

Charter Township of Royal Oak

Oakland County, Michigan



Master Plan

Adopted: September 30, 2019

Acknowledgments

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Gwendolyn Turner, Clerk
Cynthia Phillips, Treasurer
Karen Ballard, Trustee
Jollie Dixon, Trustee
Richard Miles, Trustee
Kim Tillery, Trustee

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Donna J. Squalls
Supervisor

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Cynthia Phillips
Treasurer

CHARTER TOWNSHIP OF ROYAL OAK
ADMINISTRATIVE OFFICES
21131 GARDEN LANE, 2ND FLOOR
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Royal Oak Charter Township, Oakland County, Michigan
Township Board
Master Plan Adoption Resolution #19-017

Trustees
Karen Ballard
Jollie Dixon
Richard Miles
Kim Tillery

At a Special Board meeting of the Board of Trustees of the Charter Township of Royal Oak, Michigan, held at the Township Hall, 21131 Gardenlane Room 210 on Thursday, September 12, 2019.

PRESENT: Trustees' Jollie Dixon, Karen Ballard, Richard Miles, Kim S. Tillery, Supervisor Donna Squalls
Treasurer Cynthia A. Phillips

ABSENT: none

MOTIONED BY: Phillips

SUPPORTED BY: Tillery

WHEREAS, Public Act 33 of 2008 (the Michigan Planning Enabling Act), as amended, provides for a community to prepare, amend, and adopt a Master Plan for the physical development of a community; and,

WHEREAS, Royal Oak Township has prepared the 2019 Master Plan in compliance with said Act 33, including relevant charts, maps, and text; and,

WHEREAS, the Royal Oak Township Board approved and subsequently distributed a draft copy of the Master Plan to all of the entities required by said Act 33 for review and comment; and,

WHEREAS, in compliance with said Act 33, the Royal Oak Township Board asserted by resolution its right to approve or reject the proposed Master Plan; and,

WHEREAS, Royal Oak Township held a formal public hearing on the Master Plan on September 25, 2019 in order to provide opportunity for public comment; and,

WHEREAS, the citizens of Royal Oak Township were afforded the opportunity to provide written comments on the draft plan, which comments have been carefully considered by the Township Board; and,

WHEREAS, based on the consideration of public comments, the Township Board is satisfied that the Master Plan is ready for adoption;

Page 2
September 30, 2019
Master Plan Adopt Resolution

THEREFORE, LET IT BE RESOLVED, that the Charter Township of Royal Oak, Oakland County, Michigan, Board of Trustees hereby approves and adopts the 2019 Master Plan on this 25th day of September 2019.

AYES Tillery, Ballard, Dixon, Phillips, Miles, Turner, Squalls
NAYS NONE
ABSENT NONE

CERTIFICATON

I, Gwendolyn Turner, duly elected Clerk of the Charter Township of Royal Oak do affirm the foregoing to be true and correct and represents the proceedings of a Special Board Meeting held on Monday, September 30, 2019 at 1:00 p.m. at the Township Hall, 21131 Gardenlane, Ferndale, MI 48220 Room 210.



Gwendolyn Turner, Clerk

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Introduction

The Master Plan

Planning is a process that involves the conscious selection of policies relating to land use, development, delivery of services, enhancement of community character, and maintenance of a quality of life which meet the expectations of our residents. The purpose of this Master Plan is to identify the goals, and policies that the Township and its residents wish to pursue.

It is the responsibility of the Royal Oak Township Planning Commission to prepare and adopt a Master Plan on behalf of the Township. Royal Oak Township derives its authority to prepare a Master Plan from the Michigan Planning Enabling Act, PA 33 of 2008. The Master Plan process has undertaken a thorough investigation of past trends, current conditions, and alternative futures for the Township. The overall process has been structured to allow for broad participation, expression of new ideas, and creation of new concepts that will help the Township make the most of its opportunities.

While the Master Plan embodies Royal Oak Township's vision of what the Township should be like for future generations, it is not expected that change will be achieved all at once. Over the life of the plan, change will be gradual – and probably in different ways than anticipated. Every circumstance influencing the Township

cannot be accurately predicted. However, a well crafted and executed Master Plan will assist the community in making the right decisions to move the Township forward towards a more sustainable future!

Michigan Planning Enabling Act, P.A. 33 of 2008

The State of Michigan passed enabling legislation in 2008 which gives local municipalities, through its designated planning commissions, the authority and responsibility to create a long-range plan for development. This ensures that incremental improvements are in line with the long-range vision of the community.

Introduction

How it is used?

The Master Plan serves many functions, and is to be used in a variety of ways, including;

- A Basis for Regulatory Actions: It provides the statutory basis upon which zoning and land use decisions are made. The Michigan Zoning Enabling Act (P.A. 2006 of 2008, as amended) requires that the zoning ordinance be in accordance with a plan designed to meet the resident's need for natural resources, places of residence, recreation, industry, trade, service, and other uses, and to ensure these uses are situated in appropriate locations.
- A Basis for Community Programs and Decision Making: The goals and policies outlined in the Master Plan will guide the Planning Commission and Township Board in their deliberations on zoning, subdivisions, capital improvements, and other matters relating to land use and development. This provides a stable, long-term basis for decision-making.
- A Source for Planning Studies: Few Master Plans can, and do, address every issue in sufficient detail. However, a Master Plan can identify specific needs and recommend further study to address these needs through specific courses of action.
- A Source of Information: The Master Plan is a valuable source of information for citizens, developers, businesses,

prospective residents, the Planning Commission, the Township Board, and other local boards, commissions, and agencies. It gives a clear indication of the Township's direction for the future.

- A Long-term Guide: The plan will assist in evaluating public and private proposals that affect the community's physical, social, economic, and environmental characteristics. It is a long-range statement of general goals and policies aimed at unified and coordinated development.



Introduction

The Planning Process

The Township implemented an efficient, strategic planning process that was focused on the core values of the community. Five phases emerged, each building on the input received in the previous phase.

What do we have?

- Inventory and analysis of existing conditions

What do we want?

- Prioritize issues
- Brainstorm solutions, talk about tradeoffs
- Design alternatives/solutions/policies

How do we get there?

- Write the Plan based on solutions/alternatives vetted during Solutions Phase
- Create a Master Plan which fulfills requirements of State Law

Getting There!

- Implement and evaluate strategies identified in the Master Plan

Plan Monitoring!

- Evaluate the action strategies to determine whether results are consistent with desired outcomes.
- Adjust action strategies, as necessary



Introduction

What's in the Plan?

The Master Plan is divided into eight major chapters that communicate the most complete and accurate picture of the existing conditions within Royal Oak Township, as well as its goals for the future.

These chapters detail a description of the community, existing conditions and land use, neighborhoods, business & industry, natural features, and community facilities. Additionally, the future character of the Township is articulated through description of its goals and objectives, future land use, and plan implementation strategies.

Community Input

Community input is the core of any planning effort. In order for the goals of the plan to be achievable, general consensus regarding the vital issues of the community must be reached.

On June 26, 2019, the Township held a Master Plan Public Forum at the Township offices. The goal was to gather citizen input on a variety of topics and to encourage conceptualization of a desired future for the community. At the meeting, participants were asked to prioritize the Township's strengths, weaknesses, opportunities, and threats.

Approximately 20 individuals participated in the forum. A summary of the results can be found in Appendix A.



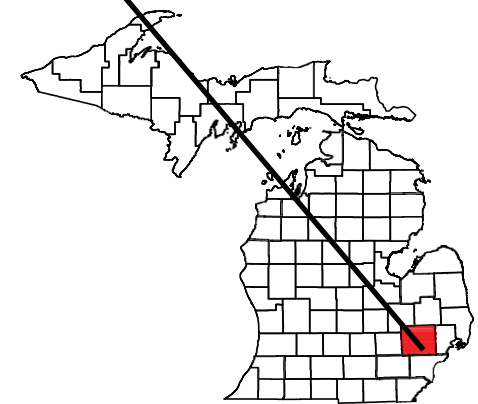
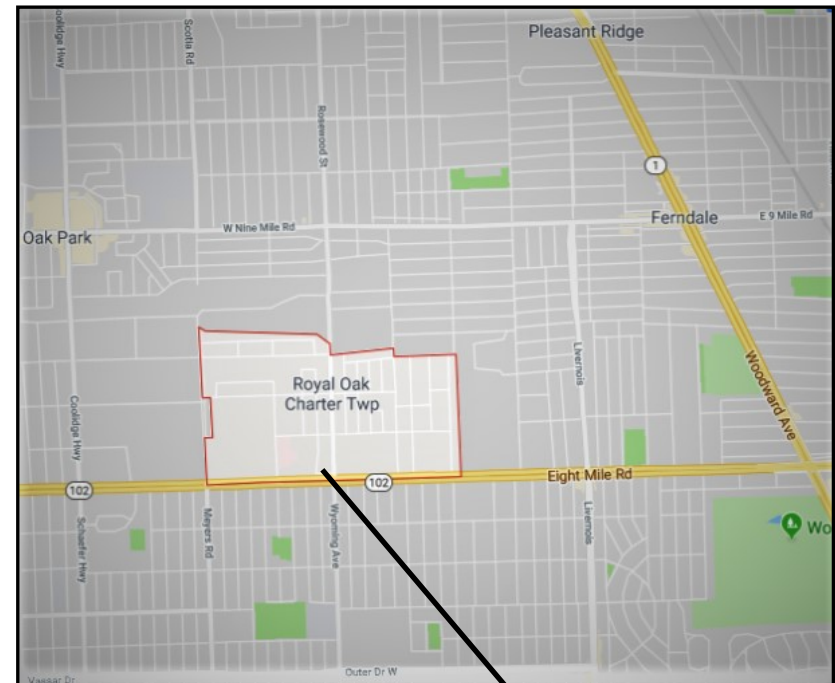
Community Snapshot

Location

Royal Oak Township is located in southeast Michigan, in the southeast quadrant of Oakland County. The Township, which is approximately .55 square miles (354 acres) in size, is bounded by Eight Mile Road and the City of Detroit to the south, the City of Ferndale to the north and east, and the City of Oak Park to the west.

History

The Township, established in 1833, was originally 36 square miles in size. However, as a result of incorporation by surrounding cities, the Township today is comprised of one distinct segment which has been imprinted with the social history of the country. It reflects the social status and the physical segregation of people of color throughout the country's history. The small, almost rectangular, Eight Mile Road segment was settled by African-American families in advance of Detroit's outward growth. Its initial development represented a hopeful "leapfrog" movement of African-American families from the inner city to outlying areas beyond the normal growth area of the city



Community Snapshot



Aerial Depicting Royal Oak Township in Relation to Adjoining Communities

Community Snapshot

Population Characteristics

With exception of a significant population decrease in 2004, due to the annexation of land by Oak Park, Royal Oak Township's population has remained fairly steady. The Southeast Michigan Council of Governments (SEMCOG) estimates the Township's 2018 population at 2,332, a slight decrease from the 2010 Census. SEMCOG forecasts the Township's 2045 population at 2,313.



Population Trends for Royal Oak Township & Surrounding Communities

	1980	1990	2000	2010	2018	2045
Royal Oak Township	5,784	5,006	5,446	2,419	2,332	2,313
Ferndale	26,227	25,084	22,105	19,900	20,643	21,069
Oak Park	31,537	30,468	29,793	29,319	30,200	29,129
Detroit	1,203,368	1,027,974	951,270	713,862	643,014	694,812
Hazel Park	20,914	20,051	18,963	16,422	15,804	14,448
Southfield	75,568	75,728	78,296	71,739	80,456	83,816
Oakland County	1,011,798	1,083,592	1,194,156	1,202,362	1,255,936	1,319,086

Source: U.S. Census Bureau, SEMCOG

Community Snapshot

Household Size

Average household sizes have dropped across the country, from 2.62 to 2.53 from 2000 to 2015. Michigan has experienced a larger drop, from 2.75 to 2.52, with local communities following suit. In Royal Oak Township, the average household size is even smaller than that of the country and state. Royal Oak Township's average household size in 2018 was estimated to be 2.28.

Royal Oak Township Population & Household Data

	2000 Census	2010 Census	2018 SEMCOG	2045 Forecast
Population	5,446	2,419	2,332	2,313
Households	2,511	1,024	973	959
Persons per Household	2.17	2.36	2.28	2.25

Source: SEMCOG, 2015 American Community Survey

Age Characteristics

Information on age within a community can assist in matching public services to community characteristics and in determining special needs of certain age groups. For example, younger populations tend to require more rental housing units and smaller homes, while the elderly populations may have a need for assisted living facilities.

The fastest growing segment of the population is seniors. The percentage of people over 65 years of age is projected to increase from 21.3% in 2015 to 25.1% in 2030.

The median age of the Township is estimated to be 39 years. This represents a nearly 5 year age increase from the 2000 Census (34.1 years).

Royal Oak Township Population Counts by Age Brackets

	2015 Census		2020 Projected	
Under 5	100	4.2%	113	4.6%
5-17	415	17.5%	343	14.0%
18-24	263	11.1%	228	9.3%
25-54	672	28.3%	729	29.7%
55-64	421	17.6%	423	17.3%
65-84	427	17.9%	538	22.0%
85+	80	3.4%	75	3.1%
Total	2,378	100.0%	2,449	100.0%

Source: SEMCOG, 2015 American Community Survey, Cobalt Community Research

Community Snapshot

Racial Composition

One important social characteristic of a community is its racial make-up. Understanding the racial composition of a community helps to identify the diverse needs of its population.

The largest segment of population in Royal Oak Township is Black/African American, which was estimated at 2,353 persons or 97% of the total population. This is followed by Multi-Racial and Hispanic.

Royal Oak Township Race Composition

	2010	2019 Est.	% Change
Black/African American	2,306	2,353	+2.0
White	34	24	-29.0
Multi-Racial	67	82	+22.0
Hispanic	31	35	+12.9
Other	10	12	+20.0
Total	2,388	2,436	+2.0

Source: Cobalt Research



Community Snapshot

Median Household Income

Analyzing income and poverty levels is a good way to measure the relative economic health of the community.

Consistent with the state of Michigan and Oakland County, Royal Oak Township has seen a drop in median household income from 2010 to 2015 of \$2,736. However, this trend appears to have reversed, evidenced by the fact that median household income during the past 4 years has increased by \$1,644.

Median Household Income 2010—2019

	2010 Median Household Income	2015 Median Household Income	2019 Median Household Income
Royal Oak Township	\$28,051	\$25,315	\$26,959
Oakland County	\$72,163	\$63,465	N.A.
Michigan	\$57,722	\$53,594	N.A.

Source: SEMCOG, 2015 American Community Survey, Cobalt Research

Education Levels

As of 2015, the percentage of residents with a Bachelor's or Graduate College Degree was 9.8%, which is less than that of Oakland County and Michigan.

The percentage of residents with high school degrees or higher is 76.8%.

Education Levels 2015

Highest level of education	Royal Oak Township	Oakland County	Michigan
Graduate/Professional	1.7%	19.0%	12.6%
Bachelor's Degree	8.1%	25.4%	18.0%
Associate Degree	5.8%	7.7%	8.5%
Some college, no degree	27.6%	21.1%	23.4%
High school graduate	33.5%	20.1%	26.8%
Did not graduate from high school	23.2%	6.7%	10.8%

Source: SEMCOG, 2015 American Community Survey

Community Snapshot

Housing & Building Trends

Housing is a vital characteristic of any community. Houses are highly visible and relatively permanent, and for these reasons serve as great indicators of the wellbeing of a community.

Housing construction in Royal Oak Township reached its peak in the 1960's through 1980's when the vast majority of its construction took place. The Township does, however, continue to show some growth with 53 homes being constructed since 2000.

Unlike most communities in southeast Michigan, Royal Oak Township has a higher number of renter occupied housing units than owner occupied housing units. According to Cobalt Research, the estimated number of owner occupied units in 2019 is 328 (29%), and the number of renter occupied housing units is 720 (65%). Vacant units represent the remaining 6% of the housing stock.



Year Residential Structure Built

Year Built	Number
2005 or later	12
2000-2004	41
1980-1999	123
1960-1979	609
1940-1959	255
1939 or earlier	73

Source: Cobalt Research

Housing Tenure, 2010-2019

	2010	2019
Owner-Occupied Units	366	328
Renter Occupied Units	658	720
Vacant Units	87	65
Total Units	1,111	1,113

Source: SEMCOG, Cobalt Research

Community Snapshot

Employment Characteristics

In 2015, there were 1,370 jobs in Royal Oak Township, which represented 0.15% of the jobs in Oakland County. There is a very slight increase in projected employment in Royal Oak Township for both 2020 and 2025. However, the job outlook appears excellent for Royal Oak Township residents which the City of Detroit and Oakland County expecting employment increases.

The chart on the following page depicts the number of jobs by industry sector in which Royal Oak Township residents are employed. In 2015, the largest number of jobs was in Healthcare, followed by Informational & Financial Activities.

SEMCOG has forecasted jobs by industry sector in Royal Oak Township for 2035. They project that Healthcare will continue to be the largest sector, followed by Professional & Technical Services, and Leisure & Hospitality.

Projected Employment by Community

Community	2015	2020	2025
Royal Oak Township	1,370	1,399	1,403
Ferndale	12,735	13,186	12,924
Oak Park	16,785	17,387	16,954
Detroit	336,795	342,282	345,026
Hazel Park	6,011	6,303	6,341
Southfield	114,969	122,673	122,736
Oakland County	960,562	1,000,863	1,001,362

Source: SEMCOG, 2015 American Community Survey



Community Snapshot

Royal Oak Township Jobs by Industry Sector

Industry Sector	2015	2025	2035
Natural Resources, Mining & Construction	23	24	24
Manufacturing	22	20	17
Wholesale Trade	139	145	143
Retail Trade	153	149	149
Transportation, Warehousing, & Utilities	12	12	12
Information & Financial Activities	226	171	146
Professional & Technical Services	150	194	216
Administrative	74	78	80
Education Services	45	45	45
Healthcare	254	285	316
Leisure & Hospitality	185	193	180
Public Administration	14	14	14
Other	73	73	72
Total Employment Numbers	1370	1403	1411

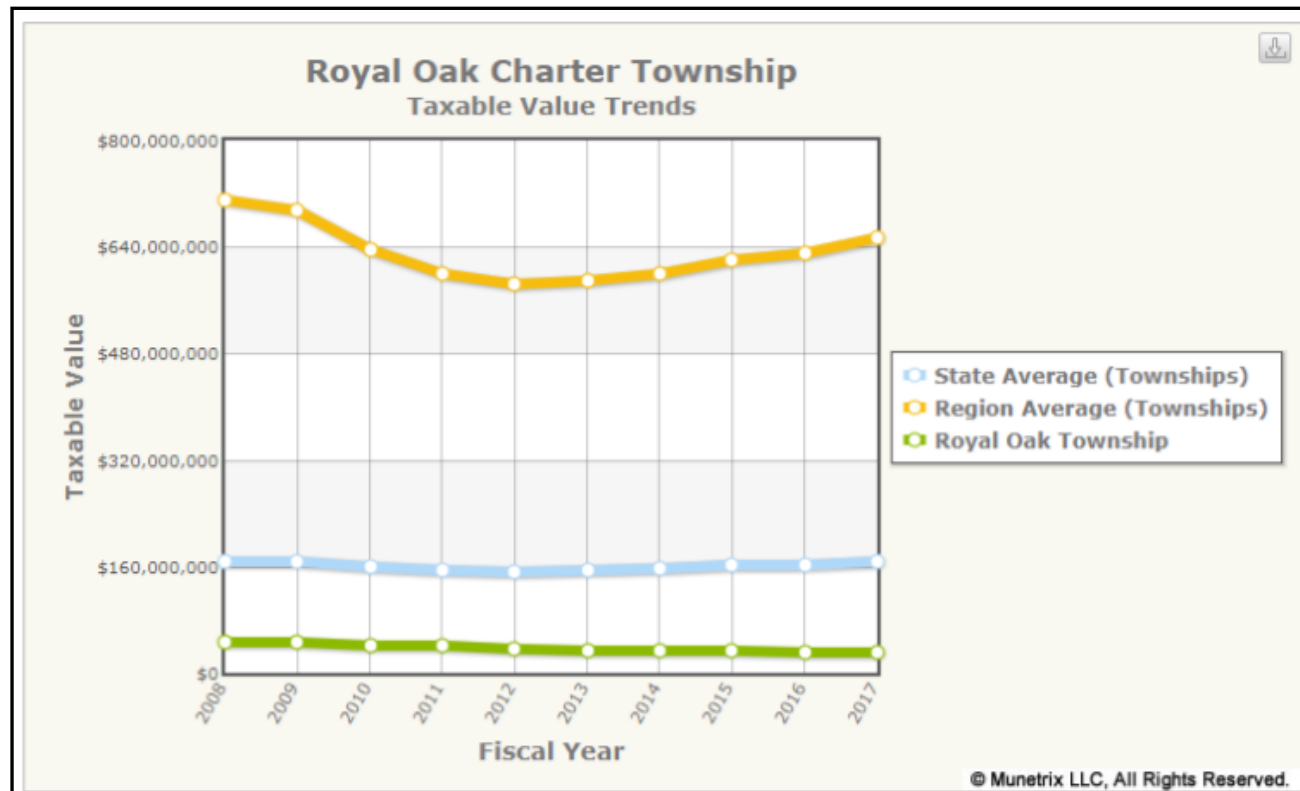
Source: SEMCOG, 2015 American Community Survey

Community Snapshot

Taxable Value

Taxable Value is an indication of the value of property in a community. It is the value on which property taxes are calculated. An increasing Taxable Value is very beneficial to a community since it is directly related to a community's tax base.

According to information provided by SEMCOG, Taxable Value in Royal Oak Township is increasing at a steady rate from its 2012 low during the previous recession.



Source: SEMCOG

Community Snapshot

Community Facilities

Township Administrative Offices - The Township's Administrative Offices, providing most Township services, are located in the Grant School Building on Garden Lane.

Police & Fire - Police protection is provided under contract by the Michigan State Police, and fire service is provided under contract by the City of Ferndale.

Library - The Township library is located on the second floor of the Grant School Building.

Parks - The Royal Oak Township Recreation Center, Civic Center Park, Mack-Rowe Memorial Park, Pearl Wright Senior Center comprise the Township's parks facilities. There are also indoor and outdoor recreation facilities located at Grant School, located within the Township, and four elementary schools, one middle school and a high school located in adjacent Oak Park.



Community Snapshot

Transportation

A safe and effective transportation network is essential to functional communities for everything from getting children to school, getting to and from work, and having places to exercise and recreate. Economic development and job creation depend on being able to transport raw materials and finished products, and by giving workers access to employment opportunities.

Future road improvements should be compatible with and supportive of the Township's land use policies. Planning for traffic flows and necessary road improvements should be consistent with transportation policies. Road improvements should respect natural features. All modes of transportation should be considered integral elements of the entire transportation system and all improvements to this system should be considered an opportunity to improve safety, access and mobility for all travelers throughout the Township.

Public Transit

The Township is serviced by two public transit agencies. The Suburban Mobility Authority Regional Transportation system (SMART) provides public transit services to the Royal Oak Township area. The Township is serviced along Eight Mile Road, by the Detroit Department of Transportation (DDOT) buses.



Roads

The Township is served by a developed street network. Eight Mile Road, a major east/west route, not only serves as the Township's southern boundary, but is also a physical boundary between the Township and the City of Detroit. The eight lane boulevard, four lanes in each direction, carries approximately 30,000 vehicular trips per day. Woodward Avenue, located about two miles east of the Township, is a main transportation corridor that extends from Detroit to Pontiac. In addition, access to two major highways, US-10 and I-696, is within two miles of the Township.

The street network of the Township is laid out in a grid system which allows efficient access to internal Township streets as well as the regional street network. Only two north/south streets, Westview and Wyoming Avenues, extend through the Township from Eight Mile Road to Nine Mile Road.

Community Snapshot

Traffic Volumes

Traffic volumes and safety are some of the primary measures of the performance of individual roads in a road system and how a road network interacts as a whole. The Southeast Michigan Council of Governments (SEMCOG) publishes the most recent traffic count data for Royal Oak Township. Not surprisingly, 8 Mile Road has the highest traffic volumes.

Average Trips per Day (2010-2018)

Road	Average Trips / Day
8 Mile (between Pinecrest & Wyoming)	30,600
8 Mile (between Wyoming & Meyers)	28,900
Wyoming (north of 8 Mile)	7,100

Source: SEMCOG



Traffic Accidents

Roadway design, driver behavior, and weather conditions are contributing factors to the cause of an accident. However, the most frequent cause of traffic accidents is attributed to improper driving. Excessive speed, failure to yield the right-of-way, and following too closely are the principal types of improper driving behavior that lead to accidents. Alcohol and other drugs were reported to be a factor in over one-half of the fatal traffic accidents in the United States.

SEMCOG keeps track of accident reports by intersections. The following intersections have been identified as having the most accidents in Royal Oak Township based upon data from 2014 to 2018.

Average Traffic Accidents per Year (2014-2018)

Intersection	Average per year
8 Mile Road and Wyoming	7.8
8 Mile Road and Meyers	5.4
8 Mile Road and Westview	4.6

Source: SEMCOG

Community Snapshot

Non-motorized Transportation

The Oakland County Trails Master Plan has been developed to provide a framework for creating a connected system of greenways and trails throughout Oakland County. This non-motorized system is envisioned to serve a diverse range of users, providing safe and well-maintained linkages to important natural, cultural and civic destinations and other points of interest within and outside of the county.



The southeast quadrant of Oakland County, where Royal Oak Township is located, is arguably the most developed area within the county and is also heavily used by bikers and pedestrians for travel and recreation, demonstrating the desire for non-motorized facilities that are both safe and connected.



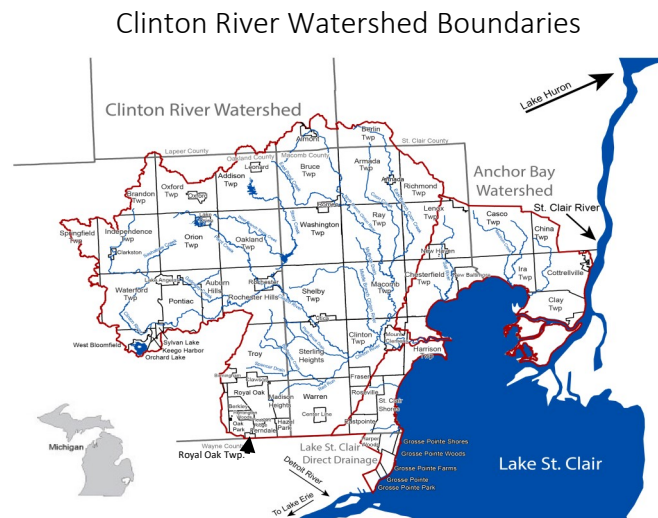
Excerpt from Oakland County Trails Master Plan

Community Snapshot

Watershed

A watershed is an area of land that catches rain or snow, eventually draining into a body of water (such as a marsh, stream, river, lake or groundwater). Activity within a watershed will likely impact the quality of that watershed. For instance, if a new shopping center is built, rain water which was once absorbed into that vacant property will now runoff into the nearest drain, collecting dirt, oils and other chemicals and carrying them into that drain and eventually into the rivers and lakes of the state.

Watershed management is one way to ensure that the water resources of an area are protected. As defined, Royal Oak Township is located in the extreme southwest part of the Clinton River Watershed, and within the Red Run sub-watershed.



Environmental Features

The Township is relatively flat. The land has been modified from its natural state as the Township was developed. Royal Oak Township lies in the Erie-St. Clair plain, an even surface that rises from 570 to 900 feet above sea level. The Township lies 600 feet above sea level.

The soil survey for the Township indicates the presence of clay loam soils. As a result of the clay deposits, the soils do not typically drain well when wet.

The climate of the region is characterized by cool and humid weather conditions. During the winter, the average monthly temperature is 26.6 degrees Fahrenheit while the average summer temperature is over 50 degrees. Annual precipitation is approximately 32 inches with the heaviest occurrences during the months of May, June and July. The areas annual snowfall is 42 inches. Snowfall is sporadic, which makes it difficult to sustain outdoor winter activities that require adequate snowfall. Prevailing winds are from the southwest, and tornados, while known to occur occasionally, are not frequent.

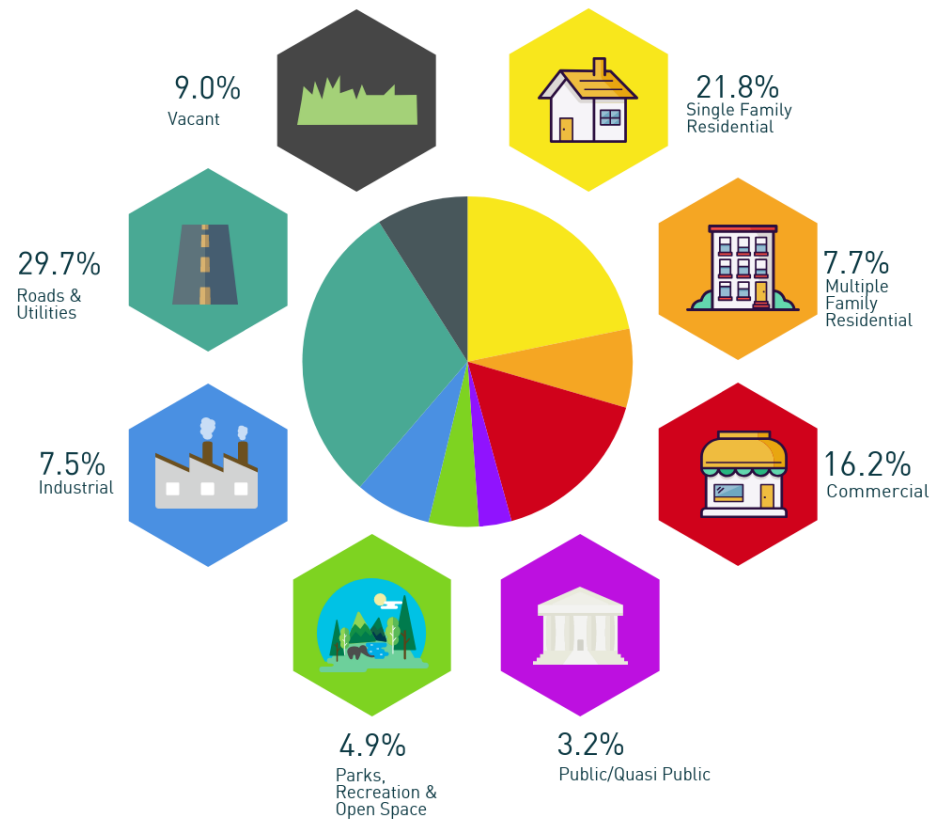
Community Snapshot

Existing Land Use

Existing land use data for Royal Oak Township was gathered during a field survey of the community conducted in the summer of 2019. Aerial photographs were used as a secondary source of information to verify the extent of land use patterns observed in the field. Information from both sources was subsequently transferred to a base map according to individual categories.

2019 Existing Land Use Acreage

Existing Land Use	Acreage
Single Family Residential	77.2
Multiple Family Residential	27.3
Commercial	57.3
Industrial	26.6
Public / Quasi Public	11.3
Roads & Utilities	105.1
Parks, Recreation, & Open Space	17.3
Vacant	31.9
Total	354.0



Existing Land Use

Community Snapshot



Source: MKSK—Royal Oak Township Activation Strategy

Royal Oak Township Existing Land Use - 2019

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Neighborhood Redevelopment



Township Recognition to Act

With the vast majority of large, easily developed tracts of land already occupied by housing, Royal Oak Township needed to look at opportunities to protect and enhance its existing residential neighborhoods. In this regard, Township officials recognized the importance of developing 136 vacant parcels of Township-owned property located throughout its residential neighborhoods. .

This involved seeking development advice from planning, development and design professionals, engaging an urban design company to prepare an Activation Strategy in 2018, engaging a housing market company to prepare a Target Market Analysis in 2019, and contracting with a land use planning company to prepare a Master Plan in 2019. Key points of the Activation Strategy and Housing Market Analysis are presented in the following sections. However, both documents are adopted in each's entirety as part of this master plan.

Neighborhood Redevelopment

Activation Strategy

The Activation Strategy was a land use and urban design plan, focused on specific sites that are considered prime candidates for redevelopment. It developed a set of action-oriented recommendations encouraging redevelopment in two areas:

- “Key Site Area” which includes the former school property, the existing recreation center, and a vacant park area located west of Wyoming Avenue.
- 136 vacant residential lots, the large majority of which are found east of Wyoming Avenue.

Process

The process of formulating recommendations included several presentations, a public open house, representation at the Oakland County Property Showcase, and a forum held for developers and investors. In addition, an Advisory Committee of representatives from the Township, business associations, local schools, Oakland County, adjacent cities, local developers, and transportation agencies was created to both guide the Activation Strategy through the planning process, and to ensure that the priorities of the Township were being accurately portrayed.

At a June 2018 Kick-off meeting, the overall priorities and target properties were identified. This included planning for the anticipated housing needs of the Township’s aging population, and fo-

cusing on strategies designed to attract younger individuals to the community.

A follow-up Advisory Committee meeting was held to present and receive feedback on alternative concepts for residential, civic, and recreational opportunities. Input received from the Advisory Committee helped focus the priorities of the Township.

An open public workshop was held on August 1, 2018 at the Royal Oak Township Offices. Two dozen people attended the meeting to learn more about the project, and to voice their concerns and ideas regarding appropriate residential infill, civic, open space, and recreational opportunities.

At the meeting, participants expressed the need for:

- Additional space for Township offices, and indoor spaces for senior recreation.
- Increasing the number of after-school programs, improving the swimming pool, and introducing event space for recreation.
- The development of single-family homes, apartments, duplexes and triplexes for diverse ages.
- A central civic park, with surrounding multi-family homes, between the recreation center and Wyoming Avenue was the preferred option.

Neighborhood Redevelopment

Oakland County representatives invited Royal Oak Township to their annual One Stop Ready Community Showcase event on November 2, 2018, where communities in Oakland County met with investors and developers to discuss vacant and available properties for redevelopment. Royal Oak Township was present, and able to draw interest from participants and for the upcoming Developer Roundtable in the Township.

A total of 18 developers and investors participated in a roundtable discussion on available properties, and to offer advice on moving forward. Participants suggested that the Township prepare an RFP requesting a residential market study (single-family vs. multi-family, renter vs. owner, affordable vs. market rate housing, senior living, etc.). Participants also recommended issuing phased RFP packages to market available properties at different increments.

Forming the Strategy

The development strategy was formed through a series of concept designs, internal team meetings, presentations to various groups, and a roundtable of development professionals. The concept evolved into two opportunities with more modest scale housing happening on the 136 Township-owned individual properties, and larger scale multiple-family, public park, and civic buildings on larger vacant properties west of Wyoming Avenue.

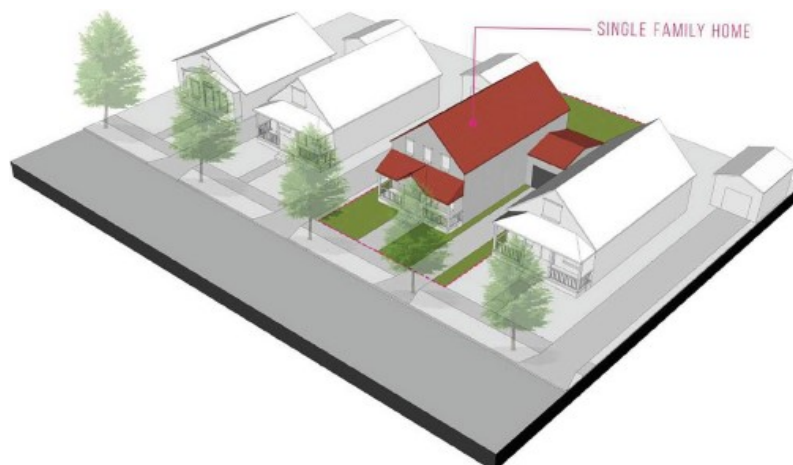


Neighborhood Redevelopment

Infill Strategy: Detached House

Local stakeholders expressed a desire for detached houses in the Township. There are many vacant lots scattered throughout the eastern half of the township, contributing to neighborhood fragmentation. Ideally, they will be redeveloped with new detached houses, and a design and form that reflects the original character of the established neighborhoods. Trickle-through benefits will include eliminating vacancies; knitting the neighborhood fabric back together; and inspiring owners to rehab or remodel their existing houses.

Individual property infill is slated for properties east of Wyoming Avenue. Suggested uses, include detached single-family homes, duplexes, triplexes, gardens and greenways.



Source: MKSK—Royal Oak Township Activation Strategy

Infill Strategy: Accessory Dwelling Units

Two or three adjacent lots in mid-block locations should not be combined to create larger complexes of townhouses or apartment buildings. Instead, each mid-block lot should be redeveloped as a detached house. Each new house may include one or two accessory dwelling units (ADU's). They may include an efficiency or studio attached to the main house; a tiny cottage behind the house; or a carriage-style loft above the garage. These accessory units may accommodate multi-generational households; or they can be sublet to generate some rental income for the property owners.

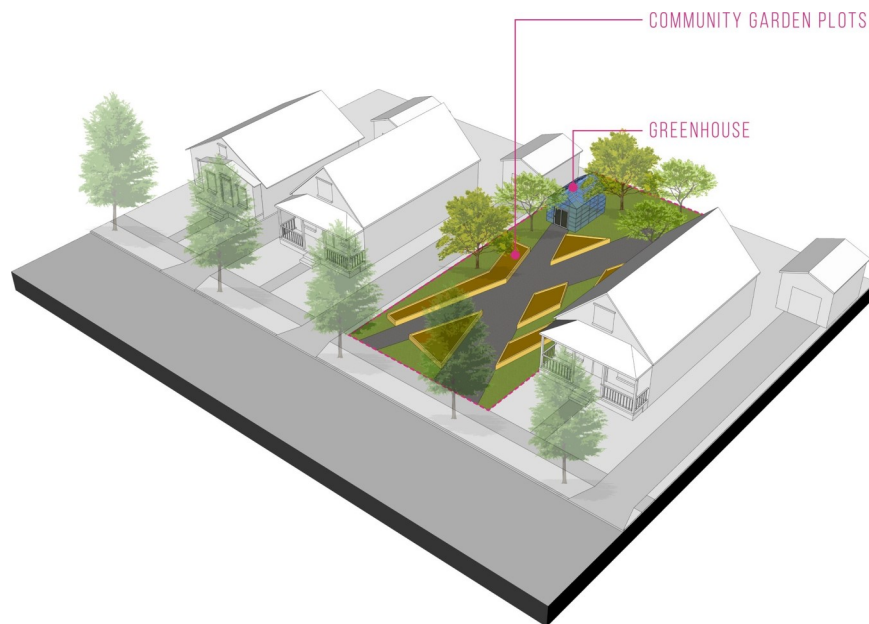


Example of Accessory Dwelling Unit over Garage

Neighborhood Redevelopment

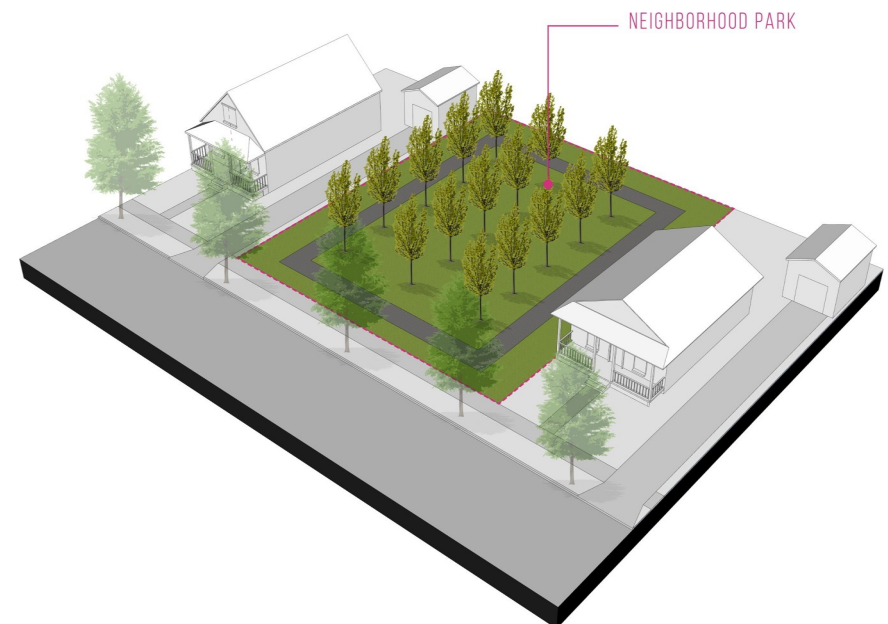
Infill Strategy: Greenways & Gardens

Single, vacant lots that exist in Royal Oak Township, especially mid-block, present an opportunity to utilize a phased infill development approach. This strategy involves converting single lots into temporary and permanent urban gardens and greenways. Urban gardens could be adopted and managed by community volunteers or non-profit groups..



Infill Strategy: Neighborhood Park

Multiple adjacent vacant lots are ideally sized for neighborhood parks. Some urban gardens or tree nurseries on larger pieces of vacant land could be privatized for growing and selling products. Design guidelines could ensure that portions of the land could be dedicated as open space for the public.

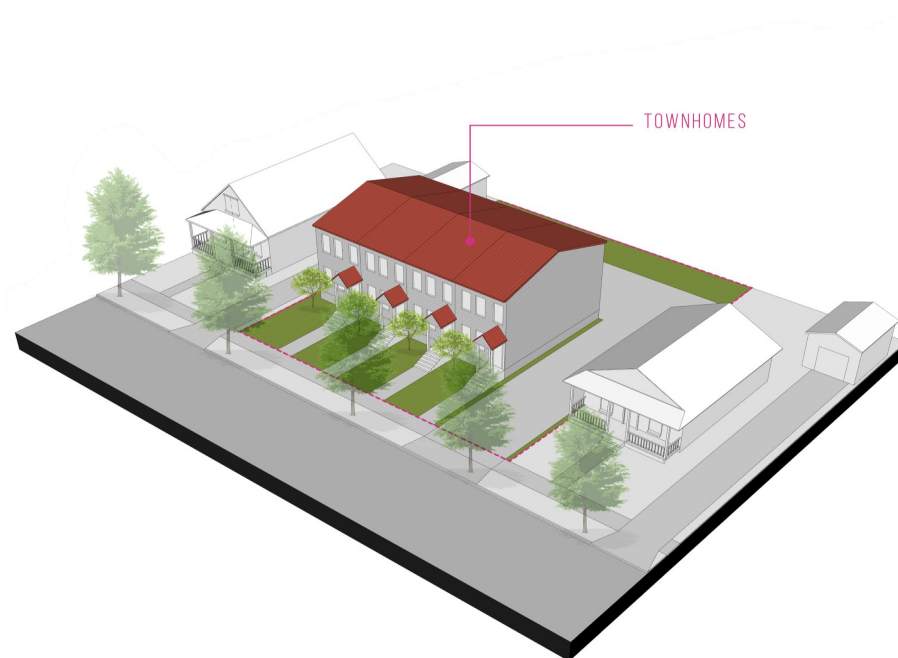


Source: MKSK—Royal Oak Township Activation Strategy

Neighborhood Redevelopment

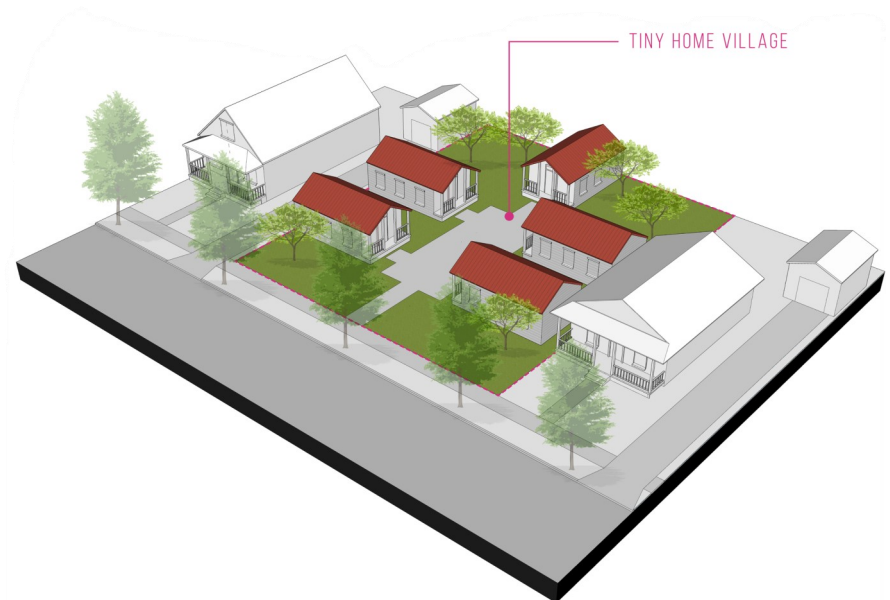
Infill Strategy: Multiple Family

Future phases of smaller multi-family residential development (i.e. duplexes and triplexes) are appropriate to target on corner lots and/or adjacent to existing larger parks. Multiple adjacent lots are ideal for this type of housing and are more attractive to developers.



Infill Strategy: Tiny Homes Village

Stakeholders indicated both a desire for single family homes, and housing for active seniors and young professionals. Tiny home communities, made up of numerous studio-layout single family homes, can be configured into side-by-side lots. The shared space is ideal for independent residents who want single family homes, but do not desire upkeep yards, or multi-floor layouts.



Source: MKSK—Royal Oak Township Activation Strategy

Neighborhood Redevelopment

Target Market Analysis

While the Activation Strategy ignited open discussion on neighborhood issues, housing choice, and recommendations for land development, it was not tasked with researching financial factors related to property price, rental rates, market absorption, and lifestyle choices. This process was undertaken in 2019, when the Township retained the services of a specialist to prepare a Target Market Analysis for housing.



Analytic Approach

This housing study reported the results of a modelling exercise that measured the magnitude of market potential for new and

missing housing formats. The market potential was detailed with for-lease rents and for-sale values based on a combination of conventional supply-demand analysis, real estate analysis, and target market analysis. Results identified the housing formats that migrating lifestyle clusters (i.e., target markets) will most likely be inclined to lease or purchase home in the Township.

Later steps included studies of lifestyle clusters such as “established residents” and “migrating households”, with comparisons between Royal Oak Township, neighboring cities (Oak Park, Ferndale, and Detroit), two counties (Oakland and Wayne), and the state of Michigan. The lifestyle cluster data was used to study movership rates, tenure, income, and inclination to seek new urban housing formats like townhouses, urban lofts, and accessory dwelling units attached to houses or above garages.

The housing study was approached with a cautious and pragmatic view of the Royal Oak Township sub-market, as well as its potential to attract residents from surrounding areas. The Study carefully weighed the evidence, and concluded that there was solid and good merit for developing new residential housing in both attached and detached styles.

Findings

Based on national and statewide trends, most households migrating into and within Michigan are renters seeking new choices among attached and for-lease housing formats. Across the state, there is a mismatch between the supply of detached housing and

Neighborhood Redevelopment

the demand among migrating singles of all ages seeking town-houses, urban lofts, and walk-up multiplexes. A housing contradiction is in force with migrating households bypassing the Township because it does not have a variety of housing choices that meet their lifestyle preference.

Development Strategy

Both conservative and aggressive strategies were developed. The conservative strategy called for the development of 4 new-build houses annually (for-sale only); plus 2 accessory dwelling units (for lease); one new triplex building; one new fourplex building; and one new twelve-plex building.

The more aggressive scenario essentially doubled the suggested number of units, and assumed that existing households would trade up into the new units, leaving some vacancies behind that become candidates for future rehabs and/or remodels.

According to the study, If unique and missing housing formats were developed, then the Township could intercept new households that would otherwise seek choices in the neighboring jurisdictions. The bonus or upside would be substantial, including up to 8 new houses annually, plus 4 accessory dwellings and one building each among the triplexes, four-plexes, and twelve-plexes.

The maximum indicated market potential was 88 units annually. Of those, no more than 16 new houses should be built each year,

plus 72 new for-lease units. It was recommended that the Township ramp up the development program, incrementally striving for 88 units by the year 2025 and beyond.

Recommendations for Building Types:

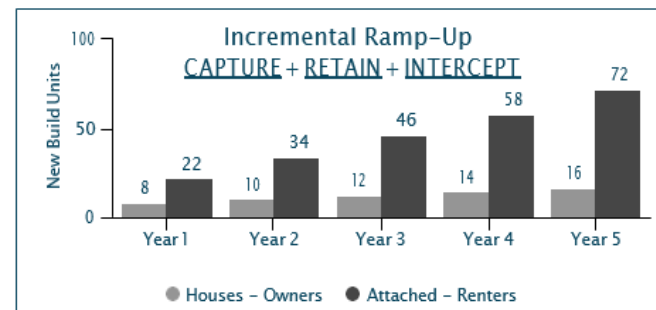
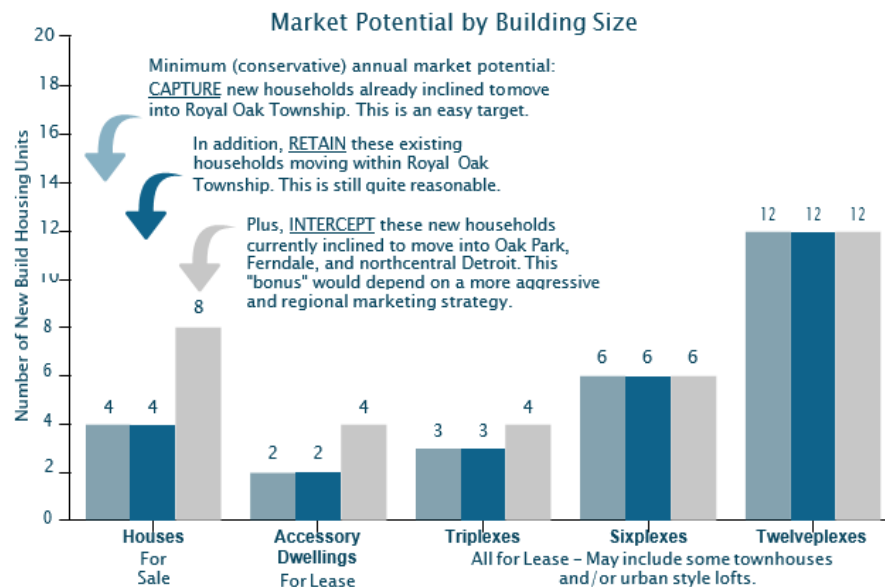
- Detached houses should be used to infill vacant parcels mid-block and between existing houses, across the street from existing houses, and on parcels that had a house razed or demolished. Accessory dwelling units may be studios and efficiencies that are added onto existing or new-build detached houses. A new house with one accessory dwelling unit may be classified as a “duplex”; and a house with two accessory dwellings could be classified as a “triplex”.
- Accessory dwellings may be connected to the main house by breezeways; built above attached or detached garages; or built as small cottages behind the main house. Two new houses with accessory dwellings built on two adjacent lots can be located on the parcels in ways that create a courtyard that is shared by the owners and tenants. Each main house should be occupied by the property owner, and the accessory dwelling should then be rented out to tenants – mostly singles. The accessory dwellings must have a full bath and a kitchen, but not necessarily an installed oven or washer/dryer.
- Vacant mid-block parcels, surrounded by houses, should not be infilled with multiplexes, townhouses, or urban lofts. These

Neighborhood Redevelopment

formats should be used in locations that transition into commercial corridors (Eight Mile Road), and for corner parcels overlooking town squares, township parks, or multi-story structures including senior residential towers, medical centers, and school buildings.

- Multiplexes must not be conventional complexes with a mass of apartments, but rather should be smaller buildings like walk-ups with up to twelve units each. As a general guide, a three-level walk-up should have four units on each level, for a total of twelve units. This format provides windows on two sides of the building for each and every unit.
- Balconies are also recommended and should be large enough to accommodate at least two chairs and a small table. One-car garages or carports are recommended for each main house, but are not necessary for the accessory dwellings.

Annual Market Potential | Royal Oak Twp. New Builds Only | Excludes Rehabs



All figures have been adjusted downward for some of the township's vacancies, but they have not been adjusted for out-migration. Underlying target market analysis and exhibit prepared by LandUseUSA Urban Strategies © 2019 on behalf of Royal Oak Township.



Neighborhood Redevelopment

Code Enforcement

Neighborhoods are the environment in which we live. Improper property maintenance and nuisances can devalue, detract, and degrade the quality of any neighborhood. While property owners often think that the way they take care of their property is their own business, the major impact that neighboring properties have on one another's value and enjoyment means that building maintenance and safety becomes the business of everyone.

Royal Oak Township has adopted codes that govern the use and maintenance of all properties. Aggressive but sensible approaches to bringing property owners into compliance with the law can be an important part of maintaining the appearance, functioning, and property values of a neighborhood.



Aging in Place

Rather than move to a new community, even one that might be more physically suited to their needs, the vast majority of older adults prefer to stay right where they are. Changing healthcare needs, loss of mobility, financial concerns, home maintenance and increasing property taxes, however, present significant impediments to this simple and primary desire. "Aging in Place" is a diverse range of programs that address these impediments, seeking to retain senior citizens as integral and productive members of their communities.

The U.S. Census reports that about 1/3 of all homeowners have no mortgage on their home. This means that money not spent on mortgages may increase the potential for spending on other commodities, including local goods and services. In addition, older adults often have the time and inclination to volunteer their time; the Township may find it beneficial to tap into their skills and backgrounds.

Therefore, Royal Oak Township's ability to keep residents in their homes for as long as possible likely yields returns greater than any additional costs associated with providing services.

Royal Oak Township is almost completely built. This means little or no land available to provide new housing options for the elderly. However, the American Association of Retired Persons (AARP) reports that there are a number of things a mature community can do to encourage "aging in place", including:

Neighborhood Redevelopment

Maintenance and Modification - The quality of a community's housing stock must be renewed periodically through maintenance, modification and/or reconstruction. Many homes require remodeling or retrofitting to accommodate changes in an occupant's mobility. Programs should be available to provide service assistance and/or grants to maintain or modify homes to meet needs of senior occupants



Zoning Ordinance Amendments - Zoning laws in most communities create obstacles for those trying to remain in their neighborhoods as they age. In addition to isolating residential neighborhoods from everyday commercial services, most housing built in the last 50 years exclude by law any housing form except single family. When a home or town home becomes difficult to maintain, older adults cannot “downsize” and remain in their community. Zoning regulations prevent older adults from converting a garage or basement into apartment space for a caregiver. Children of older adults face the same barriers trying to convert their homes or locate their parents nearby.



Example of Backyard Accessory Dwelling Unit

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Commercial and Industrial Areas



Commercial

Royal Oak Township is not characterized by a traditional downtown. Rather, the majority of the commercial and office uses are dispersed primarily along 8 Mile Road.

As with many mature communities, there are several aging commercial structures in the Township that are at, or nearing the end of their productive economic life. These older sites must be given particular attention by the Township in order to encourage reinvestment in these properties. This reinvestment could take the form of a renovation, expansion, or a complete demolition and re-build. To encourage such action, the Township must ensure that ordinances and processes are conducive to attracting quality development.

Industrial

The previous economic recession, coupled with the outsourcing of jobs to other countries, has created an increase in the number of industrial building vacancies, and a decrease in the number of jobs in the region.

However, the Township is well situated from a location and access standpoint to position itself as a leader in new and emerging technologies. Promoting and encouraging companies that focus on technologies such as alternative energy, automated vehicles, robotics, defense, and cyber security would allow the Township to put new and productive businesses back on the tax roll, and increase the number of good paying jobs.

Commercial and Industrial Areas

Development Design Standards

The following design standards provide guidance for enhancing existing and future commercial and industrial areas, minimizing negative impacts of development, and promoting high quality development that will be an asset for years to come.

Commercial Development

- ◆ New commercial buildings should provide large display windows at the street level, and primary commercial building entrances should be oriented to the street. Entranceways should be inviting to pedestrians, and display windows should attract the interest of passersby.
- ◆ Façades of new commercial buildings should be constructed of high-quality materials such as brick.
- ◆ Infill development is encouraged in commercial areas, in order to reuse underutilized parking areas, create more compact development to encourage pedestrian activity, and take advantage of existing infrastructure.
- ◆ Commercial buildings should be landscaped with foundation plantings.
- ◆ Loading areas, dumpsters, mechanical equipment, and other service areas should be oriented away from primary elevations, and screened using berms, walls, or other landscaping. Even when service areas are to the rear, it is important for impacts on adjacent properties to be considered when determining appropriate placement and screening.
- ◆ Landscaping should be provided around parking lot perimeters, and at intermediate points within parking lots. Parking lot end islands and medians should be landscaped.
- ◆ Street trees should be provided to buffer pedestrians from moving vehicles, define corridor edges, and enhance roadways.
- ◆ Existing vegetation and large specimen trees should be incorporated into new commercial site design.
- ◆ In larger commercial developments, open space areas should be provided. Pocket parks, plazas, and other pedestrian areas should be landscaped with shade trees and planters.
- ◆ New commercial development should conform to access management standards that promote shared drives, internal connections between adjoining businesses, and adequate driveway spacing. Internal connections between existing

Commercial and Industrial Areas

businesses and retail centers should be promoted, to reduce reliance on adjacent streets for travel between sites.

- ◆ Frontage streets are encouraged as a means of preserving roadway capacity, permitting on-street parking, and buffering pedestrians from adjacent roadways.
- ◆ Parking lot lighting should consist of fully shielded fixtures with 100 percent light output below the horizontal plane. These design elements eliminate glare by shielding the light source from direct view and control the unwanted spread of light onto adjoining properties and roadways.
- ◆ Decorative pedestrian-scaled light fixtures should be provided to illuminate pedestrian pathways and other pedestrian areas.
- ◆ Reasonable levels of building accent lighting are recommended to highlight architectural character of commercial buildings. Soft lighting of building façades from soffit fixtures or landscape areas is preferable to high intensity spotlights mounted on poles. Ornamental light fixtures should also be used to create interest on façades.
- ◆ Coordinated landscaping, lighting, street furniture, and signage can be used to create a unique identity for each commercial area and/or gateway. Within each area, landscaping, lighting, street furniture, and signage should be com-

patible. Specific species, sizes, colors, or shapes of plants and trees can be selected for each area. Lighting upgrades should be coordinated. A common palette of colors, materials, and design can be developed and used for street furniture (benches, trash receptacles, and the like). The colors and styles of signs within each commercial area and/or within larger commercial developments can also be coordinated, through a unified sign design plan.

Industrial Development

- ◆ While the design of industrial buildings generally emphasizes functionality, design should also focus on making buildings visually appealing.
- ◆ Techniques should be employed to reduce the perceived mass of large industrial buildings. Variations in wall plane, materials, patterns, textures, and colors can be used to break up façades and add interest. Windows, bay divisions, vertical columns and piers, cornices, stringcourses and other ornamentation that mark floor height are also effective means of breaking buildings into segments that are at a more human scale. Mass and scale can be further reduced through variations in building height and setbacks. Unadorned blank walls should be avoided on industrial buildings, including side and rear façades visible from key thoroughfares and/or readily visible from adjacent sites.

Commercial and Industrial Areas

- ◆ Building entries should be attractive, welcoming, and readily identifiable. Projections, recesses, columns, roof structures, or other design elements can be used to make entrances stand out. Landscaping should be used to further emphasize and enhance entryways.
- ◆ Where appropriate, industrial buildings should be designed with high ceilings and open floor plans, so that spaces are flexible, and buildings may accommodate a variety of users over their life spans.
- ◆ Accessory and utility buildings should be incorporated into the overall site design and should match the main building.
- ◆ Buildings should be oriented to prevent direct public view into loading zones, service, and repair areas.
- ◆ Loading areas and truck storage areas should be located to the side or rear of buildings and screened from view. Rear yard loading areas are preferable to side yard loading. Landscaping, berms, and walls – including wing walls extending from the building – may be used to screen loading areas.
- ◆ Dumpsters should be screened and placed within the side or preferably rear yard. Doors and gates to dumpster areas should be durable and solid, to achieve a fully obscuring effect.
- ◆ Industrial sites often have expansive buildings and parking lots. Landscaping along rights-of-way should be used to soften the appearance of industrial buildings and sites. Parking should not dominate the view of an industrial site from the roadway.
- ◆ Landscaping should be provided not only around parking lot perimeters, but also at intermediate points within parking lots. Parking lot end islands and medians should be landscaped. Expanses of asphalt are to be avoided.
- ◆ More intense and/or unique landscaping should be provided at focal points: entries into the property, building entrances, and pedestrian spaces.
- ◆ Buildings should be surrounded by foundation landscaping.
- ◆ General vehicle circulation and truck circulation should occur in separate areas of a site. Public roadways are not to be used for truck maneuvering.
- ◆ Access management techniques should be utilized to reduce the number of driveways for industrial sites. Shared driveways and internal connections between individual sites should be pursued, to reduce the impact of industrial traffic on roadways.

Placemaking



The premise of placemaking as a planning and economic development tool recognizes the inseparable relationship between quality places and investment. In light of the transformation from a manufacturing economy to a knowledge-based economy, the concept of placemaking is a logical strategy that centers on improving a community's appeal, desirability, and overall quality to drive economic prosperity.

The quality of a place plays a much larger role in today's economic decisions than in recent years. As capital and people are more mobile than ever, the quality of a place matters more. Quality places retain and attract skilled and talented people who in turn retain and create jobs. People choose to live, and ultimately invest, in places that offer community amenities, social and professional networks, resources and opportunities.

While placemaking is not a new concept, placemaking as a strategy for planning and economic development is receiving increased attention and funding from both the public and private sector. No economic or community development strategy should be viewed as a quick-fix to complex social and economic problems. Placemaking can be an effective economic development strategy, specifically targeted toward creating an environment for investment.

Placemaking

Characteristics of Placemaking

- Compact development that doesn't sprawl, enabling urban and rural areas to be clearly differentiated from one another
- Urban places with a strong center, where multiple uses and activities are clustered in fairly close proximity
- Vital, distinctive, and varied neighborhoods, in close proximity to the urban center.
- Pedestrian and bicycle friendly environment
- Environmental resources, natural amenities, scenic qualities, parks, recreation, and open space that are preserved and integrated into the fabric of the community
- Historic and cultural resources
- Strong local character, community identity, and a sense of place.
- Well-designed buildings and public spaces that strengthen community sense of place, often reinforced and enlivened by works of art and sculpture
- Landmarks and building facades, providing evidence that it is a real place, not just superficial
- Reflection of local values and appropriate architectural styles

Main Street Oakland County

Main Street Oakland County is a unique economic development program for downtowns and commercial area, with an emphasis on “placemaking”. The program assists local governments in creating vibrant, successful, commercial districts that serve as the heart of their communities.

The Main Street approach focuses on leveraging existing social, economic, physical and cultural assets to energize community revitalization efforts and help manage success for the long term.



Placemaking

Sustainability

Sustainability is often defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability is based on a simple principle: everything that we need for survival and well-being depends, either directly or indirectly, on the natural environment.

Royal Oak Township's commitment to conserving and protecting the environment is directly connected to enhancing the quality of life for our residents, businesses, and visitors. This requires a comprehensive inclusion of a "green" perspective in all our endeavors, whether these are in the area of commercial development, the creation of recreational activities, determining viable land use patterns, or preserving and enhancing our neighborhoods.



Walkability

In a healthy, socially vibrant community, residents must be able to walk. As people age, they may lose the ability to drive safely long before they lose the ability to walk. Walking is the favored mode of transportation for seniors who are either uncomfortable driving or unable to do so. Walking helps maintain health and important social interactions. Programs and expenditures that promote pedestrian safety can be very beneficial for seniors.

Arts and Culture

Royal Oak Township recognizes the importance of arts and culture in defining the character of a community; promoting economic vitality; creating rich educational opportunities; sparking innovation; fostering dialogues across income, age, and cultural demographics; and enhancing the overall quality of life for residents.

Public art and cultural amenities help define the public realm, promote community-based dialogue and interactions, and distinguish Township destinations. Royal Oak Township wishes to create a stronger cultural presence through the creation of specific physical spaces and new initiatives that showcase our arts and culture, while simultaneously, leveraging regional opportunities that will provide our residents with a plethora of vibrant art and cultural venues.

Placemaking

Complete Streets

The Michigan Complete Streets legislation was signed into law in 2010 through two public acts, Public Act 134 and Public Act 135. The Michigan Planning Act was also amended to require the consideration of complete streets in the Master Plan. The legislation defines Complete Streets as “roadways planned, designed, and constructed to provide appropriate access to all legal users, whether by car, truck, transit, assistive device, foot or bicycle.” It gives new responsibilities to local government, county, and state transportation agencies to address transportation needs of all legal users (including pedestrians and bicyclists) in their community Master Plans.

Communities with Complete Streets policies help to ensure that roadways are designed to accommodate all users, not just motorists. Facilities that make a street “complete” depend on existing conditions and the intended users. It’s never a “one-size-fits-all” scenario. Examples include curb ramps, audible or tactile signals for blind pedestrians, longer crossing times, smooth sidewalks and bike lanes that are free of obstacles.

Complete Streets Benefits

Complete Streets provide a number of benefits such as:

- Improved safety for all users, including pedestrians, bicyclists, transit riders, and drivers
- Improved human health by encouraging walking and bicycling
- Decreased car traffic, reducing the dependence on gasoline and petroleum products, and improved air quality
- More transportation options
- Fosters livable communities and an improved quality of life



Placemaking

Economic Development

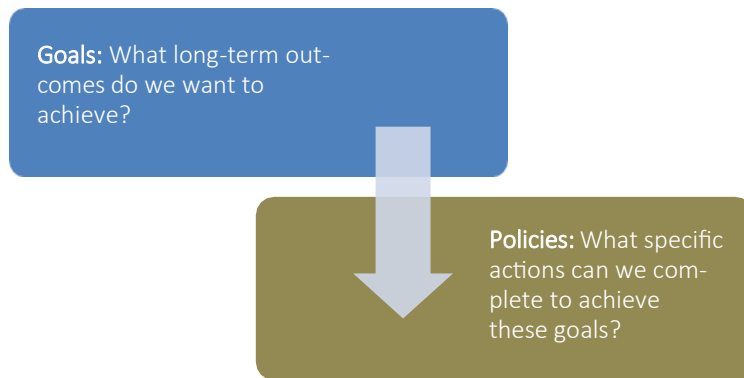
According to the International Economic Development Council, economic development is defined as “a program, group of policies, or activities that seeks to improve the economic well-being and quality of life for a community by creating and / or retaining jobs that facilitate growth and provide a stable tax base”. To achieve such an end goal, economic development activities must be planned and long-term. Thus, the actions that ensue can be justified by producing the following:

- Tax base development – private sector investment increases the public sector’s ability to provide necessary services that benefit the community by increasing the quality of life and leveraging additional investment.
- Job creation or replacement – new jobs can be an important element of economic development, but more important is creating a job base that improves the median wages of each sector of the community and providing a broad base of employment options when a once vital businesses ceases to operate.
- Supporting existing businesses – economic development can provide the means of expanding an existing business while working with local entrepreneurs to produce the goods and services presently only available outside of the community.
- Provide a consistent, “one voice” approach to marketing the attributes of the Township (i.e. housing options, parks and recreation, employment opportunities, schools, etc.), thus, providing for previously unrealized economic development opportunities. Building upon the Township’s service friendly initiatives – continually increasing the service levels within the community will ensure an improved relationship and greater support from the residents, business owners, and developers.
- Positive marketing – promoting the community via press releases, newsletters, web pages, and engaging professionals can foster a consistent “one voice” approach to marketing the attributes of the city (i.e. housing options, parks and recreation, employment opportunities, schools, etc.), thus, providing for previously unrealized economic development opportunities. Building upon the Township’s service friendly initiatives – continually increasing the service levels within the community will ensure an improved relationship and greater support from the residents, business owners, and developers.
- Streamlined development procedures –modification of the time frame and providing increased flexibility within the zoning ordinance equates to a more expedient development process and potential decreased costs for the developer.

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Goals and Policies

In order to appropriately administer goals and policies, it is important to understand the roles of each and their relationship to one another. The Royal Oak Township Master Plan utilizes two components: Goals and Policies.



Goals provide the general direction and serve as the description of the desired future. Goals are ambitious and general. They address issues and specific needs or problems, but they are grand in scope and speak to fundamental change and directly serve the mission of the community.

A policy is a plan of action that sets a more specific task within a goal and helps to gauge success. Policies must be realistic and attainable. The human, financial, and institutional resources necessary to achieve them must be in hand, accessible, or at the very least, identifiable.

Residential Development

Goal: Promote the long-term stability and quality of the Township's existing residential neighborhoods.

Policies:

- Define the unique characteristics of various neighborhoods in the Township and identify strategies to ensure long-term preservation of their quality and character.
- Enforce ordinances to ensure maintenance of vacant lots.
- Encourage quality infill development that reflects the character of existing homes and complements the neighborhood, thereby strengthening older neighborhoods.
- Continue to protect residential neighborhoods from encroachment by nonresidential uses. Maintain, enforce, and improve zoning ordinance requirements such as performance standards and screening requirements.
- Fill in gaps in the sidewalk network to ensure that adequate pedestrian connections exist between residential neighborhoods, shopping areas, and public uses, including schools, parks, civic uses, and along major thoroughfares.
- Promote a "safe" community for families, children, and seniors.

Goals and Policies

Commercial Development

Goal: Promote high quality design, building materials, and site characteristics in the Township's commercial areas, and minimize negative impacts of commercial development on adjacent land uses, roads, and the environment.

Policies:

- ◆ Promote revitalization and improvement of older commercial areas.
- ◆ Promote the development of vacant commercial parcels.
- ◆ Maintain and enhance site plan review standards that encourage service drives, interconnected parking, shared drives, shared parking, and landscaping for commercial uses.
- ◆ Market developable commercial properties.
- ◆ Encourage land intensive commercial uses in planned areas along Eight Mile Road.
- ◆ Implement the strategies identified in the MKSK Activation Strategy.

Industrial Development

Goal: Maintain and enhance existing industrial development, and minimized negative impacts of industrial areas on roads, adjacent land uses, and the environment.

Policies:

- ◆ Develop strategies and incentives to retain existing industrial users.
- ◆ Improve the appearance of existing industrial areas.
- ◆ Support proper screening for residential development adjacent to industrial zones and uses, to support industrial uses while minimizing conflicts between incompatible uses.
- ◆ Encourage transitional uses or open space between industrial areas and residential neighborhoods.
- ◆ Adapt new uses to available industrial buildings.
- ◆ Improve marketing efforts to attract new high-tech, research and development uses to the Township.
- ◆ Promote partnerships with local universities and colleges, the Michigan Economic Development Corporation, and other agencies to attract new industrial investment and jobs.

Goals and Policies

Community Facilities and Recreation

Goal: Maintain existing Township services and public facilities, and promote the growth of public services consistent with the needs of the future population.

Policies:

- ◆ Continue current police and fire protection, and provide such services to adequately meet the Township's future needs.
- ◆ Follow the most cost effective paths when providing facilities and services.
- ◆ Evaluate the feasibility of acquiring the Grant School property for a Township Community Center
- ◆ Evaluate opportunities for partnership to provide facilities and services, such as recreational opportunities, where feasible and desirable.
- ◆ Develop additional specific programs to accommodate special populations, such as the handicapped and the growing number of elderly.
- ◆ Seek grants, donations, and dedications to accomplish improvements to Township facilities and programs.
- ◆ Seek grants to make enhancements, including structural improvements to the Township's Recreation Center.

Traffic and Circulation

Goal: Maintain and improve the current road network.

Policies:

- ◆ Invest in maintaining existing roads.
- ◆ Identify and prioritize road areas and intersections in need of improvements, and determine the appropriate improvement techniques.
- ◆ When roadway improvements are designed, consider the relationship between the roadway and an area's character, in terms of design speed, traffic calming techniques, and streetscape elements.

Goal: Promote the use on non-motorized facilities throughout the Township.

Policies:

- ◆ Ensure that maintenance of existing sidewalks is adequate, and fill in gaps in the sidewalk network.
- ◆ Identify and prioritize road areas where additional pedestrian safety measures are needed, and determine appropriate improvement techniques.

Goals and Policies

- ◆ Encourage non-motorized linkages with the neighboring communities of Oak Park, Ferndale, and Detroit.
- ◆ Develop and/or refine standards that require non-motorized facilities as a part of all new development.

Protect Natural Resources

Goal: Protect the Township's remaining woodlands, mature trees, wildlife habitat, open space, and other natural areas.

Policies:

- ◆ Promote development that minimizes disruption of natural site topography and drainage.
- ◆ Encourage infill development and redevelopment of existing brownfield sites.
- ◆ Promote tree preservation and require tree replacement when existing woodland resources are impacted by development. Require new tree plantings where appropriate, and develop and/or reevaluate greenbelt planting standards.
- ◆ Improve stormwater management using best management practices.
- ◆ Partner with adjoining communities to implement a Household Hazardous Waste Collection Program.

- ◆ Promote recycling efforts.
- ◆ Establish "green" building standards and incorporate them into township ordinances.

Placemaking

Goal: Enhance the identity of Royal Oak Township as a "great place to live, work, and have a business".

Policies:

- ◆ Encourage and celebrate the township's unique heritage and diversity.
- ◆ Promote and encourage art and culture.
- ◆ Ensure that recreational facilities and programs are available and appeal to all age groups, and accessibility needs.
- ◆ Support health and wellness programs.
- ◆ Encourage the integration of a continuous regionally wide bike/walkway system, seamless connecting to adjoining communities.
- ◆ Implement complete street principles where appropriate.
- ◆ Foster and implement volunteerism and philanthropy.

Future Land Use

The future land use plan for the Royal Oak Township should reflect the pattern of existing land uses. In addition, this plan should recognize and protect the natural and human-made resources of the community, and acknowledge and work with the constraints that the existing conditions present.

The Township possesses a number of resources that are valuable because they help create a positive identity. The challenge of the Master Plan is to build on these resources to the greatest extent possible. At the same time, some resources also pose limits or constraints, to redevelopment opportunities.

Future Land Use Map

The Future Land Use Plan is an illustrative vision for the Township, modeled on sound planning principles. The Future Land Use Plan is the culmination of these efforts and reflects what the entire Township desires for its future. The plan's vision is sensitive of the community's character, its well established community fabric, and its unique environmental features.

Single Family Residential - Low Density

Areas designated as Single Family Residential - Low Density (located west of Wyoming Ave.) are intended primarily for use by single housing units, each located on their own lot or land area. Historically, this housing type is seen as single family homes in platted subdivisions. Within developed areas, existing single-family densities should be maintained. New development should reflect a density corresponding to the predominant lot size in the neighborhood or

immediate area. The expected density range for this designation is 5 to 6 dwelling units per acre.

Single Family Residential - Medium

Areas designated as Single Family Residential - Medium Density, located primarily east of Wyoming Ave., are intended primarily for use by single housing units, each located on their own lot or land area. Historically, this housing type is seen as single family homes in platted subdivisions. Within developed areas, existing single-family densities should be maintained. New development should reflect a density corresponding to the predominant lot size in the neighborhood or immediate area. The expected density range for this designation is 7 to dwelling units per acre.

Multiple Family Residential

Multiple family residential, such as duplexes, townhouses, garden apartments, condominiums, and apartment buildings, are indicated at several locations throughout the Township. The density range for this designation is approximately 12 to 20 dwelling units per acre.

General Commercial

General Commercial uses include a wide variety of retail stores, office service, and automotive, and are intended to serve both Township residents and regional visitors. General Commercial uses are specifically planned along 8 Mile Road, east of Wyoming Ave.

Future Land Use

Mixed Use Commercial

The Mixed Use Commercial land use designation is intended to provide flexibility in use and design. Permitted uses could include office, commercial, public/quasi public, and multiple family residential. Mixed Use Commercial uses are specifically planned along 8 Mile Road, west of Wyoming Ave.

Industrial

This designation includes wholesale activities, warehouses, and industrial operations of varying scale. It also includes manufacturing, compounding, processing, packaging and assembly of products. Industrial uses are primarily located in the northwestern part of the Township.

Public/Quasi Public

The public/quasi-public land use category generally includes institutional uses, governmental offices and facilities, schools, places of worship, and public parks. The Future Land Use Map primarily identifies these areas as they presently exist. Should any of these uses cease to exist, redevelopment should be consistent with those uses in the immediate surrounding area.

Open Space

This land use category includes all non-developed floodways, floodplains, wetlands, and water courses.

Activation Strategy - Key Site Area

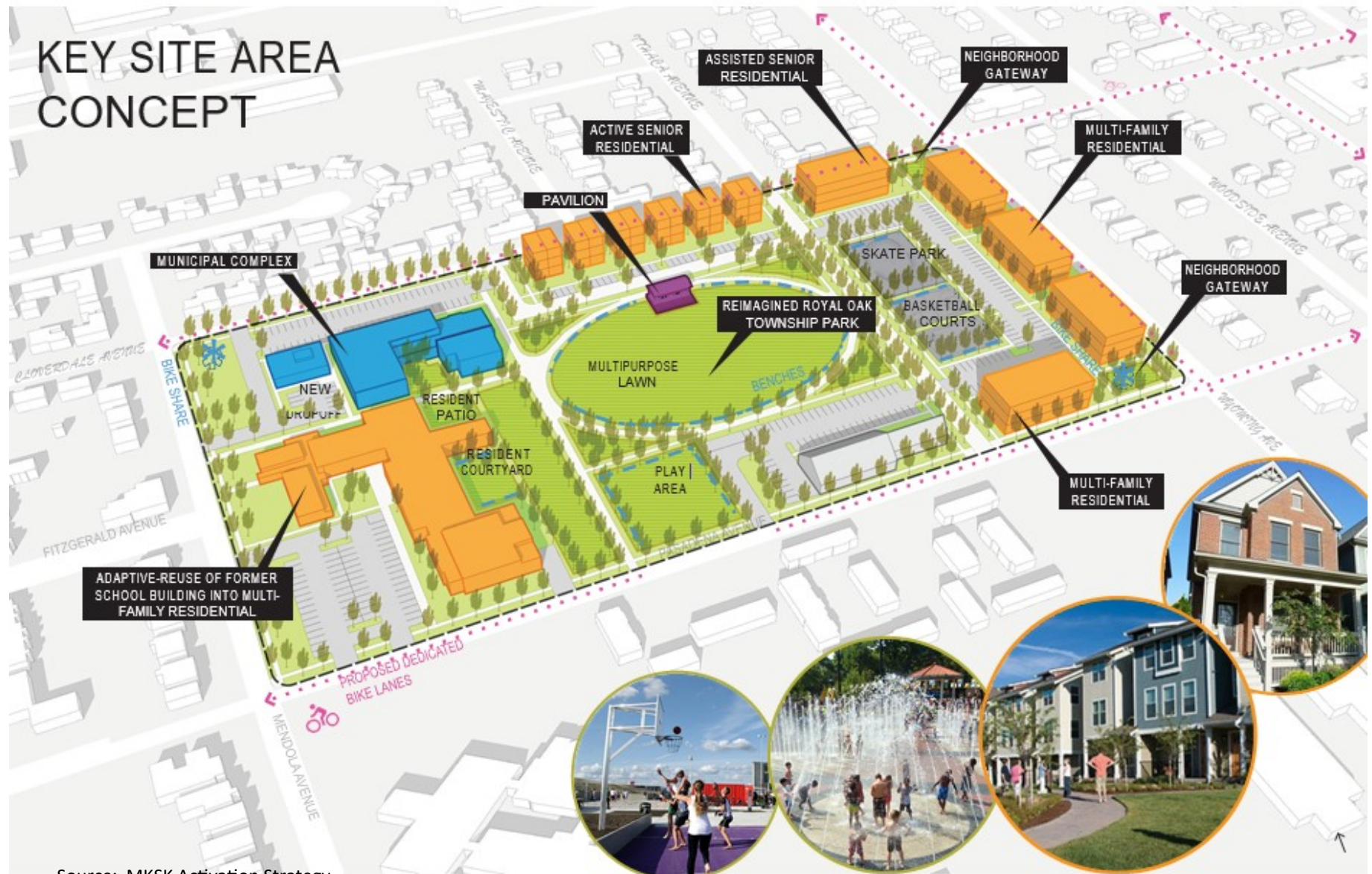
The Activation Strategy - Key Site Area land use designation is intended to be flexible with regard to specific use, while being more prescriptive with regard to design and quality of development. It is recognized that many of the uses currently permitted in one or more of the Township's zoning districts, could be compatible land uses within this area. The area north of Pasadena Ave., between Wyoming Ave. and Mendota Ave., has been designated as a Key Site Area.

The flexibility of the Key Site Area designation is intended is to foster economic development, create employment opportunities, and increase the tax base by promoting the development or redevelopment of land.

Regulations should encourage the development of property in a manner that allows mixed land uses, eliminates blighted properties, incorporates unique planning practices, ensures safe and complementary vehicular and pedestrian circulation patterns, improves environmental quality, remediates degraded properties, and provides an attractive transition between residential and non-residential properties.

The illustrations, on the following pages, provide two potential development concepts for the Key Site Area located west of Wyoming Ave. and north of Pasadena Ave. These were part of the previously completed MKSK Activation Strategy.

Future Land Use



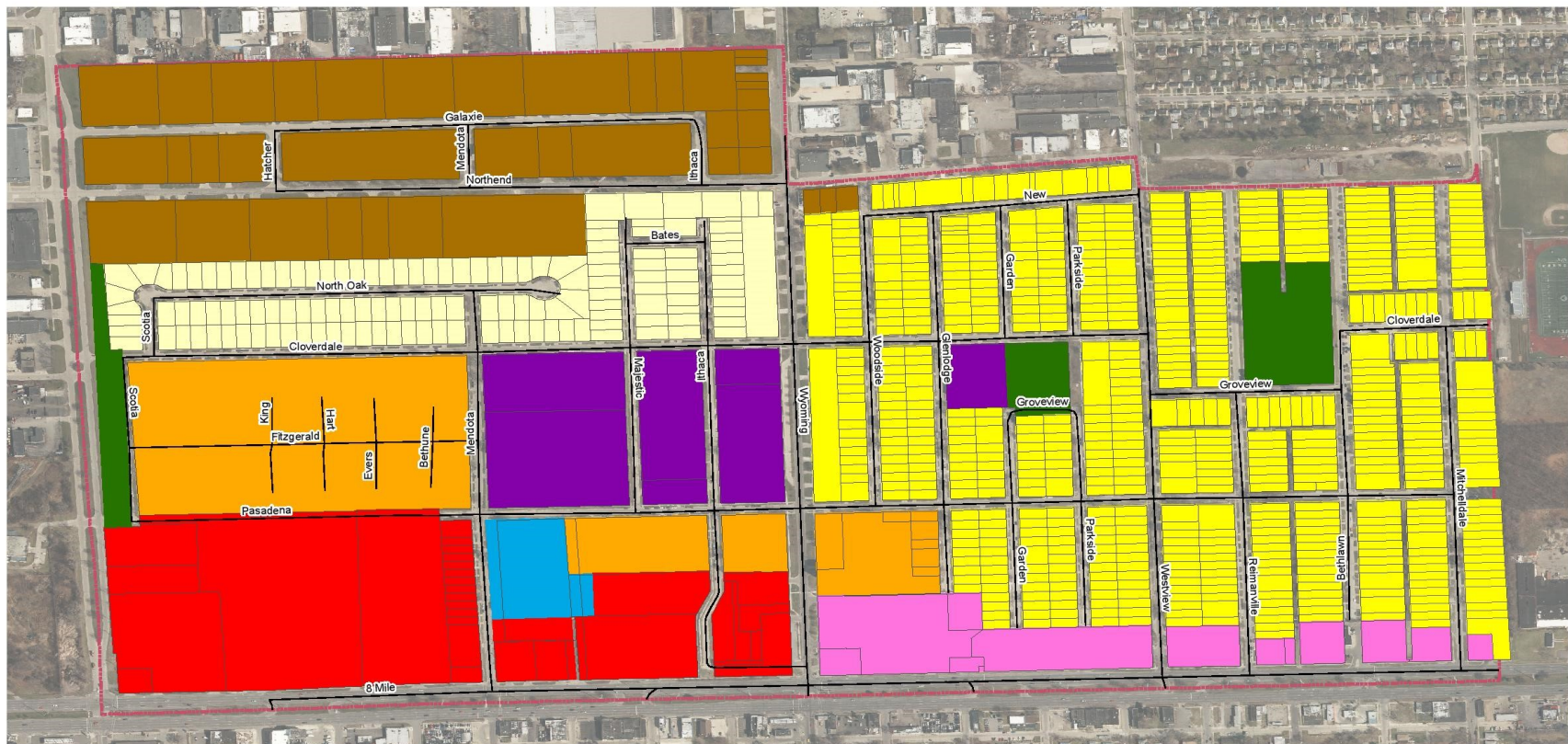
Source: MKSK Activation Strategy

Future Land Use



Source: MKSK Activation Strategy

Future Land Use



- | | |
|------------------------------|-------------------------------------|
| Township Boundary | Mixed Use Commercial |
| Single Family Low Density | Industrial |
| Single Family Medium Density | Public/Quasi Public |
| Multiple Family Residential | Activation Strategy - Key Site Area |
| General Commercial | Open Space/Recreation |

FUTURE LAND USE MAP

Royal Oak Township, Oakland County



September 18, 2019
Carlisle Wortman Assoc., Inc.



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Zoning Plan & Implementation

Zoning Plan

Zoning is the development control that has been most closely associated with planning. Originally, zoning was intended to inhibit nuisances and protect property values. However, zoning also serves additional purposes relating to planning, including:

- Promoting orderly growth in a manner consistent with land use policies and the Master Plan
- Promoting attractiveness in the Township's physical (built) environment by providing variation in lot sizes, architectural features, and appropriate land uses.
- Accommodating special, complex or unique uses through mechanisms such as planned unit developments, overlay districts, or special land use permits.
- Guiding development away from conflicting land uses

The Zoning Ordinance and Future Land Use Map in themselves should not be considered the major long-range planning policy of the Township. Rather, the Master Plan should be regarded as a statement of planning policy, and zoning should be used to assist in implementing that policy.

The zoning plan describes the relationship between the future land use categories in the Master Plan and the comparable zoning ordinance districts. Not to be confused with the zoning ordinance, the zoning plan provides generalized recommendations for aligning the zoning ordinance with the future land use vision.

The zoning plan compares the zoning districts and future land use designations. These development features are regulated by specific standards in the zoning ordinance.

Future Land Use—Zoning District Comparison

Future Land Use Designation	Corresponding Zoning District (s)
Single Family Residential (Low Density)	R1-A
Single Family Residential (Medium Density)	R1-B
Multiple Family Residential	RM
Commercial / Office	O-1, C-1, C-2, C-3
Industrial	M-1, M-2
Public / Quasi Public	Any District
Parks, Recreation, and Open Space	Any District
Key Concept Area	Varies

Zoning Plan & Implementation

The Master Plan is essentially a statement of policies, objectives, and goals designed to accommodate future growth and redevelopment. The Plan forms the philosophical basis for the more technical and specific implementation measures. It must be recognized that development and change will occur with or without planning, and that the Master Plan will have little effect upon future development unless adequate implementation programs are established.

A variety of programs or administrative “tools” are available to help the Plan succeed, including:

Planned Unit Development (PUD)

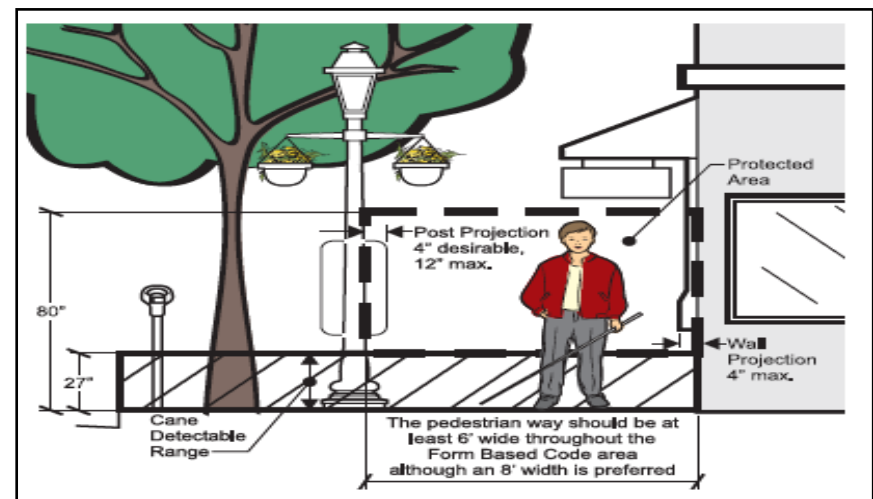
PUD’s allow for more flexible development practices than traditional “grid” zoning. Essentially, PUD zoning permits a developer to meet overall community density and land use goals without being bound by rigid requirements such as minimum lot standards and land use categories. The PUD concept can be applied to encourage creative mixes of land uses, by permitting certain nonresidential uses (or a mix of different kinds of residences -- single and multi-family) in the development.

Form-based Codes

A form-based code is an approach to zoning that emphasizes the physical design of development rather than its specific use. These codes focus on a structure’s relationship with the street and neighboring buildings, as well as how it fits in with the character of the surrounding area. This approach can be an effective way for com-

munities to achieve the form and development character that they envision for their downtown because they provide standards for the public realm - where people interact with buildings, streets, and sidewalks.

Typical Form Based Code Standards



Source: Form-Based Code Institute

Access Management

Access management and internal circulation are critical elements in creating a safe and efficient roadway system. The capacity of a regional or major thoroughfare can be enhanced and its useful life extended by careful attention to access controls and circulation between adjacent sites. This coordination and review will also likely reduce the total number of access drives as well as the total number of conflict points.

Zoning Plan & Implementation

Access Management Principles

- Provide a specialized roadway system
- Limit direct access to major roadways
- Promote intersection hierarchy
- Locate signals to favor through movements
- Preserve the functional area of intersections and interchanges
- Limit the number of conflict points
- Separate conflict areas
- Remove turning vehicles from through traffic lanes
- Use non-traversable medians to manage left turn movements
- Provide a supporting street and circulation system

Capital Improvement Plan

The Township's role in providing and financing community facilities will undoubtedly increase in the future. An orderly procedure for planning and financing such facilities can be achieved through the adoption of a Capital Improvement Plan (CIP), attached to the annual budgeting process. The CIP is a schedule of projects developed for a six (6) year period and contains estimated costs and sources of funding. While the Planning Commission is involved in larger-scale capital improvement planning for infrastructure improvements as it relates to land use, the Township Board has responsibility for yearly capital improvement planning. This includes detailed budgeting, staff assignments, and strategic planning.

A Capital Improvement Plan is coordinated with the Master Plan so that funds are devoted to projects that will benefit the greatest number of Township residents and visitors. Capital improvements plans consider the funding and timing of all municipally related capital goods needs, including such items as roadways, utilities, parks and recreation, municipal building expansion/development etc.

Zoning Plan & Implementation

Federal and State Programs

Given the high cost of public improvements, many local units of government have become reliant on outside sources of funding. Royal Oak Township has already enhanced its ability to secure grant funds by adopting a Master Plan. The Plan not only sets priority for public improvements, but should also be used to justify the need for such improvements to federal and state agencies for funding.

Local Funding

The potential availability of grant funds does not eliminate the necessity to finance all or portions of projects with local funds. It is the rule rather than the exception that Federal grants require the local unit of government to fund or match a portion of the project. Local funding can be raised through the following sources:

- **GENERAL FUND** – Township Board may make an appropriation from the general fund to finance certain improvements. However, this method is not considered entirely feasible because general funds are usually needed to finance essential services, leaving little available money for additional projects.
- **GENERAL OBLIGATION BONDS** – With the approval of the voters, the Township can sell general obligation bonds, usually having a long payback period and low interest rates. General obligation bonds also enjoy the backing of the full faith and credit of the township.

- **REVENUE BONDS** – Revenue bonds are paid off through revenues generated by a project. For example, most municipal water systems are financed through revenue bonds with user charges paying off the bond. Revenue bonds are not necessarily backed by the full faith and credit of the township, do not require voter approval, and usually are sold at higher interest rates than general obligation bonds.
- **SPECIAL MILLAGE** – The Township Board may ask for voter approval to earmark increased millage for a specific improvement project.
- **SPECIAL ASSESSMENT** – Many projects that benefit only a segment of the community rather than the community at large are financed through special assessments to the benefiting property owners. Drainage and street improvements are projects frequently financed through special assessments.

Plan Education

Citizen involvement and support will be necessary as the Master Plan is implemented. Local officials should constantly strive to develop procedures which make citizens more aware of the planning process and the day-to-day decision making which affects implementation of the plan.

Dedicated information on the township's webpage on planning is-

Zoning Plan & Implementation

sues in the Township is a way of providing citizens with quick access to information. A continuous program of discussion, education, and participation will be extremely important as the Township moves toward realization of the goals and objectives contained within this Master Plan.

Plan Updates

The Master Plan should not become a static document. Michigan planning statute requires that the Planning Commission review and, if needed, amend the Master Plan or adopt a new plan at least every five years.

However, the Planning Commission should review the plan on an annual basis to determine if changes are needed. Furthermore, the Master Plan should be coordinated with the Township's Park and Recreation Plan, Capital Improvements Plan, and other special purpose plans.

Coordination with Adjacent Communities

As a part of the Master Plan adoption process and in accordance with Michigan Public Act 33 of 2008, Royal Oak Township notified neighboring jurisdictions, Oakland County, regional agencies, and any registered public utility company, railroad, or other governmental entities of the intent to update its master plan.

Subsequent to the notification and eventual completion of the draft, the noticed entities were asked to review and make comments on the proposed plan. The comments received were given serious consideration by the Township. Most have been included in this Master Plan.



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Appendix A - Public Input Forum

Master Plan Public Visioning Meeting Discussion Questions

What do you value most about Royal Oak Township?

- ◆ convenience
- ◆ family
- ◆ quality homes
- ◆ quality structures
- ◆ activities
- ◆ quiet
- ◆ safety
- ◆ low crime
- ◆ general friendliness
- ◆ churches
- ◆ community activities
- ◆ longevity
- ◆ history
- ◆ affordable prices
- ◆ family atmosphere
- ◆ hidden gem
- ◆ pride
- ◆ Generations

What are the major issues facing residents and businesses within the Township?

- ◆ Small tax base
- ◆ Under-valued commercial property
- ◆ Apparent lack of resources for existing homeowners
- ◆ Streets/roads
- ◆ Lack of funding (Parks & Rec)
- ◆ Police/Fire
- ◆ Parks and Rec improvement (Improving our Parks)
- ◆ Economic Development
- ◆ Employment opportunities for young adults
- ◆ Youth residential development
- ◆ Loans to improve homes and businesses
- ◆ Taxes
- ◆ Street improvement
- ◆ Trees
- ◆ Public housing properties used to be commercial along-side Wyoming

Appendix A - Public Input Forum

What would you do to improve the neighborhoods?

- ◆ Bank improvements
- ◆ Financial resources
- ◆ Streets
- ◆ Trees
- ◆ Commercial investment act
- ◆ Parks
- ◆ Housing stock
- ◆ Upkeep of residents
- ◆ Community development assistance
- ◆ Improvement on abandoned homes/blight
- ◆ Residential streets
- ◆ Industrial businesses
- ◆ Programs and resources for home improvement
- ◆ Identify areas where traffic is calming for infrastructure would help with funds

What would you do to improve the business areas along 8 Mile Road?

- ◆ Incentives for major rehab & redevelopment for community-desired businesses
- ◆ Increase connectivity to Ferndale business divisions
- ◆ Development of the Mel-Farr site
- ◆ Filling in the vacant “commercial” land the Township currently owns
- ◆ Provide security-visible show of force
- ◆ Attract brand name businesses
- ◆ 8 Mile vacancies
- ◆ Tax incentives

Appendix A - Public Input Forum

What one thing would you do to make the Township better ten years from now?

- ◆ Property development-Vacant lots purchased must be developed on or reverted back (houses)
- ◆ More community involvement
- ◆ Remove deer and ground hogs
- ◆ Every parcel of land will be filled
- ◆ Development on the corner vacant commercial lots of 8 Mile and Wyoming
- ◆ Better fire department and police involvement
- ◆ Ferndale should improve its borders near the Township
- ◆ Capture revenue for public space improvements & resident support services
- ◆ Create places young families can enjoy without a vehicle (Walkability)
- ◆ Zoning updates to allow more for neighborhood businesses

What one thing would you NOT change in the Township?

- Its unique identity and cultural heritage
- The name 'Royal Oak, Township'
- The family atmosphere
- Quiet



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