES</b>					
· DEVELOP LIST OF COMMUNITY FACILITIES IMPROVEMENTS	HIGH	6 MONTHS	No	No	PLANNING COMMISSION
· PURSUE AGREEMENTS WITH SURROUNDING COMMUNITIES FOR SHARED SERVICES	MEDIUM	ONGOING	No	No	PLANNING COMMISSION, CITY COUNCIL
· COMPLETE UPDATE OF FIVE YEAR PARK AND RECREATION PLAN	HIGH	3 MONTHS	No	YES	RECREATION COMMISSION
· DEVELOP SPECIFIC PLANS FOR POCKET PARKS ALONG CASS LAKE ROAD.	HIGH	3 MONTHS	No	YES	PLANNING COMMISSION, RECREATION COMMISSION
· APPLY FOR RECREATION IMPROVEMENT GRANTS FROM DNR	HIGH	ANNUAL GRANT APPLICATION	No	YES	RECREATION COMMISSION, CITY COUNCIL AND ADMINISTRATION
· DEVELOP AND MAINTAIN CURRENT CIP	HIGH	ANNUAL ONGOING	No		PLANNING COMMISSION
· COMPLETE PATH NETWORK BETWEEN COMMUNITY AND REGIONAL FACILITIES	HIGH	ONGOING	No	YES	PLANNING COMMISSION, CITY COUNCIL
<b>ECONOMIC DEVELOPMENT</b>					
· PROMOTE REDEVELOPMENT OF UNDERUTILIZED SITES PREPARE AND ISSUE RFP	MEDIUM	6 MONTHS	No	No	PLANNING COMMISSION
· PURSUE "LINK MICHIGAN" GRANTS TO PROVIDE COMMUNICATION NETWORK WITHIN KEEGO	MEDIUM	6 MONTHS	No	YES	PLANNING COMMISSION
· REDEVELOP NEIGHBORHOOD INFRASTRUCTURE	HIGH	ADDRESS ANNUALLY IN CIP	NO	YES	PLANNING COMMISSION, CITY COUNCIL, AND ADMINISTRATION
<b>PLANNING</b>					
· REVIEW MASTER PLAN AND UPDATE AS NECESSARY	HIGH	ANNUAL ONGOING	No	No	PLANNING COMMISSION
· UPDATE ANNUAL WORK PLAN	HIGH	ANNUAL ONGOING	No	No	PLANNING COMMISSION
· ESTABLISH TRAINING PROGRAM FOR PC, ZBA, AND CITY COUNCIL	HIGH	ONGOING	No	No	PLANNING COMMISSION